Quality Assurance Surveillance Plan

For

Medical Simulation Training Center (MSTC) Instructor/Operator Support Services (MIOSS)

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1. Overview.

1.0. Purpose. This Quality Assurance Surveillance Plan (QASP) is a Government developed document used to ensure that the Government receives the diminished-value protections established in FAR 52.246-4 and Section G and that the Government receives quality services, and pays only for conforming services actually provided. The objective of this Medical Simulation Training Center (MSTC) Instructor/Operator Support Services (MIOSS) is to acquire currently medically credentialed Instructor/Operator Support Services (MIOSS) for the following type training requirements, but not limited to medical training simulators and simulations at the Contiguous United States (CONUS) and Outside the Contiguous United States (OCONUS) MSTC locations as defined in this Performance Work Statement (PWS), section 1.3. The MSTCs are fully fielded with 25 locations. Government-furnished property and services for those items specified in the PWS are exempt from this QASP. The contractor shall perform to the standards specified in the MIOSS PWS. This Quality Assurance Surveillance Plan (QASP) identifies the methods and procedures the Government will use to ensure it receives the services to the desired standard, as identified in the PWS.

1.1. Intent. The intent of this QASP is to:
1) Ensure contractor performance meets or exceeds contract terms, conditions and specifications
2) Hold the contractor accountable for quality control
3) Encourage the contractor to take appropriate steps to control and improve quality
4) Ensure all sections of FAR 46 are applied as required and applicable

Accordingly, the Government will perform surveillance on the contract in accordance with this QASP but reserves the right to monitor the contract in any manner necessary, at any time necessary, and at all places necessary to ensure that the services rendered conform to contract requirements. The Government also reserves the right to perform quality assurance at the Subcontractor level, and at the contractor's place of business. Sub-contract service providers shall be accountable to the contractor who, in turn is responsible to the Government. Resolution of non-conforming services discovered at the Subcontractor level will be addressed with the prime contractor. The Government will not exercise any supervisory controls over the contract service providers performing the services herein.

2. Description of Services.

2.1. Scope of Work. The contractor shall provide currently medically credentialed Instructor/Operators (I/Os) to support medical simulators and simulations, and provide services related to medical TADSS instruction and operation. Supported medical training devices belong to the Virtual training environment. The MIOSS contract will support MSTC TADSS during the contract period of performance.

Type of Contract. This will be a Firm-Fixed Price (FFP), Mandatory Minimum Staffing Baseline (MMSB) contract.

3. Roles and Responsibilities. The following provides a synopsis for the roles and their respective authority during the performance of the contract:

3.1. Government.

3.1.1. Contracting Officer (KO). The KO is the only person authorized to direct changes in any of the requirements under this contract. In the event the contractor effects any such change at the direction of any person other than the KO, the change will be considered to have been made without authority, and solely at the risk of the contractor. No changes in, or deviation from the terms and conditions shall be affected, without a written modification to the contract, executed by the KO authorizing such changes.

3.1.2. Contracting Officer's Representative (COR). The COR will monitor all technical and performance aspects of the contract and assist the (KO) in contract administration. It is the COR's duty to review the Monthly Staffing Report (MSR) and reconcile it against actual operational data and invoices submitted by the Contractor. The COR is authorized to perform the following functions:

- Assure that the contractor performs the service and technical requirements of the contract
- Perform inspections necessary in connection with contract performance
- Reviews the Monthly Staffing Report (MSR) and either approves or rejects the invoices
- Maintain written and oral communications with the contractor concerning technical and performance aspects of the contract
- Issue written interpretations of technical requirements, including Government drawings, designs, and specifications
- Monitor contractor's performance and documents and notifies both the Contracting Officer and contractor of all deficiencies
- Coordinate availability of Government furnished property
- Provide site entry of contractor

ACC doesn't use other acronyms to refer to and describe a COR. Terms such as the "COTR, "Onsite COR", "TM", etc. will not be used. Some personnel may be assigned as Alternate CORs, but other than a statement to that effect and what actions the KO expects that ACOR to take in the absence of the primary COR, there is no difference between a COR an Alternate COR, or other government surveillance personnel assigned to conduct contract oversight. Throughout the remainder of this QASP, The term "COR' will be used to refer to all government surveillance personnel assigned to monitor the contractor's performance on this contract.

A letter of designation issued to the COR, a copy of which is sent to the contractor, states the responsibilities and limitations of the COR, especially with regard to changes in cost, price, or delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order.

The Contracting Officer shall use the DoW Joint Appointment Module (JAM) to electronically track COR nominations, appointments, terminations, and training certifications for each COR appointed to conduct oversight on this contract. The COR will upload their surveillance documents, such as COR Status Reports (CSR) COR trip reports, correspondence with the

contractor, and other miscellaneous documents into the Surveillance and Performance Monitoring (SPM) module within the online contract file. JAM and SPM are available within the Procurement Integrated Enterprise Environment (PIEE) suite of tools at: https://piee.eb.mil/.

3.1.2.1 Alternate Contracting Officer's Representative (ACOR). The Alternate COR is an employee of the U.S. Government provided by the Requiring Activities (RA) and appointed by the Contracting Officer to provide additional surveillance personnel in monitoring and documenting the contractor's performance. These alternate surveillance support personnel may serve as on-site representatives of the COR in performance of actual contract surveillance, if they meet all COR training and experience requirements and are appointed by the contracting officer as Alternate CORs (ACOR) in the Joint Appointment Module (JAM). This term will apply to other government surveillance personnel as defined in Army Regulation 70-13, paragraph 2-2 g.

3.2. Contractor
3.2.1. Program Manager. The contractor responsible for running the program. May supervise the program team and manage conflicts within different departments. Plans and sets program goals and milestones and develops risk management strategies. Defines resources and schedules for the implementation of the program. Clearly defines requirements and sets targets accordingly. Recognizes areas for internal improvement and develops plans for implementing the improvements.

