

**BY ORDER OF THE COMMANDER
78 AIR BASE WING**

**78 AIR BASE WING INSTRUCTION
90-201**



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Special Management

**THE COMMANDER'S
INSPECTION PROGRAM**

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This publication implements Air Force Policy Directive (AFPD) 90-2, *Inspector General, The Inspection System*, Headquarters United States Air Force Program Action Directive (PAD) 13-01, *Implementation of the Secretary of the United States Air Force Direction to Implement a New Air Force Inspection System*, Air Force Instruction (AFI) 90-201, *Special Management, The Air Force Inspection System*, and Air Force Instruction 90-201 AFMC Supplement, *Special Management, The Air Force Inspection System*. It provides guidance and procedures for implementing the requirements established by the new Air Force Inspection System and the Commander's Inspection Program and for establishing, conducting, documenting and reporting unit-level self-assessments for all 78 ABW organizations. Unless specifically outlined in any 78 ABW host-tenant support agreement (HTSA) or memorandum of understanding (MOU), this publication does not apply to Air Force Reserve Command (AFRC), the National Guard Bureau (NGB), Air Combat Command (ACC), or Air Force Space Command (AFSPC) units. Refer recommended changes and questions concerning this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Unless otherwise noted, the 78th Air Base Wing Commander is the waiver authority to policies contained in this Instruction, and will be processed IAW AFI 33-360. This publication may not be supplemented at any level below wing level. Ensure records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed IAW the AF Records Disposition Schedule located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. See Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This publication was substantially revised and must be reviewed in its entirety.

Chapter 1

GENERAL GUIDANCE AND RESPONSIBILITIES

1.1. Purpose. The purpose of this instruction is to outline and prescribe the duties, responsibilities, and requirements needed to deploy, implement, and maintain a highly effective wing-level Air Force Inspection System (AFIS) program.

1.1.1. AFIS seeks to:

1.1.1.1. Enable and strengthen commander's effectiveness and efficiency.

1.1.1.2. Motivate and promote military discipline and improve unit performance and management excellence up and down the chain of command.

1.1.1.3. Identify issues interfering with effectiveness, efficiency, compliance, discipline, readiness, performance, surety and management excellence.

1.1.2. AFIS is also focused on assessing and reporting on a unit's readiness, economy, efficiency, effectiveness and state of discipline to execute assigned missions. AFIS provides commanders at all levels an independent assessment of a unit's:

1.1.2.1. Compliance with established directives and ability to execute its assigned mission, leadership effectiveness, management performance, and aspects of unit culture and command climate.

1.1.2.2. Ability to find, report and fix deficiencies, prevent fraud and minimize waste and abuse.

1.1.3. The 78th Air Base Wing (78 ABW) will seek to achieve the primary objectives of AFIS through the establishment of a viable and mission-focused Commander's Inspection Program (CCIP). The CCIP will inspect wing-wide and subordinate unit effectiveness and assess cross-unit programs as directed by the 78 ABW Commander (78 ABW/CC).

1.2. Objectives. A significant objective of AFIS and the CCIP is to create and incentivize a culture of continuous improvement in the wing where identifying and fixing problems is valued more highly than how things look. The CCIP also seeks to improve effectiveness, compliance, readiness, discipline and surety in AF wings. The three essential elements of the 78 ABW's CCIP consist of the wing inspection program, unit self-assessment program, and the commander's inspection management board.

1.2.1. Wing Inspection Program. A wing inspection program, managed and executed by the wing Inspector General (IG), through the 78 ABW/IGI Director of Inspections, with support from subject matter experts (SMEs) who serve as inspection team members, will inspect the performance of wing-wide programs.

1.2.2. Unit Self-Assessment Program (USAP). The USAP is a commander's tool used to internally assess the health and overall effectiveness of a unit's programs and processes. Self-assessments are an essential organizational tool with basic responsibility for problem solving and corrective action plans residing at the lowest possible levels of command. The USAP is the premier avenue from which airmen are sensors and actors of positive change.

1.2.3. Commander's Inspection Management Board (CIMB). The CIMB will review AF, Major Commander (MAJCOM), CCIP, and USAP critical and significant deficiencies and associated root causes and corrective action plans. The CIMB will also review upcoming inspection schedules, events and topics related to compliance and the mission effectiveness of the wing.

