

**BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND INSTRUCTION
20-101**



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Logistics

LOGISTICS RESOURCE MANAGEMENT

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This instruction implements Air Force Instruction 21-101, *Aircraft and Equipment Maintenance Management*, to immerse all personnel into the culture and knowledge of human factors philosophy. This instruction provides policy for planning, administering, and managing Air Mobility Command (AMC) Logistics Resource Management (LRM) programs. This instruction applies to all AMC logistics units. This instruction does not apply to the Air National Guard (ANG) or Air Force Reserve Command (AFRC). The use of the name of any specific manufacturer, commercial product, commodity or service in this publication does not imply endorsement by the Air Force. This publication may be supplemented at any level, but all direct supplements containing deviations must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. Request for waivers must be processed through respective Functional Area Managers (FAM) listed in paragraph 3.1.3.1. for consideration. Refer recommended changes and questions about this publication to AMC/A4MMP using the AF Form 847, *Recommendation for Change of Publication*; route the AF Form 847 through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and

disposed of IAW Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

1. Logistics Resource Management. LRM is a training program designed to immerse all personnel into the culture and knowledge of human factors philosophy. It focuses on the importance of implementing LRM principles into daily activities. Error reduction efforts through human factors will be used to improve processes, decrease induced damage and on-the-job-injuries. This will be done by integrating technical skills with interpersonal skills and basic human factors knowledge along with risk management in order to improve communication, effectiveness and safety in logistics operations. The LRM program will also encompass safety reporting through the Aviation Safety Action Program (ASAP) which is a voluntary program to anonymously report close call or near-miss events.

1.1. ASAP augments existing safety reporting programs by capturing self-reported issues and events not normally disclosed by traditional hazard reporting and mishap prevention programs. These reports identify and highlight hazards, threats, and errors that may otherwise remain unknown. It involves leaders and airmen in the aviation mishap reduction process by capturing self-reported issues and events, analyzing the resulting information for trends, educating personnel, and developing and implementing risk reduction or mitigation strategies. More information on ASAP can be found in AFI 91-225, *Aviation Safety Programs*.

2. Program Requirements. To facilitate a common culture, AMC's core LRM program will consist of an initial, one-time course of instruction and a refresher course required every two years after initial training. The initial course should be of sufficient length to effectively and adequately facilitate all course materials and case studies in application of the materials. It must be led by a certified LRM facilitator utilizing MAJCOM approved course materials located on the LRM Enterprise Information System (EIS) SharePoint, <https://cs3.eis.af.mil/sites/25701/default.aspx>. The LRM refresher class will be of sufficient length to facilitate core LRM concepts tailored to highlight local issues, work environment and local conditions. The overall Headquarters (HQ) AMC OPR for LRM and the ASAP is AMC/A4MMP – Command Maintenance Policy and Procedures Management.

2.1. LRM initial and refresher training is required at all stateside and overseas long-tour locations for active duty military and civilian personnel serving in Aircraft Maintenance, Transportation and Logistics Readiness organizations. LRM training for contractors will be included in their respective contracts. These requirements do not include AFRC or ANG personnel in classic associate units; however, they are highly encouraged to participate. Commanders will determine training applicability for military and civilian personnel possessing an Aircraft Maintenance or Transportation Air Force Specialty Code (AFSC), but performing duties in non-maintenance or transportation roles. There are no exemptions for Logistics Readiness personnel in any role or AFSC due to the inherent nature of their day-to-day duties. Because of the challenges posed by manpower rotations, LRM training is not required at short-tour locations; however, these units will advocate LRM to the maximum extent possible in order to strengthen the cultural changes LRM seeks to instill.

3. Responsibilities. Responsibility for implementing this instruction resides at every level. The requirements of this instruction must be carried out to make the AMC LRM program a seamless,

organized success across the command. For the purpose of identifying the level of responsibility within this instruction, the terms “wing” and “group” are synonymous with “en route locations”. The following is a top-down outline of the responsibilities for each level of program management.