For quick access the contact information for the performance of this QASP is provided:

Table 1; Key Positions for Contract Administration
This information to be completed after contract award

Government Personnel:

Title	Name	Phone	e-mail
Contracting Officer			
COR/ACOR			
Contract Administrator			
Property Administrator			

Contractor Personnel:

Title	Name	Phone	e-mail
Contract Manager			
Project Manager			
Quality Manager			

4. Contract Quality Requirements.
4.1. Contractor's Quality Control Plan/Program (QCP). The Government will evaluate the adequacy of the contractor's Quality Control Plan (QCP) performance under this contract in

accordance with this QASP.

The contractor's quality control program is the means by which he assures himself that all work complies with the requirement of the contract PWS. It is essential that Government Surveillance Personnel understand that Quality Control (QC) is the responsibility of the contractor, and not the government.

As such, the government will focus their efforts on validating if the contractor is maintaining an adequate quality control inspection systems that ensures the contractor maintains evidence that services provided conform to contract quality requirements. The contractor shall provide inspection data to the Government on request for validation.

The contractor's QCP shall include a process that can identify, prevent, and ensure non-recurrence of defective services.

4.2. Government Quality Assurance. This QASP describes what the Government will do to ensure that the contractor has performed in accordance with the performance standards within the PWS.

This QASP describes:

- How the performance standards will be applied:
  - The Performance Standard for each requirement in the PWS will be applied as prescribed in the PWS.
  - The method of assessing contractor performance against performance standards is met/not met.

- The performance elements provided in the Surveillance Checklist, Attachment 4 will be surveilled.
  - All performance activities will be surveilled through-out the Period of Performance, using a risk-based approach. The selected items will be populated on the Monthly Checklist and placed on the Surveillance Schedule for each period surveilled.

- The surveillance will be scheduled as per the Surveillance Schedule, Attachment 3.
  - Selected items for each month will be placed on the Surveillance Checklist and scheduled surveillance on the Monthly Schedule. Surveillance may be scheduled on a daily, weekly or monthly frequency. However, each contractor requirement must be audited for compliance prior to invoice payment being made.

- The nature of Government contract quality assurance actions that include the number of observations made and the number and type of defects (defect rate)
  - Personnel conducting contractor performance surveillance will use Attachment 4, Surveillance Checklist, or equivalent to answer the Performance question asked, and provide comments in the area provided on the checklist. These comments and metrics from the Checklist will be included on each CSR submitted during the Period of Performance.

5. Government Surveillance.

5.1. Methods of Surveillance. The following Methods of Surveillance may be utilized in monitoring the contractors' performance:

NOTE: The performance items selected for surveillance in this QASP as a minimum should contain those listed in the Performance Requirements Summary (PRS). The PRS is a stand-alone document that illustrates to the contractor the few, most salient items the government wishes the contractor to be aware of. The PRS is contained in the contract Performance Work Statement (PWS). See Attachment 1 for PRS items.

- **100% Inspection** will be reserved for the highest risk areas where consequence of failure may affect life or limb, or there is likelihood of mission failure

- **Random Sampling** Will be used when a service is performed on a frequent basis and a statistically valid sample can be selected for audit. This is most appropriate method for frequently recurring tasks

- **Periodic Inspection** Will be used when planned sampling of a service is at a specific predetermined date and time. This is most appropriate for tasks that occur infrequently, yet on a scheduled basis

- **Customer Feedback.** Not a valid method of surveillance, but a good indicator of areas where surveillance should be conducted or intensified.

  The Customer Complaint Record, Attachment 2, will be placed at convenient locations for the end user of these services, and made available to document/record all complaints. The COR will collect the Customer Complaints each surveillance cycle and investigate for validity ASAP.

  The following procedures will be followed when a complaint is received.
  1. The COR/ACOR will investigate to determine the validity of the complaint
  2. If the complaint is determined to be <u>invalid</u>, the COR will inform the person who submitted the complaint of the reason(s) as soon as practical
  3. For <u>validated</u> complaints that are true contractual non-conformances, the procedures in paragraph 6 below will be applied
  4. A Customer Complaint Log will be used to document each <u>validated</u> customer complaint and attached to the COR Monthly Surveillance Report in the SPM module

  The Government will track open positions via the CDRL A001, Contractor's Progress and Status Report, reporting in the bi-monthly IPTs and TOR reports.

5.1.1 **Surveillance Procedure:**

a. **Support of Medical Related Training:** The COR will evaluate the contractor's performance monthly against Performance Standards established in the contract. Evaluations will be to the extent practical to assure the contractor provides quality

services IAW the requirements of the contract.

i. Support of Medical Related Training:
ii. Analyze and provide responses for Requests for Information (RFIs) from the PCOs.

The COR will utilize the Technical Oversight Representative's (TOR's) Monthly Reports, ACOR's monthly reports, Contractor's Progress Status and Management Plan, and Requests for Information (RFIs) to track and document surveillance.

b. **Program Management:** The COR will perform evaluations/validation of contractor supplied performance data.

i. The contractor shall conduct and participate in meetings and reviews at the contractor and Government facilities for program management and oversight.
ii. The contractor shall conduct phase-in for to assume full performance of the requirements of this contract per the negotiated schedule.
iii. The contractor shall prepare a Program Management Plan (PMP) for transitioning responsibilities from the incumbent to the new contractor.
iv. The contractor shall host In Progress Reviews (IPRs) to brief the status of transition efforts.
v. The contractor shall conduct a Post Award Conference (PAC) within 4 weeks after contract award, or as directed by the Government.
vi. The contractor shall host Program Management Reviews (PMRs) in CONUS semi-annually to inform the Government of program risks and issues.
vii. The contractor shall participate in Integrated Product Team (IPT) meetings with their Government counterparts.
viii. The contractor shall implement a Quality Control Program (QCP) for MIOSS.
ix. The contractor shall conduct all phase-out tasks required for transferring MIOSS performance to the contract that replaces MIOSS.
x. The contractor shall implement a transition plan for Phase-out of MIOSS.
xi. The contractor shall retain full responsibility for contract performance until completion of phase-out.
xii. The contractor shall provide all support necessary for ensuring seamless transition to the contract that replaces MIOSS during the last 180 days of the contact.