1.2.4. Command Unit Effectiveness Inspections (UEI). The UEI is a years-long, continual inspection of the unit's effectiveness, and is intended to help the wing commander understand areas of greatest risk from undetected non-compliance (see [Chapter 4](#), AFI 90-201).

1.3. Responsibilities. The ultimate responsibility for detecting non-compliance rests with the wing commander, subordinate commanders, and supervisors. In addition to commanders appointed to G-series orders, civilian directors of military organizations are required to inspect their units. As it relates to compliance: commanders/directors ensure, functional area managers (FAMs) and program managers enable, and the office of the inspector general verifies and validates.

1.3.1. 78 ABW Commanders, Directors, Staff Agency Chiefs, and Supervisors will ensure:

1.3.1.1. Assigned personnel understand the priority and importance of the CCIP and emphasize the importance of identifying, assessing and mitigating areas of highest risk.

1.3.1.2. Organizational USAP Managers (USAPMs) are properly trained and appointed in writing.

1.3.1.3. Unit subject matter experts and program managers chosen for wing inspection team duties possess the technical expertise, professionalism, and high moral character needed to represent the wing.

1.3.1.4. Personnel actively support and complete required unit self-assessments at least semi-annually (NLT 30 Jun and 30 Dec of each year), to include uploading supporting artifacts.

1.3.1.5. Tracked observations/deficiencies are routinely monitored to ensure the currency (timeliness) and adequacy of corrective actions.

1.3.1.6. Unit-generated self-assessment communicators are properly titled, managed and published in MICT.

1.3.1.7. The 78 ABW/IGI is notified whenever a change in a wing inspection team member's status occurs that may warrant removal from the team.

1.3.1.8. Organizational inspection and assessment requirements are integrated and synchronized with the wing's CCIP inspection calendar to the maximum extent possible to help reduce the inspection footprint on RAFB units.

1.3.1.9. Airmen understand that honest and accurate reporting is valued and expected.

1.3.1.10. Inspected units may provide the wing's CCIP inspection team chief with a unit in-brief, for vertical unit inspections, based on or packaged by the four major graded areas (AFI 90-201, para 2.3 and AFI 1-2, "*Commanders Responsibilities*"). This unit in-brief is optional and only provided at the discretion of the inspected unit's commander or director.

1.3.2. Inspector General. The 78 ABW/IG will:

- 1.3.2.1. Serve as the wing's CCIP Director and as a member and administrator of the CIMB.
- 1.3.2.2. Certify in writing and administer the IG oath to all inspection team members.
- 1.3.2.3. Notify the 78 ABW/CC and appropriate MAJCOM IG of deficiencies that require external or HHQ assistance.
- 1.3.2.4. Designate 78 ABW personnel authorized to conduct over-the-shoulder assessments of Wing Inspection Team (WIT) members.

1.3.3. 78 ABW/IGI Director of Inspections/WIT Team Chief will:

- 1.3.3.1. Provide the 78 ABW/CC with the wing's annual inspection plan. The wing's inspection schedule will be briefed at monthly CIMBs. Except for no-notice inspections, changes to the inspection schedule will be presented and approved at the CIMB.
- 1.3.3.2. Develop, plan, and execute wing inspections to provide the wing commander with an independent assessment of unit (vertical) and wing (horizontal) programs.
- 1.3.3.3. Manage and facilitate the wing's CIMB process to help monitor, verify and validate the effectiveness of the wing's CCIP.
- 1.3.3.4. Periodically liaise with installation mission partner IGIs to leverage available inspection results and ensure base CCIP requirements are identified and adequately addressed.
- 1.3.3.5. Ensure superior performers and teams, WIT inspectors, and/or other outstanding inspection or exercise performances are recognized appropriately (coin, certificate of recognition, letter of appreciation, or equivalent) by the wing commander, vice commander, and/or the inspector general, at the appropriate forum.
- 1.3.3.6. Determine when an inspection team member should be removed from the WIT. The IGI will notify the appropriate commander, director, or staff agency chief before this action is taken.
- 1.3.3.7. Manage the wing's USAP and determine when to conduct program assessments of unit-level MICT/USAP administrators, managers, and/or communicator assessors. The 78 ABW/CC and/or IG may also direct these inspections/assessments at any time.
- 1.3.3.8. Manage the installation's exercise program. Develop realistic, relevant exercise scenarios and scenario objectives. Conduct pre-inspection meetings to finalize and/or de-conflict exercise schedules/objectives and publish exercise special instructions when required.
- 1.3.3.9. Oversee the wing's gatekeeper process.
- 1.3.3.10. Plan, schedule and conduct USAP manager meetings, as required, prior to the CIMB to review and discuss self-assessment observations and activities.
- 1.3.3.11. Identify program trends and share with the wing's USAP managers. When required, brief trends and lessons learned at the CIMB.