3.1. HQ AMC LRM Program Manager will:

3.1.1. Manage the AMC LRM Program as a logistics program. All courses will be standardized to encompass all logistics areas (Maintenance, Transportation and Logistics Readiness).

3.1.2. Manage the AMC A4 ASAP as part of the AMC LRM program.

3.1.2.1. Coordinate resolution of ASAP reports with all functions, as required.

3.1.3. Ensure HQ AMC LRM FAMs are assigned for applicable divisions within AMC/A4.

3.1.3.1. The A4M LRM FAM office is A4MMP – Command Maintenance Policy and Procedures Management, the A4R LRM FAM office is A4RMP – Supply Policy and Procedures, and the A4T LRM FAM office is A4TR – Standardization, Resources and Programs.

3.1.4. Ensure all LRM FAMs and facilitators utilize the approved program course materials available on the LRM EIS SharePoint.

3.1.5. Maintain and post the command wide facilitator listing on the LRM EIS SharePoint.

3.1.5.1. Ensure facilitator pre-requisite changes are coordinated with applicable HQ AMC LRM FAMs and are included in AMC LRM Facilitator Syllabus. Report personnel as facilitators on the AMC Facilitator Listing upon receipt of the facilitator certification memorandum.

3.1.6. Ensure LRM curriculum changes and updates are coordinated with HQ AMC LRM FAMs, posted to the LRM EIS SharePoint, and inform unit facilitators when updates are available.

3.2. HQ AMC LRM FAMs will:

3.2.1. Conduct course reviews every 24 months and update course materials as required.

3.2.2. Each FAM will perform one unit course audit per quarter. The audit may be on any functional area within logistics.

3.2.2.1. Course audits may be performed by reviewing course materials provided by the wings on the LRM EIS SharePoint or via approved video teleconference. Audits will typically consist of a course content review and ensure the course baseline is utilized to conduct training.

3.2.3. Ensure facilitators are trained and certified in accordance with the AMC LRM Facilitator Syllabus prior to reporting personnel as facilitators on the AMC Facilitator Listing.

3.2.4. Coordinate with the ASAP OPR on resolution of ASAP reports, if applicable.

3.2.5. Resolve LRM program issues with the OPR and to maintain program standardization.

3.2.6. Coordinate waivers to this instruction for their respective functional area.

3.3. AMC GP/CCs and En route AMS/CCs, AMXS/CCs, and APS/CCs will:

3.3.1. Identify and appoint personnel to serve as LRM Level 1 and 2 facilitators. Level 1 facilitators are required to be proficient in basic LRM instruction. Level 2 facilitators are required to possess above average LRM instructional skills and be proficient in the intermediate level of instruction as well as certified to administer the command LRM Facilitator Syllabus as a certifier of LRM facilitators. **(T-2)**.

3.3.1.1. Ensure that all facilitators conduct at least one class per quarter to ensure proficiency is maintained. If proficiency requirements are unable to be met because too many facilitators are assigned, then the number of facilitators must be reduced to maintain proficiency. Personnel unable to maintain proficiency due to Temporary Duty (TDY), deployments, leave or other issues not associated with the number of facilitators are waived from this requirement until their return. **(T-3)**.

3.3.1.2. Ensure that no more than two Level 2 facilitators are assigned to a single location. Their primary function is to certify Level 1 facilitators for their respective location. **(T-3)**.

3.3.2. Ensure unit qualification level is maintained at 90% or above. **(T-2)**.

3.3.2.1. Maintenance and Transportation personnel that have not attended any Maintenance Resource Management (MRM) or LRM courses must complete initial LRM training within 6 months of assignment, or assignment to a duty position that requires LRM training. Logistics Readiness personnel that have not attended any LRM courses are required to complete initial LRM training within 60 days of assignment. **(T-3)**.