The COR will review the contractor's supplied reports and validate 100% of the data accuracy supplied within, utilizing the Contractors Progress Status And Management Plan, Conference Agendas, Presentation Materials, Report Record of Meeting Minutes, Contractor's Quality Control Plan, TOR Reports, and ACOR Reports.

c. USE OF ACORS – THEIR ROLE IN SURVEILLANCE ACTIVITIES

i. ACOR DOCUMENTATION REQUIREMENTS

1. Reports: Functional Area Reports supporting the Quality Assurance Surveillance Plan consist of immediate impact and monthly status reporting

as outlined below.

2. Impact Reporting: Government ACORs observing any situation or occurrence which poses a significant program impact will be reported to the COR using the most expeditious manner available. Unacceptable performance or quality of service for requirements specified in the PRS should be documented using the Surveillance Activity Checklist and Nonconformance Report (NCR) immediately provided to the COR for validation and disposition.
3. Monthly Status Report: A report will be provided by each ACOR NLT 1 week following each month of the calendar year to the COR. The period of the report is from the first to the last day of that month and should address the contractor's performance.

5.2. Surveillance Schedule. (Required) A Surveillance Schedule (Attachment 3) will be created each month. Locally generated equivalent is acceptable. The schedule is "CONTROLLED UNCLASSIFIED INFORMATION (CUI)" and is not releasable to anyone other than authorized Government personnel. Each Month's Surveillance Schedule will be completed at the beginning of each month during the Period of Performance (PoP) to schedule the upcoming month surveillance activity. Completed Surveillance Schedules will be filed in the online Surveillance and Performance Monitoring (SPM) module located within (https://piee.eb.mil) file for this contract, either as an attachment to COR Status Report (CSR) or uploaded separately in the Miscellaneous Documents Section.

5.3. Surveillance Checklists. (Required) A Surveillance Checklist (Attachment 4) will be created each month. Locally generated equivalent is acceptable. The Checklist is "CUI" and is not releasable to anyone other than authorized Government personnel. Each Month's Surveillance Checklist will be completed with the Surveillance Schedule. Completed Surveillance Checklist will be filed in the online Surveillance and Performance Monitoring (SPM) module located within (https://piee.eb.mil) file for this contract, either as an attachment to COR Status Report (CSR) or uploaded separately in the Miscellaneous Documents Section.

Note: Surveillance Schedules and Checklists are considered COR documentation and must be uploaded in the SPM module. Smartforms are available for use at the individual record level under "Add Smart Form"

5.4. Surveillance Documentation. Each months' Completed Surveillance Documentation, to include the COR Status Report must be filed in the online Surveillance and Performance Monitoring (SPM) module located within (https://piee.eb.mil) file for this contract. The COR Status Report (Smart Form) must be utilized, supporting documentation can be uploaded as an attachment.

6. Non-Conforming Performance. A Non-conformance occurs when the contractor fails to meet the terms, conditions and/or specifications of the Contract/Task Order. All instances of non-conformance must be documented by the COR. The COR will provide the details of the non-conformance using the Corrective Action Report (CAR), Attachment 5 to the KO, who will notify the contractor of each nonconformance occurrence, unless the KO has authorized the

COR to submit directly to the contractor, and copy the KO. Resolution of any non-conformance discovered at the Subcontractor level will be addressed with the prime contractor. Non-conformances are classified as either: Level I (Minor); Level II (Major); or Level III (Critical).

6.1. Level I (Minor). Level I non-conformance is not likely to materially reduce the usability of services for their intended purpose or is a departure from established standards having little bearing on completing the contract requirement. Minor non-conformances can usually be corrected on the spot and can be issued to the contractor through either a verbal or written contractor Corrective Action Report (CAR). However, the Government is required to document verbal Level I CARs. The COR may issue verbal Level I CARs directly to the appropriate level of contractor management. The COR will notify the KO as soon as practical when a verbal Level I CAR is issued and document them in their Monthly Reports. If the non-conformance cannot be corrected on the spot, the contractor shall be given a suspense date to correct the deficiency. The KO will issue and sign written Level I CARs, Attachment 5.

6.2. Level II (Major). Level II non-conformance is likely to result in failure of the services to meet contract requirements. Also, repeated discrepancies, a large number of documented Level I CARs and trends indicating failure of the contractor's quality control program can be classified as Level II CARs. The KO issues all Level II CARs in writing, Attachment 5. The COR will notify the KO as soon as practical when a major non-conformance is identified.

6.3. Level III (Critical). Level III non-conformances result in hazardous or unsafe conditions due to the manner in which the services are performed; prevent or impact a vital agency mission as a result of performance; or are for repeated or uncorrected Level II CARs. The Contracting Office Director or Deputy Director issues written Level III CARs. The COR is responsible for notifying the KO immediately upon discovery of a critical non-conformance.

6.4. Documenting CARs. The COR will provide the details of the non-conformance using the CAR, Attachment 5. If the Requiring activity prefers to issue a locally developed CAR, documentation must include as a minimum: the Contract or Task Order number; reference to the specific contract requirement; the specific discrepancy to the requirement; where it was discovered; the date and time it was discovered; Contractor representative who was notified; and the suspense date for contractor response/corrective action.

6.5. Tracking and Resolving CARs. All ACRs, verbal and written, regardless of issuer will be included in the COR's Monthly Report. The COR and KO shall track CARs to ensure the contractor identifies and takes appropriate corrective action to the root cause and the specific non-conformance is corrected within the required timeline. The KO will make a final written determination of the Government's remedies if the non-conformance is not corrected by the contractor after receiving notice and a reasonable opportunity to correct the work.

7. Deduct Plan. This acquisition does not include a Deduct Plan.

8. Data Analysis. Data Analysis will be performed to identify trends in cost, schedule and/or performance risks. The results of Data Analysis will be documented in COR Status Report and

may be used to make adjustments to surveillance schedules and/or checklist items to increase or decrease surveillance, based on performance trends. Negative trends noted using Government data/observations could result in issuing the contractor Corrective Action Report. Trends noted using contractor data will not result in a CAR unless the contractor has not addressed the negative trend. QASP changes based on Data Analysis will be coordinated with the Contracting Officer for approval.