1.3.3.12. Create, publish, and brief wing CCIP program metrics at monthly CIMBs and/or recurring USAP manager meetings when appropriate.

1.3.3.13. Ensure wing Self-Assessment Communicators (SACs) for locally developed instructions are current and properly published.

1.3.3.14. Provide MICT training to subordinate units, commanders, administrators, and/or checklist assessors upon request.

1.3.3.15. Provide the wing commander with a formal out brief for all 78 ABW unit-level (vertical) CCIP inspections. The commander and IG will determine the appropriate audience for each out brief.

1.3.4. 78 ABW WIT Members will:

1.3.4.1. Be recommended for inspection duties by their unit commander/director, certified in writing, and administered the IG oath by the wing inspector general.

1.3.4.2. Complete required training within 6 months of appointment to the WIT whenever possible. Minimum WIT training requirements include the AFIA or 78 ABW WIT CCIP course, an over-the-shoulder assessment of the individual conducting an inspection, and any other course or class as determined by the 78 ABW/IGI Director of Inspections. Primary base operating support inspection team members should be proficient in the use of MICT and IGEMS.

1.3.4.3. Attain and maintain the necessary technical expertise and inspection skills needed to conduct accurate and effective program assessments.

1.3.4.4. Conduct honest, accurate, and consistent assessments of organizational and program compliance effectiveness and ensure identified deficiencies are included in the inspection report. At a minimum, WITs should validate and verify SAC compliance for accuracy, adequacy and timeliness.

1.3.5. 78 ABW Group, Squadron, and Wing Staff Agency USAP Managers (USAPMs) and Administrators will ensure:

1.3.5.1. USAPMs are properly trained, appointed in writing and assigned administrative permissions as required.

1.3.5.2. Functional area and program manager SACs are reviewed and current prior to each self-assessment cycle.

1.3.5.3. Organizational self-assessments are completed when required. Periodically monitor deficiencies to ensure documented observations are current.

1.3.5.4. Critical and significant deficiencies are validated by leadership prior to presentation at monthly CIMBs.

1.3.5.5. USAP and MICT training is provided to unit personnel when required.

1.3.5.6. Locally generated SACs are up-to-date and published in MICT. Notify 78 ABW/IGIC and/or the appropriate MAJCOM checklist POC whenever locally prescribed or HHQ communicators have not been published in the toolset.

1.3.5.7. Notify the 78 ABW USAPM of program management checklists that should be assessed throughout the wing or installation.

1.3.5.8. Ensure unit personnel have IGEMS access and/or the permissions needed to adequately document, track, and close inspection deficiencies.

1.3.6. 78 ABW Personnel will:

1.3.6.1. Assist organizational leadership in evaluating unit compliance by conducting honest and accurate self-assessments.

1.3.6.2. Ensure identified observations, from any source, are provided to individuals with access to MICT. All observations should be entered into MICT as soon as possible, regardless of established self-inspection cycles.

1.3.6.3. Strive to close all open deficiencies (IGEMS), and observations (MICT) in a timely manner and continually seek to improve internal processes and programs.