3.3.2.2. Maintenance and Transportation personnel who have previously completed an MRM or LRM course at another location must attend an LRM refresher course within 6 months of assignment. Logistics Readiness personnel that have previously completed an LRM course must attend an LRM refresher course within 30 days of assignment. This will ensure personnel are knowledgeable of commander's policies and local area conditions. **(T-3)**.

3.3.3. Appoint a primary and alternate ASAP POC. **(T-2)**.

3.3.3.1. The appointed POC must be an LRM facilitator as they are already required to understand and cover ASAP requirements as part of the course. **(T-2)**.

3.3.4. Ensure unit training managers/monitors document course completion.

3.3.4.1. Maintenance and Transportation personnel will document course completion using G081 maintenance information system (MIS) course code ANCL 000040 for initial and ANCL 000041 for refresher. **(T-2)**.

3.3.4.1.1. Upon completion of initial LRM training, utilize the same completion date to populate the refresher completion date.

- 3.3.4.2. For Logistics Readiness units, ensure course completion is tracked using Training Business Area (TBA). **(T-2)**.
- 3.3.5. Maintain up to date qualification metrics in the event the data is needed by the MAJCOM. **(T-2)**.
- 3.3.5.1. When requested by MAJCOM, report qualification statistics as separate functions, i.e. Maintenance, Transportation and Logistics Readiness. **(T-2)**.
- 3.3.5.2. When reporting statistics, only report the total number of personnel in the unit requiring LRM training and number of qualified/un-qualified personnel. **(T-2)**. Units may combine initial and refresher course qualified individuals as a total number.
- 3.4. Level 2 Facilitators will:
- 3.4.1. Ensure LRM training is conducted per the course syllabus. **(T-2)**.
- 3.4.1.1. Determine the need to supplement or modify course content to ensure the course meets the needs of the local mission and/or career field cultural awareness requirements. **(T-3)**.
- 3.4.1.2. When supplementing the LRM course, ensure content is applicable to the audience/trainee area of expertise, but does not remove minimum required course content provided on the LRM EIS SharePoint and the LRM course syllabus. **(T-2)**.
- 3.4.2. If appointed, manage the local logistics ASAP program as an ASAP point of contact (POC) for designated groups/units. **(T-2)**.
- 3.4.3. Ensure the validity and consistency of the program across the base by evaluating training of personnel, reviewing slides, and updating the program as needed to reflect current trends and statistics. **(T-3)**.
- 3.4.4. Review the requirements and qualifications for advancement to higher certification for new facilitators. **(T-2)**.
- 3.4.5. Re-evaluate previously certified facilitators who have not taught a class in 6 months or more prior to allowing them to assume facilitator duties. **(T-3)**.
- 3.4.5.1. Ensure personnel undergoing training to become a facilitator are not appointed level 2 status without having first served as a level 1 facilitator. **(T-2)**. Thorough LRM material understanding and proficiency must first be established to train new level 2 facilitators.
- 3.4.6. Evaluate and re-evaluate all level 1 facilitators utilizing the AMC LRM Instruction Grade Sheet located in the AMC LRM facilitator syllabus at least annually. **(T-2)**.
- 3.4.7. Report any changes in facilitator appointments and/or status to the AMC LRM OPR. **(T-2)**.
- 3.4.8. Ensure LRM facilitators are trained in accordance with the AMC LRM Facilitator Syllabus. **(T-2)**.
- 3.4.9. Ensure facilitators are certified by memorandum signed by a level 2 facilitator and sent to the Maintenance Policy e-mail org box at ORG.AMCA4-35@us.af.mil. **(T-2)**.

3.5. Level 1 Facilitators will:

3.5.1. If appointed, manage the local logistics ASAP program as an ASAP point of contact (POC) for designated groups/units. **(T-2)**.