9. Acceptance of Services. When all services have been deemed acceptable and there is documented, objective, quality evidence to support acceptable performance, the COR will accept the services provided and authorize payment to the contractor. Acceptance and payment will be made by approving the Contractor's Receiving Reports in Wide Area Workflow at https://piee.eb.mil/ as a WAWF Inspector, and/or Acceptor.

10. COR Status Report. COR Status Reports (CSR) will be submitted on a monthly basis to the Contracting Officer via the Surveillance and Performance Monitoring (SPM) module. CSRs must be uploaded into the Surveillance and Performance Monitoring (SPM) module using the "Smart Form". CSRs will be due NLT the 10th day of the month following the month of surveillance. CSRs will provide a synopsis of the contractors performance for the inclusive dates of the report. The synopsis must contain a summary of surveillances performed, Customer Feedback if any, CARs if any, an analysis of the contractor's performance, recommended adjustments to surveillance schedules, and any other pertinent contract information IAW FAR 46.104, and the COR Appointment Letter. Completed Surveillance Checklists and CARs, if any, will be included as attachments to COR Status Reports. See para 5.4.

11. Service Contract Reporting (SCR) in the System for Award Management (SAM). https://www.sam.gov. Reporting Labor Hours. Service contractor reporting of information is required in the System for Award Management (SAM) when a contract or order 1) Has a total estimated value, including options, that exceeds $3 million; and 2) Is for services in the following service acquisition portfolio groups (see PGI 204.1703 for a list of applicable product and service codes):

(1) Logistics management services.
(2) Equipment-related services.
(3) Knowledge-based services.
(4) Electronics and communications

The system allows industry to report all manpower data into a single Federal-wide portal. For contractors who meet the SCR reporting thresholds (in excess of $3 million), your entity must be registered in SAM.

SCR requires contractors to enter the following information for their contract or order:

(1) The total dollar amount invoiced for services performed during the preceding Government fiscal year under the contract or order.
(2) The number of contractor direct labor hours, to include first-tier subcontractor direct labor hours, as applicable, expended on the services performed under the contract or order during the

previous Government fiscal year.

Contractor reporting is required annually, by October 31, on the services performed under the contract or order, including any first-tier subcontracts, during the preceding Government fiscal year (October 1-September 30). For indefinite delivery contracts, basic ordering agreements, and blanket purchase agreements 1) Reporting is required for each order issued under the contract or agreement that meets the requirements of PGI 204.1703 and, 2) Service contract reporting is not required for the basic contract or agreement. Contracting officers shall ensure that the requirement to report contractor manpower is included in all contracts, task/delivery orders and modifications.

12. Contractor Performance Assessment Reporting System (CPARS). Documented surveillance data (COR Status Reports, Completed Surveillance Checklists, Customer Feedback and CDRs, if any) will be used to support CPARS ratings. CPARS will be completed in accordance with AFARS, Subpart 5142.15 – Contractor Performance Information.

13. Combating Trafficking In Persons (CTIP). In accordance with PGI 222.17 and FAR 52.222-50, the KO will be notified immediately of any information from any source that alleges a contractor employee, subcontractor and/or subcontractor employee has engaged in conduct that violates the United States Government "zero" tolerance policy regarding trafficking in persons.

14. COR/Quality Assurance Surveillance Files. The official COR/Quality Assurance Surveillance Files will be maintained in the on-line Joint Appointment Module (JAM) and Surveillance and Performance Monitoring (SPM) module IAW DoWI 5000.72, and DFARS PGI 201.602-2.

15. QASP Changes. This QASP is a living document and, as such, may be changed as needed based on Data Analysis (trends), contract modifications by the KO, etc. The COR will send any recommended changes to the Contracting Officer for approval and the Contracting Officer must approve all changes.

DOCUMENT REVISION HISTORY

This QASP is a living document and, as such, may be changed as needed based on Data Analysis (trends), contract modifications, etc. The COR will send any recommended changes to the Contracting Officer for approval and the Contracting Officer must approve all changes.

Version #	Effective Date	Originator	Summary of Changes
1.0	TBD	Caffee L. Odermann	Original Issue

Attachments:

1. Performance Requirements Summary (PRS)
2. Customer Complaint Record
3. Surveillance Schedule
4. Surveillance Checklist
5. Corrective Action Report (CAR)

Attachment 1

MIOSS Contract Performance Requirements Summary (PRS)
Enforcement Table

MIOSS Requirements	Performance Standards	Inspections	Surveillance Method
3.0 General Requirements			
3.0.3 Exercise Planning, Management and Operator Support The contractor shall provide support IAW the performance standards	Performance Standards a) The PMP includes, but is not limited to, Management Structure; Hiring, Manning, Staffing and Training of Personnel, to include Technical Expert Status Accreditation as applicable for OCONUS locations; Subcontractor relationships; Compliance with Local Installation Policies and Procedures; TADSS maintenance support; and Quality Assurance b) The PMP addresses total program activities including activities performed by major subcontractors c) The PMP depicts the CWBS as delivered for the phase-in tasks and follow-on full contract performance tasks for the first Lot Year d) PMP available for the Post Award Conference (PAC) e) The contractor shall update the PMP as necessary	**What: Support for U.S. Military Exercises** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.17 Performance Requirements			

3.17.1 Qualified Personnel/Subject Matter Experts (SMEs) The contractor shall provide qualified personnel, SMEs, and advisors for medical skills training and instruction in a realistic environment, in both classroom and field locations.	Performance Standards a) Personnel qualification, certification, and experience requirements are in accordance with Section 3.4 (I/O Qualification Requirements) of the Medical Simulation Training Centers (MSTC) PWS. b) Quality of training and personnel qualification is maintained throughout the performance of the contact.	**What:** Qualified Personnel/Subject Matter Experts (SMEs) **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.17.2 Instructor/Operator Support The contractor shall provide I/O *support of mission support services* that develop and use advanced learning technologies and methodologies to improve medical education and training for healthcare teams and patients for the purpose of improving healthcare options.	Performance Standards a) Provide I/O support for military assets located at various military installations worldwide. b) Deliver effective medical training with a standardized training platform to better prepare trainees for application of medical interventions under combat conditions. c) Provide I/O support of medical training and education on new battlefield procedures and equipment. d) Enable comprehensive training in several formats such as the classroom setting, practical hands-on training simulation, trauma lanes, virtual and distance learning. e) Provide I/O support to set-up, configure, monitor, operate and provide all functions encompassing planning and After Action Review (AAR) reports.	**What:** Instructor/Operator Support **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance

3.17.3 Training Evaluation contractor shall evaluate report the results of idual and/or collective ing and instruction.	Performance Standards a) Effective comprehension of course materials through demonstrated testing results with a pass rate determined at the TO level. b) Completion and submission of AARs which identify trends, areas for improvement, and possible corrective actions plans in relation to instructor performance. c) Provides opportunity for students to assess instructor performance and course content through an End of Course student survey.	**What: Training Evaluation** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.17.4 Program of Instruction (POI) The contractor shall provide existing, modified and/or contractor-developed training tutorials, courseware curricula and Programs Of Instruction (POI) for military and civil-related subjects.	Performance Standards a) Courseware is current and consistent IAW DOW doctrine and associated academic/qualification standards.	**What: Program of Instruction** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.17.5 Authority for Programs of Instruction	Performance Standards a) The contractor shall follow the guidance and approval of the medical proponent's Programs of Instruction (POIs), curriculum, and training support packages. The contractor shall support training that includes medical sustainment training of Combat Medics, supporting the CLS trained Soldiers preservation of perishable skills.	**What: Training Performance Parameters** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance

3.17.6 Training and Instruction	Performance Standards a) The contractor shall provide the following training and instruction: • Conduct and instruct TC 8-800 sustainment training; Instruct CLS IAW Deployed Medicine guidelines to units that have minimal medical assets • Conduct CLS recertification training/validation • Conduct Hands-on skills performance in a training scenario IAW MEDCoE, Deployed Medicine, and Combat Medic Sustainment Division (CMSD) scenarios and testing requirements • Perform sustainment training and Basic Life Support (BLS) • Operate MSTC training devices in support of 68W led sustainment training, TC 8-800 validation and all TC3 Tiers • Utilize cadavers in MEDCoE approved POI/ curriculums at/ adjacent to the MSTCs • Conduct 68W NCO Train the Trainer training for the TC3X TADSS • Perform MEDCoE approved medical Just-In-Time-Training (JITT) within MSTC capabilities, with approval obtained by the individual MSTC Course Coordinator • Assist with maintaining records of training conducted at the MSTC IAW the MSTC PoR Manager and CMSD Standard Operating Procedures (SOP) and policies. The contractor shall execute the POIs in accordance with applicable doctrine, lesson plans, and medical authority POIs.	**What: Training Performance Parameters** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Periodic Surveillance
3.17.7 TADSS Operator Maintenance The contractor shall perform operator-level maintenance on TADSS to ensure the systems are fully operational and ready	Performance Standards a) The contractor shall perform preventive maintenance checks and services (- 10 PMCS) per AR 750-1 section II, 3-10 Field Maintenance b) The contractor shall perform operator-level maintenance before, during, if necessary, and after training	**What: TADSS Operator Maintenance** **How:** Visual inspection, reading, as often as necessary—monthly review	Monthly Surveillance

to be used for training.	c) The contractor shall conduct PMCS to determine the systems status and shall correct operator level maintenance discrepancies IAW operator manuals	**Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	
3.17.8 Training Exercises The contractor shall support training exercises IAW the Performance Standards.	Performance Standards a) The contractor shall employ problem resolution during exercise execution within the required timeframe of the exercise. b) Exercise support personnel shall be responsive to any in-scope updates, changes, or multi- tasking during the training event. c) The contractor shall ensure ancillary and/or support exercise equipment is delivered and made available for use in accordance with exercise commander's intent. This is to include cadavers if provided. d) The contractor shall ensure support personnel are present and performed according to individual exercise requirements.	**What: Training Exercises** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.17.9 After Action Reviews The contractor shall conduct After Action Reviews (AARs) IAW the Performance Standards.	Performance Standards a) The contractor shall conduct After Action Reviews (AARs) following training events IAW TC 7-0.1 to capture critical student and staff data, identifying specific areas for sustainment and improvement. b) I/Os shall facilitate AARs upon completion of training iterations per TC 7-0.1, After Action Reviews standards to synthesize participant feedback into actionable sustainment and improvement data.	**What: After Action Reviews** **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance

3.18 Program Management			
3.18.1 Phase-In Plan	Performance Standards	**What: Phase In Plan**	Monthly

The contractor shall prepare a Phase- In Plan for transitioning responsibilities from the incumbent to the new contractor.	a) The phase-in plan shall include the Management Structure; Hiring, Manning, Staffing and Training of Personnel, to include applicable hiring regulations and laws, as applicable for OCONUS locations; Facilities and Equipment; Supply Management and Inventory; ACAs, Subcontractor Relationships; Management Information System; Compliance with Local Installation Policies and Procedures; and Quality Assurance. b) The phase-in plan shall depict the contractor's phase-in tasks and follow-on full contract performance tasks for the first Year. c) Training Program Development and Management Plan (TPDMP) shall be available for the Post Award Conference (PAC). d) The contractor shall update the TPDMP as necessary	**How:** review within 45 days of receipt **Who:** CORs **Standard(s):** Inspection applies to all standards	Surveillance
3.18.2 Phase-In The contractor shall conduct phase-in to assume full performance of the requirements of this contract per the negotiated schedule. Note that it can take 6 months or more to complete	Performance Standards a) Ensure all personnel, processes, management, and supply systems are in place and ready to perform all requirements of this PWS	**What: Phase In** QASP inspection and acceptance **Who:** CORs	Monthly Surveillance
3.18.3 Post Award Conference (PAC) The contractor shall conduct a Post Award Conference (PAC) within 15 calendar days after contract award, or as directed by the Government. The focus of the PAC is to ensure that the contractor is prepared to execute the requirements of the PWS and assume full	Performance Standards a) All required action items have been closed out or resolved to the satisfaction of the Government	**What: In Process Reviews** QASP inspection and acceptance **Who:** CORs **Incentive:** Deductions per the deductions clause **Standard(s):** Inspection applies to all standards	Monthly Surveillance

performance. The Government and contractor may discuss proposed new and updated PWS requirements.			