1.3.6.4. Conduct honest, accurate, and sufficiently detailed self-assessments.

Chapter 2

COMMANDER'S INSPECTION PROGRAM

2.1. AFIS and the Commander's Inspection Program (CCIP). The most critical piece of the Air Force Inspection Program is the CCIP. For the CCIP to be successful, organizational culture must change to one focused on daily mission readiness and continuous improvement. Airmen must be empowered and expected to identify and resolve deficiencies at the lowest levels. Commanders must support corrective action plans and strive to provide resources, when available, to help with problem resolution. As the AFIS and CCIP processes evolve and mature, it is imperative that personnel remain committed to these programs and continually seek ways to more efficiently manage and utilize resources to meet the inspection expectations and priorities of the wing. The 78 ABW/CC's CCIP "Expectations and Priorities" are:

2.1.1. CCIP Expectations. Leadership, supervisors and personnel at all levels will continually emphasize and actively promote and support the wing's CCIP by fulfilling their program responsibilities as identified in paragraph 1.3.1 of this instruction. Additionally, 78 ABW personnel will:

2.1.1.1. Detect and honestly report non-compliance, at every level. This is essential to any successful CCIP and contributes significantly to the organization's mission effectiveness.

2.1.1.2. Conduct inspections and/or internal self-assessments within the wing that prioritize and emphasize areas with the greatest potential risk. That is, focus on those areas with the greatest mission or environmental (safety) impact where non-compliance could seriously jeopardize or hamper performance and/or personnel.

2.1.1.3. Adhere to the requirements established in AFI 90-802, *Risk Management (RM)*, and ensure AF RM practices become an inherent part of all military operations to address safety, occupational and environmental health risks. More specifically, wing personnel shall, make risk decisions at the appropriate level, integrate RM into operations, activities, apply RM principles continuously and consistently, and not accept unnecessary risk.

2.1.2. CCIP Priorities. For the CCIP to be effective, the wing's inspection team must conduct accurate, open, and honest assessments of organizational performance. Supported by the wing's best and brightest subject matter experts and program managers, the wing's inspection calendar is designed to help ensure compliance and reduce potential risk in our daily operations by adhering to these CCIP priorities:

2.1.2.1. 78 ABW organizations will be inspected at least once every two years (vertical inspection). As organizational leadership and program managers have been encouraged and routinely sync their unique program inspection, staff assistance, and assessment requirements with the wing's CCIP schedule, this portion of the 78 ABW's Inspection Calendar will not be significantly altered. All vertical inspections are prior-notice inspections and will assess and report using the same 4 Major Graded Areas (MGA) and 14 sub-MGAs as defined in AFI 90-201.

2.1.2.2. Horizontal or base operating support (BOS) program inspections will be conducted on a recurring or as needed basis when directed by the 78 ABW Commander and/or AF or MAJCOM functional communities. The results of these inspections may either be documented and formally published in IGEMS or inserted and tracked in MICT. Horizontal inspections are generally not assigned overall ratings or grades.

2.1.2.3. At least one 78 ABW/CC directed no-notice inspection will be conducted annually. No-notice inspections will be focused on areas of perceived or greatest potential risk as determined by the wing leadership.

2.1.2.4. AF By-Law programs will be inspected annually.

2.1.2.5. At least four Team Robins exercises will be conducted annually to evaluate and fulfill the requirements established in AFI 90-201 "The Air Force Inspection System". RAFB exercise program supporting documents can be found at: <https://org.eis.afmc.af.mil/sites/78abw/IG/exercise/default.aspx>

2.2. The 78 ABW's CCIP. The wing IG will validate and verify unit self-assessment programs and independently assess the performance of organizations at and below the wing level. The key components of the wing's CCIP are the wing inspection team, unit self-assessment program, and the Commander's Inspection Management Board.

2.2.1. Wing Inspection Team (WIT). The WIT seeks to replace the reliance on external inspections with a trusted and verified wing inspection program. The team supports commanders by providing an agile system with built-in options to adjust inspection timing, scope, and methods for each unique situation.

2.2.1.1. While WIT members are not assigned to the IG office, they are detailed out of their work centers to augment the IG team as an additional duty. Additionally, while officially performing inspection duties, WITs become part of the core IG inspection team. IG duty is a position of high public trust and personnel selected as WIT members must possess attributes of the highest professional standard and moral character and demonstrate adherence to the Air Force core values.