3.5.2. Manage the Error/Threat program as required per course syllabus. Review student inputs and coordinate with the appropriate agencies to ensure corrective measures are taken/in-place. **(T-2)**.

3.5.3. Maintain knowledge of installation safety statistics, high interest areas and unit safety climate. **(T-3)**.

3.5.3.1. Coordinate with wing and unit safety personnel on current accident/mishap trends to determine the need for additional course topics. **(T-3)**.

3.5.3.2. Encourage participation and attendance by other agencies and units involved in the mission generation and mission enabling processes to expedite resolution of LRM-related issues.

3.5.3.3. When practical, ensure optimal class mixture of Air Force Specialties (AFSs) from across the groups are selected based on their experience, skills, and rank to maximize benefits of course discussions.

3.5.4. Upload each function's respective LRM course slides and materials currently in use to the Base Specific folder on the LRM EIS web site within 5 days after each course update to provide cross-tell and audit capability for the AMC LRM FAMs. **(T-2)**.

3.5.5. Update course content within 30 days of a program update notification or at least annually if no command program updates were made. **(T-2)**. These updates are to provide current materials and information concerning local conditions.

3.6. LRM facilitator appointed ASAP POCs will:

3.6.1. Manage the local logistics ASAP program as an ASAP point of contact (POC) for designated groups/units. **(T-2)**.

3.6.2. Accept responsibility where appropriate, for applicable installation-specific ASAP reports and coordinate closure or deferral with the AMC ASAP OPR via the AMC LRM FAM. **(T-2)**.

3.6.2.1. Act as a liaison to their appointed commander for any applicable ASAP reports highlighting installation-specific issues. **(T-3)**.

3.6.2.1.1. Coordinate with all affected group or unit commanders under which they are appointed, for resolution of ASAP reports. **(T-3)**.

3.6.2.2. The ASAP POC has 5 duty days from the date of notification to identify acceptance or deferral by the responsible commander. **(T-2)**.

3.6.2.2.1. For non-deferred ASAP reports, the ASAP POC must provide a coordinated response detailing the resolution when closing ASAP reports within the database. **(T-2)**.

3.6.2.2.2. ASAP report closures need not wait until the problem is resolved (i.e. items or problems that require funding, time to resolve or coordinate). Only verbiage stating the actions taking place to fix or address the threat are required to close an ASAP report.

WARREN D. BERRY, MAJ GEN, USAF
Directorate of Logistics (AMC)

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

AFI 91-225, *Aviation Safety Programs*, 26 January 2015

AFI 21-101 AMCSUP 1, *Aircraft and Equipment Maintenance Management*, 14 February 2011

AMCI 24-101 Volume 22, *Air Transportation Training Requirements*, 21 December 2012

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFMAN—Air Force Manual

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

AFS—Air Force Specialties

AFSC—Air Force Specialty Code

AMC—Air Mobility Command

ANG—Air National Guard

APS—Aerial Port Squadron

ASAP—Aviation Safety Action Program

DCO—Defense Connect Online

EIS—Enterprise Information System

FAM—Functional Area Manager

HQ—Headquarters

LRM—Logistics Resource Management

LRS—Logistics Readiness Squadron

MAJCOM—Major Command

MIS—Maintenance Information System (G081)

MRM—Maintenance Resource Management

OPR—Office of Primary Responsibility

POC—Point of Contact

RDS—Records Disposition Schedule

TBA—Training Business Area

TDY—Temporary Duty

Terms

ASAP Report— An anonymous, close call or near-miss event report created within and submitted through the Aviation Safety Action Program website to track for trends, gain near real-time situational awareness and take corrective actions through appropriate offices.

Facilitator— An individual who has been trained in human factors philosophy as it relates to Logistics Resource Management and is qualified to teach the course to logistics personnel.

Function— The role for which an institution is designed or exists and performs a specified activity i.e. Maintenance, Transportation etc.

Human Factors Philosophy— Applied science that studies people working together in concert with machines.