3.18.5 In Progress Reviews (IPRs) The Contractor shall host In Progress Reviews (IPRs) to brief the status of transition efforts	Performance Standards a) The contractor shall conduct monthly IPRs to brief the status of the program. b) The contractor shall discuss the status of open action items c) The contractor shall discuss the financial status of each CLIN d) The contractor shall discuss the risks, challenges, and opportunities to improve the training	**What: In Process Reviews** QASP inspection and acceptance **Who:** CORs **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.18.6 Integrated Product Team (IPT) Meetings The contractor shall participate in IPT meetings with their Government counterparts.	Performance Standards a) The contractor hosts Government/contractor IPT meetings bi-monthly, one hour, in-person or virtual (i.e., via MS Teams), throughout the entire contract Period of Performance, as coordinated with the Government. IPT meetings may be cancelled or postponed by mutual consent by both the Government and contractor. b) The contractor shall discuss the following topics: • Program status update (i.e. progress made since last meeting) • Metrics and TPM status • Identification of cost, schedule, logistics and/or performance risks/issues and associated proposed mitigations b) A review of a—ction items	**What:** Integrated Product Team Meetings QASP inspection and acceptance **Who:** CORs **Standard(s):** Inspection applies to all standards	Bi-Monthly Surveillance

3.18.8 Phase Out Tasks The contractor shall conduct all phase-out tasks required for transferring MIOSS performance to the contract that replaces MIOSS. The contractor will allow the incoming awardee access to observe operations on a “not to interfere” basis, but is solely responsible for the performance to the last day of the period of performance.	Performance Standards a) The contractor shall minimize interference with daily operations	**What: Quality Control Plan** QASP inspection and acceptance **Who:** CORs **Incentive:** Deductions per the deductions clause **Standard(s):** Inspection applies to all standards	Monthly Surveillance

3.18.9 Request for Information (RFI) The contractor shall analyze and provide responses for RFIs from the PCOs	Performance Standards a) Responses are accurate and timely.	**What:** Deliverables **Standard(s):** Inspection applies to all standards **Who:** CORs **Standard(s):** Inspection applies to all standards	Monthly Surveillance

3.19 MIOSS I/O Qualification Requirements The contractor shall provide and maintain medically credentialed certified instructors via commercial credentialing agencies IAW American Red Cross standards or as directed by MEDCoE, throughout the life of the contract.	Performance Standards a) The contractor shall ensure their personnel are: • Former 68W or 18D Noncommissioned Officer (NCO) Advanced Leader Course (ALC) graduate or • Former Navy Enlisted Classification (NEC) 8404 or • Navy Independent Duty Corpsman E-6 or above or • Former Air Force 4NOX1 or • Former Aerospace Medical Service (4NOX1) E-6 or above or • Currently licensed Registered Nurse, Physician Assistant, or Physician b) The contractor shall ensure their personnel are current in and maintain National Registry Emergency Medical Technician (NREMT) with a level of Emergency Medical Technician (EMT) or higher. c) The contractor shall ensure their I/Os • Maintain BLS certification • Complete TC 8-800 (all tables) on an annual basis • Teaching BLS comply with the BLS Instructor certification requirement.	**What:** MIOSS I/O Qualification Requirements **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance
3.20 MIOSS I/O Requirements The contractor shall maintain I/Os personeel at each site per section 3.0.4 and conduct courses IAW the performance standards.	Performance Standards • Basic Life Support (BLS) recertification or instructor certification • Pre-Hospital Trauma Life Support (PHTLS) • Advanced Life Support (ALS) • Pediatric Advanced Life Support (PALS) • Tactical Combat Casualty Care (TCCC) provider/instructor courses or other courses as deemed necessary by the Government site lead • Conduct and instruct TC 8-800 sustainment training • Instruct CLS IAW Deployed Medicine guidelines to units that have minimal medical assets • Conduct CLS recertification	**What**: MIOSS I/O Qualification Requirements **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Monthly Surveillance

	training/validation • Operate MSTC training devices in support of 68W led sustainment training, TC 8-800 validation and all TC3 Tiers • Utilizatize of cadavers in MEDCoE approved POI/ curriculums at/ adjacent to the MSTCs • Conduct 68W NCO Train the Trainer training • NRP Sustainment Course: The I/Os shall be capable of instructing, demonstrating skills and testing Soldiers in all areas of the 68W Sustainment, EMT, and NREMT NRP level in support of EMT Sustainment Course and NRP Sustainment Course, as well as CLS courses • Conduct all other medical Just-In-Time-Training (JITT) within MSTC capabilities properly approved by appropriate medical proponent. a) I/Os shall provide all services and support services, including as needed administrative support required to conduct re-certification training (BLS, ALS, PHTLS, PALS) developed by external medical training organizations (The American Red Cross or any future credentialing authority) as approved by the medical proponent. These services include, but are not limited to: • Serve as primary and/or alternate program director and/or program administrator with the current credentialing authority, where no Government personnel are available to fill the role • Provide training certification instruments (cards, certification numbers, for completion of training) • Maintain I/O instructor credentials for courses provided • As needed administrative support, e.g. o Maintain records of courses, classes, and students trained to include course syllabus, student rosters, student grade books, copies of student test and examinations, academic and		

	disciplinary counseling sheets, and instructor rosters. o File, secure and maintain all written evaluation forms for a period of one year from the date of the unit's completion of the CLS course. o Assist the TOR in the appropriate storage (2 Fiscal Years plus the current year) and maintenance of CLS and CMSD required training records. o Keep Military Training Network (MTN) records on file for 3 years. o Maintain these written records in such a manner so they can be retrieved for review by the government upon request. o Other administrative duties that do not constitute personal services. b) All I/Os must meet the minimum Instructor qualifications for course they instruct. The contractor shall be responsible for the costs associated with instructor recertification and instructor cards. c) Courses shall consist of didactic instruction with greater emphasis placed on hands-on skills performance in a training scenario IAW MEDCoE, Deployed Medicine, and CMSD scenarios and testing requirements, not didactic instruction. d) The I/O shall be comfortable instructing a mixed population of Soldiers, both inexperienced and seasoned, in class sizes not to exceed the instructor /student ratios as directed by the medical proponent. The contractor shall work with the training unit to assist the unit in preparing for training to include equipment use, preparation and clean-up.		