2.2.1.2. WIT members should come from among the wing's very best and be recognized/ as experts in their fields.

2.2.1.3. WIT Members Inspection Approach and Strategies. Once the critical or most important program requirements have been inspected, inspectors generally randomly sample from any remaining program elements. However, regardless of the inspection type or sampling approach utilized, all risk based sampling strategies should be focused on achieving a safe outcome, reducing risk and non-compliance, and encouraging continuous process improvements.

2.2.2. Unit Self-Assessment Program (USAP). As a management tool, USAPs help facilitate an environment of openness, compliance, and positive continuous self-improvement. The results of self-assessments are crucial in detecting program and process deficiencies where improvements are needed. The key to a successful USAP is the active and engaged involvement of the organization's personnel and leadership where every airman is a sensor and is empowered and encouraged to provide honest, accurate, fair and objective assessments

of the unit's performance and overall operating effectiveness. The USAP is also established to ensure:

2.2.2.1. A culture of compliance and sustainment is established through the active involvement and engagement of personnel at every level of command.

2.2.2.2. Unit compliance with all applicable DoD, AF and MAJCOM directives.

2.2.2.3. Senior leadership and supervisors are aware and actively engaged in resolving known organizational deficiencies.

2.2.2.4. MICT business rules and program supporting documents are established, and located at:

<https://cs1.eis.af.mil/sites/78ABWC/ISS/USAP%20Documents/5.%20Publications/78%20ABW%20MICT%20and%20IGEMS%20Business%20Rules.docx>

2.2.2.5. Organizational USAP Managers (USAPMs) train their unit commander or director toward proficiency in the use of MICT. USAPM should document and maintain the date training was conducted or validated.

2.2.3. Commander's Inspection Management Board (CIMB). The wing's CIMB will meet every month. The focus of the CIMB is to help reduce the risk of undetected non-compliance, manage the risk from known areas of non-compliance, and to ensure the wing inspection plan meets the commander's requirements. The CIMB should address:

2.2.3.1. CCIP dashboard and key inspection/assessment metrics the wing commander values.

2.2.3.2. Identify and address areas of highest risk or areas where there may be risk of undetected non-compliance.

2.2.3.3. Review root causes and corrective action plans for significant and critical deficiencies/observations and recommend closure when appropriate.

2.2.3.4. Review CCIP related inspection calendars and make changes when directed by the wing commander.

2.2.3.5. Solicit senior leadership feedback, discuss lessons learned, and/or discuss and determine the way ahead for the CCIP.

2.2.3.6. Recognize outstanding CCIP performers/performances and newly certified WITs.

2.2.4. IGEMS Deficiencies. Inspection identified deficiencies placed in IGEMs will be updated monthly or whenever needed to ensure currency.

2.2.4.1. For all deficiencies regardless of type, corrective action OPR POCs will assign "deficiency cause codes" IAW Attach 7 of AFI 90-201.

2.2.4.2. Deficiencies (critical and significant) not requiring long-term solutions should be closed within 9 months. Minor deficiencies should be closed within 90 days of the discovery date.

2.2.4.3. Problem solving should be applied utilizing the Air Force Continuous Process Improvement (AF-CPI) eight-step practical problem solving methods to assist in identifying root causes and solutions to deficiencies.

2.2.4.4. Responses to all critical and significant deficiencies defined in CCIP reports should be presented to the 78 ABW's CIMB NLT 45 days after the final report is published.

2.3. Command Interest Item (CII) and Special Interest Item (SII). CII's and SII's will be assessed and reported as required by AFI 90-201 or the appropriate HHQ OPR. When current, 78 ABW/IGI will ensure applicable CII/SII's are assessed during wing CCIP inspections.

2.4. Authorities.

2.4.1. Commander's Authority to Inspect. All commanders appointed by G-series orders are expected to assess their organizations. Commanders will inspect to improve unit performance, military discipline, readiness, efficiency, effectiveness and quality of life for Airmen.

2.4.2. The Installation Inspector General's Office will monitor unit performance and serve as the wing's OPR and focal point for ensuring compliance with this instruction.

JEFFREY R. KING, Colonel, USAF
Commander

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

AFI 1-2, *Commander's Responsibilities*

AFI 90-201, *The Air Force Inspection System*

AFI 90-802, *Risk Management*

Adopted Form

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ABW—Air Base Wing

AFI—Air Force Instruction

AFIS—Air Force Inspection System

AFMC—Air Force Material Command

AFRC—Air Force Reserve Command

AF CPI—Air Force Continuous Process Improvement (formally AFSO21)

CC—Commander

CCIP—Commanders Inspection Program

CI—Compliance Inspection

CII—Commander Interest Item

CPI—Continuous Process Improvement

FAM—Functional Area Manager

FM—Financial Management

FOUO—For Official Use Only

HHQ—Higher Headquarters

IAW—In Accordance With

IG—Inspector General

IGEMS—Inspector General Evaluation Management System

MAJCOM—Major Command

MICT—Management Internal Control Toolset

NGB—National Guard Bureau

OPR—Office of Primary Responsibility

PII—Personally Identifiable Information

SAC—Self-Assessment Checklist

USAP—Unit Self-Assessment Program

USAPM – Unit Self-Assessment Program Manager

SII—Special Interest Item

UEI—Unit Effectiveness Inspection

WIT—Wing Inspection Team

Terms

8-Step Practical Problem Solving Methods—A standardized procedure for systematically addressing and resolving difficult issues and situations.

By-Law Inspection—Any inspection requirement directed from above the Air Force level (e.g. DoD, Presidential order, or Public Law); a By-Law inspection normally requires a report submitted by the inspecting agency to the higher-than-AF authority or to SAF/IG for compilation into a single report and further up-channeling.

Cause Codes—A set of codes from AFI 90-201 and MICT used by the IG to help establish the likely reason for a deficiency to have occurred. These are usually determined by managers and not Inspectors or Reviewers and are not strictly the same as Root Causes in the classic sense.

Command Interest Item (CII)—Provides command-level visibility into the extent, impact, and status of specific known or suspected problems. It is also a means to gather data to evaluate the status of specific programs and conditions in the field requiring MAJCOM attention.

Critical Deficiency—Any deficiency that results in, or could result in, widespread negative mission impact or failure. Regarding nuclear inspections, a critical deficiency results in, or meets the criteria for an “UNSATISFACTORY” condition as described in paragraph C-2.b. in CJCSI 3263.05.

Deficiency—If an inspection notes that compliance with a line item is “No,” then this is considered to be an area of noncompliance, or a deficiency. A validated inspection deficiency, finding, inadequacy or observation.

Fraud—Any intentional deception designed to unlawfully deprive the government of something of value or to secure from the government for an individual a benefit, privilege, allowance, or consideration to which he or she is not entitled. Such practices include, but are not limited to:

- 1— The offer, payment, acceptance of bribes or gratuities, or evading or corrupting inspectors or other officials.
- 2— Making false statements, submitting false claims or using false weights or measures.
- 3— Deceit, either by suppressing the truth or misrepresenting material facts, or to deprive the government of something of value.
- 4— Adulterating or substituting materials, falsifying records and books of accounts.
- 5— Conspiring to carry out any of the above actions.
- 6— The term also includes conflict of interest cases, criminal irregularities, and the unauthorized disclosure of official information relating to procurement and disposal

matters. For purposes of this instruction, the definition can include any theft or diversion of resources for personal or commercial gain.

Functional Area Manager—A person who manages particular Self-Assessment Checklists for a specialty in the MAJCOM.

Minor Deficiency—A validated deficiency that has negligible mission impact or does not necessarily disrupt mission accomplishment, but requires corrective action.

Repeat Deficiency—Any and every recorded deficiency from previous like-inspections. A deficiency resulting from failure to comply with the same guidance that has been noted on a previous inspection (including deficiencies from any limited or no-notice inspections) of the same installation/unit.

Significant Deficiency—A validated deficiency that has or could have negative mission impact. Regarding nuclear inspections, a significant deficiency will have, or is likely to have a major negative effect on the nuclear weapons mission of the activity but is not defined as an “UNSATISFACTORY” condition as defined in CJCSI 3263.05.

Special Interest Item (SII)—An area of focus for management; used to gather data and assess the status of specific programs and conditions in the field.