	a)		

3.20.2 Training Performance Parameters	Performance Standards a) The contractor shall provide I/Os per MSTC site to meet a projected throughput of at least 2500 68W students annually. Throughput is considered as a 68W Combat Medic attending and completing a CMSD approved course or training event. The contractor shall support throughput encompassing all four TC3 Tiers. b) The contractor shall not count Borrowed Military Personnel or Government civilian Medical Trainers in its staffing calculations to meet minimum throughput capabilities. c) The contractor shall support training to include MEDIC TC 8-800 Tables, and CLS (Tier II) initial and sustainment training to non-medical personnel. MSTCs' primary training focus is Combat Medic (68W) sustainment training and Tactical Combat Casualty Care (TC3) all Tiers. d) The contractor shall ensure that the medical scenario based trainings are designed to be as realistic as possible; therefore, they shall utilize moulage techniques, environmental control, and theatrical special effects to simulate the injuries and environment that the military medic, healthcare provider (to encompass all TC3 Tiers) or first responder may confront during various operational echelons and or theatres. e) The contractor shall utilize the grading sheet for the individual scenario The contractor shall assess the students' critical thinking skills and psychomotor skills based on the student's ability to perform under these high-fidelity situations. f) All medical training conducted in the MSTCs must be approved by the medical proponent. Any changes to training schedules, course content or doctrine must be approved by the appropriate medical proponent (MTN, Deployed Medicine, CMSD, etc.).	**What:** Training Performance Parameters **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Periodic Surveillance

3.20.5 I/O Training Capabilities I/Os shall be capable of instructing, demonstrating skills and testing Soldiers in all areas of the 68W Sustainment, EMT levels, as well as CLS courses. The NREMT NRP sustainment training shall be provided at all	<u>Performance Standards</u> a) STD: I/Os shall be capable of instructing a mixed population of Soldiers, both inexperienced and seasoned, in class sizes not to exceed the instructor/student ratios as directed by the medical proponent. The training may be conducted in a classroom or a field training/evaluation environment. Proper Instructor to Student ratios (in accordance with Appendix C – US Combat Medic Sustainment Division SOP) shall be maintained during training and testing to	**What**: I/O Training Capabilities **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers	Periodic Survelliance

MSTC locations as approved by US CMSD.	ensure safety and efficiency. Standard ratios (Instructor: Student) are as follows: • Classroom lecture: 1:24 • Classroom practical exercise: 1:6 • Invasive procedures: 1:1 (direct observation) • Skills validation testing: 1:1 (direct observation, per casualty) b) STD: I/O requested training to attend a class or course during scheduled work hours is authorized, shall be AT NO COST TO THE GOVERNMENT, and must be coordinated by the Course Coordinator and approved by the medical proponent: • Basic Life Support (BLS) recertification or instructor certification, Pre Hospital Trauma Life Support (PHTLS), Advanced Life Support (ALS), Pediatric Advanced Life Support (PALS), or Tactical Combat Casualty Care (TCCC) provider/instructor courses or other courses as deemed necessary by the Course Coordinator and approved by the medical proponent. • Other requested training may be to attend Department of Transportation (DOT) or Training and Doctrine Command (TRADOC) instructor courses or a conference that has updated Emergency Medical Services (EMS) information to include products (simulators), procedures, curriculum, or recertification information that can be shared with the MSTC, 68W, and / or CLS personnel.	**Standard(s):** Inspection applies to all standards	

3.20.5 Training Scenario Development	Performance Standards a) The contractor site lead shall utilize approved simulation scenarios included in the course TC or as approved by the medical proponent. b) The contractor shall ensure that the medical simulation scenarios are designed to be as realistic as possible; therefore, they will utilize moulage techniques, environmental control, and theatrical special effects to simulate the injuries and environment that the military medic or first responder may confront during various operational echelons and or theatres. Moreover, the I/O will assess the students' critical thinking skills and psychomotor skills based on their ability to perform under these high fidelity situations. c) All medical training conducted in the MSTCs must be approved by the medical proponent. Any changes to training schedules, course content or doctrine must be approved by CMSD.	**What**: Training Scenario Development **How:** Visual inspection, reading, as often as necessary—monthly review **Who:** CORs, program managers, and contracting officers **Standard(s):** Inspection applies to all standards	Periodic Surveillance
3.20.7 Training Supplies	Performance Standards a) The contractor shall inventory and manage consumable items (skins, synthetic blood, etc.) along with the PMCS Kits. b) The contractor shall notify the COR when consumables are required. c) The contractor shall initiate fielded equipment repair/condition status reports and keep the TOR and the Assistant Program Manager (APM)/COR apprised of any issues regarding equipment and patient simulators. The I/O shall follow OEM instructions for handling MSTC equipment/TADSS requiring extended service agreement repair. d) The contractor shall notify the maintainer on the ACAs with the W-TRS contract for any equipment failure outside of the extended service agreement period.	**What:** Training Supplies	Periodic Surveillance

Per the standards of the Contract and The primary requirement described in this PWS is for the contractor to provide continuous, uninterrupted I/O support for the MSTCs as well as support for other miscellaneous courses and training events located at Army MSTCs throughout the CONUS and OCONUS.

To meet the minimum threshold for operational capability, the contractor shall maintain the following Mandatory Minimum Staffing Baseline of 110 Full-Time Equivalents (FTEs) as outlined below. The Government and the Contractor agree that falling below this baseline prevents the contractor from performing the services in full compliance with the contract requirements, resulting in a diminished value of services rendered to the Government, thereby reducing the value of the contract under FAR 52.246-4 (Inspection of Services—Fixed-Price).

This section of Surveillance for the QASP is designed to ensure the Government receives the diminished-value protections established in FAR 52.246-4 and Section G.

Performance Objective (PWS Reference)	Performance Standard	Acceptable Quality Level (AQL)	Surveillance Method	Consequence of Not Meeting AQL
Maintain Minimum Staffing Baseline (PWS Section 3.0.4)	Contractor must maintain the mandated FTE headcount with fully qualified/certified personnel.	100% compliance.	100% Inspection of MSR; Periodic check of sites.	Implement Section H Deductions formula for every day.
Vacancy Notification & Reporting (PWS Section Y)	Contractor must notify the KO/COR of a vacancy and submit an accurate MSR monthly.	Zero errors on the MSR. 100% on-time notification.	100% Inspection upon receipt	Invoice rejection in WAWF until an accurate MSR is provided and appropriate credits are applied.
Quality of Personnel / Prevent "Warm Bodies" (PWS Section Z)	Replacement personnel must meet or exceed the labor category qualifications / certifications and perform tasks to standard.	100% of personnel must meet minimum qualifications / certifications prior to onboarding.	Direct Observation; Resume review prior to onboarding.	Unqualified personnel will be rejected and the position will remain classified as "Vacant" for deduction purposes.

Attachment 2
Customer Complaint Record

ACC_ORL_Customer Compliant Record.pd

Attachment 3
Surveillance Schedule

COR Surveillance Schedule1.docx

The COR will develop a Surveillance Schedule for conducting surveillance. The COR may use the SPM Smart Form or any KO approved schedule.

Attachment 4
Surveillance Checklist

COR SURVEILLANCE CHECKLIST Template		
COR Inspection Checklist & Data Report (Fixed Firm Price Contract)	**Period Of Performance:**	
Contractor:	**From:**	
Contract Number:	**To:**	
Service Provided:	**Meeting Contract Requirements?**	
COR Name:		
Date:	**YES**	**No**
Did the contractor provide medically related training: **a)** Provide I/O support for MSTCs located at various military installations worldwide. **b)** Deliver effective medical training with a standardized training platform to better prepare trainees for application of medical interventions under combat conditions. **c)** Provide I/O support of medical training and education on new battlefield procedures and equipment. **d)** Enable comprehensive training in several formats such as the classroom setting, practical hands-on training simulation, trauma lanes, virtual and distance learning. **e)** Develop Training Support Packages (TSPs) based on each sites priorities and objectives. **f)** Provide I/O support to set-up, configure, monitor, operate, and provide all functions encompassing planning and After Action Review (AAR) reports. **g)** Provide I/O support for operator-level maintenance on the TADSS, and conduct system diagnostic when fault is detected, and resolve problem by using 24/7 support.		
Comments:		
Did the contractor analyze and provide responses for Requests for Information (RFIs) from the PCOs: a) Responses are accurate and timely b) Up to three (3) RFIs per TO per Lot Year.		
Comments:		
Did the contractor conduct and participate in meetings and reviews at the contractor and Government facilities for program management and oversight: a) Complete presentation material provided to the Government prior to meeting. b) All required action items have been closed out or resolved to the satisfaction of the Government. c) The minutes have been accepted by the Government.		
Comments:		
Did the contractor conduct phase-in for to assume full performance of the requirements of this contract per the negotiated schedule:		

a) All personnel, processes, management, and supply systems in place and ready to perform all requirements of this contract NLT the negotiated date		
Comments:		
Did the contractor prepare a Program Management Plan (PMP) for transitioning responsibilities from the incumbent to the new contractor: a) The PMP includes, but is not limited to, Management Structure; Hiring, Manning, Staffing and Training of Personnel, to include Technical Expert Status Accreditation as applicable for OCONUS locations; Subcontractor relationships; Compliance with Local Installation Policies and Procedures; TADSS maintenance support; and Quality Assurance b) The PMP addresses total program activities including activities performed by major subcontractors c) The PMP depicts the CWBS as delivered for the phase-in tasks and follow-on full contract performance tasks for the first Lot Year d) PMP available for the Post Award Conference (PAC) e) The contractor shall update the PMP as necessary		
Comments:		
Did the contractor host In Progress Reviews (IPRs) to brief the status of transition efforts: a) IPRs every thirty (30) days between PAC and Phase-In Start; every seven (7) days during the Phase-In period b) The contractor briefs the status of the PMP at each IPR c) All required action items have been closed out or resolved to the satisfaction of the Government d) The minutes have been accepted by the Government		
Comments:		
Did the contractor conduct a Post Award Conference (PAC) within 15 calendar days after contract award, or as directed by the Government: a) All required action items have been closed out or resolved to the satisfaction of the Government b) The PMP is updated with progress towards assuming full performance responsibilities.		
Comments:		
Did the contractor host Program Management Reviews (PMRs) in CONUS semi-annually to inform the Government of program risks and issues: a) PMR agendas coordinated with the Government b) PMR schedules coordinated with the Government c) The contractor provides all logistical requirements, to include but not limited to meeting rooms and projection capability d) The contractor senior management briefs their Government counterparts of program risks, status, and future support, and proactively participate in discussions to resolve issues e) PMRs do not exceed two (2) working days f) PMR are considered complete when all action items are complete and are accepted by the Government		
Comments:		
Did the contractor provide all support necessary for ensuring seamless transition to the contract that replaces MIOSS during the last 180 days of the contract: a) No impact to I/O training support		

b) Access to sites, work in progress, and documentation on a not-to-interfere basis		
Comments summary, to include, positive trends, negative trends, concerns, customer comments, and any additional COR comments:		
To populate the checklist, find in the PWS: "The Contractor Shall...", Then, make that requirement a checklist item by converting the requirement to a question: "Did the contractor…" Each "Yes" can be graded as a 1, and each NO graded as a 0. Once the checklist is complete, the COR may generate a quantifiable performance rating using these numbers as metrics.		

Surveillance Checklist.xlsx

The COR will develop a Surveillance Checklist for conducting surveillance. The COR may use the SPM Smart Form or any KO approved checklist.

Attachment 5

Corrective Action Report (CAR)

Level I_ II_III NCR.pdf