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MEMORANDUM FOR DISTRIBUTION C ALMAJCOM-FOA-DRU

FROM: SAF/IG

SUBJECT: Air Force Guidance Memorandum - AFI 90-201, *The Air Force Inspection System*

By Order of the the Air Force Inspector General, this Guidance Memorandum immediately implements changes to AFI 90-201, *The Air Force Inspection System*, specifically pertaining to UEI scoring bands, Safety Inspections and Tier Waiver Requirements. This Guidance Memorandum also implements guidance for evaluating Use Control and Nuclear Control Order Procedures (NCOP) and introduces Special Access Program (SAP) Inspection Policy. Compliance with this memorandum is mandatory. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails IAW AFI 33-360, *Publications and Forms Management*.

This memorandum becomes void after one year has elapsed from the date of this memorandum or upon publication of an Interim Change or rewrite of the affected publication, whichever is earlier.

ANTHONY J. ROCK
Lieutenant General, USAF
The Inspector General

Attachment:
Guidance Changes

Guidance Changes

(Change) Table of Contents Attachment 6 to read "INSPECTION MESSAGES, GUIDES, AND REPORT RECIPIENTS"

(Change) Table of Contents to add "ATTACHMENT 13 – SPECIAL ACCESS PROGRAMS (SAP) INSPECTIONS"

(Change) paragraph 1.5.11.12 to read "SAVs are conducted by MAJCOM, HAF Functional Staffs, designated centralized activities, or functional manager-approved experts only at the request of the Wing/NAF/FOA/Center/DRU/MAJCOM Commander. Commanders may also request assistance visits from other wings/experts, as desired. SAVs may help a unit better understand the intent of higher headquarters policy and allow Functional staffs an opportunity to provide training to the unit. SAVs help MAJCOMs and HAF Functional staffs identify potential resource constraints, develop accurate guidance/policy and inform the RBSS. MFMs will coordinate all SAVs with the MAJCOM Gatekeeper. For ANG units, ANG/IG is the Gatekeeper; all SAV requests will be sent to ANG/IG for processing. **(T-2)** SAVs will not be given a rating and are not intended to be used as a tool to prepare a unit for a formal IG inspection. **(T-1)** MAJCOM IGs will not treat SAVs as official inspection results. At the discretion and direction of the Commander, Wing IGs will ensure all SAV observations and results identified as deficiencies are documented in IGEMS and crosschecked with MICT as part of the Commander's Inspection Program. **(T-3)** Corrective actions will be highlighted in the CIMB to ensure commanders have visibility on deficiencies and are able to track to resolution. **(T-3)**"

(Delete) paragraph 1.5.15.

(Change) paragraph 1.6.3.1 to read "Wing Safety will participate with the WIT whenever possible; however, the Safety staff, IAW established safety processes, is permitted to conduct annual workplace/facility inspections and unit safety assessments independent of the WIT. **(T-1)** Safety will provide a copy of inspection and assessment reports to the unit commander inspected/assessed IAW established safety processes. **(T-1)** This report is available to the IG office through the unit inspected. The Wing Safety office will coordinate annual inspection/assessment schedules with the Gatekeeper for deconfliction with Wing calendar events. **(T-1)**"

(Change) paragraph 1.6.3.2 to read "The Wing IG will request Safety SMEs and the Chief of Safety will ensure Safety SMEs are available to assist with exercise scenario development and throughout the execution and debrief phases of the exercise. **(T-3)** Safety will provide the IG in writing any noted safety discrepancies for inclusion in the IG report; the IG will enter all validated deficiencies into IGEMS. **(T-1)** In accordance with Safety protocol, coordination with the Safety Office that validated the deficiency is required prior to closing out a Safety deficiency. **(T-1)**"

(Change) paragraph 2.4.1.3.1 to read "There may be non-IG organizations within the wing that are explicitly authorized to inspect on behalf of the commander outside of an IG activity and not

inspected by the WIT due to specific inspector requirements and/or commander's intent (i.e., Safety). In these cases, the non-IG inspectors will coordinate requirements with the Gatekeeper. **(T-1)** The non-IG inspectors will provide their report to the appropriate commander and the report will be available to the IG through the unit inspected/assessed. **(T-1)** The IG and the non-IG inspection team chief will collaborate and determine the appropriate deficiencies to enter into IGEMS. **(T-1)**"

(Delete) paragraph 2.4.3.1.3.1.

(Add) "2.4.3.1.4.1: MAJCOM/IGs will provide feedback on timeliness of By-Law report submissions by sending the Quarterly Consolidated By-Law report to respective Wing CCs and IGs."

(Change) paragraph 2.5.1 to read "Inspector Certification. Commanders will certify the Inspector General (MAJCOM or Wing). **(T-1)** Commanders will certify IG staff members but may delegate certification authority to the Inspector General (MAJCOM or Wing). **(T-3)** All inspectors will be properly trained IAW Chapter 9, certified in writing and sworn-in by oath (See Figure 9.4). **(T-1)** IG inspectors must be certified within six months of being assigned to the IG (See Figure 9.1 and Figure 9.2.). **(T-1)** Inspectors are considered uncertified until all certification requirements above are met. MAJCOM inspection augmentees and WIT members are considered uncertified inspectors. Uncertified inspectors may participate in inspections; however, all findings must be validated by a certified inspector. **(T-1)**"

(Delete) paragraph 2.17.1.1.5.

(Change) paragraph 2.19.6.2 to read "MFMs or other SMEs will clarify policy and procedures or validate that a potential deficiency does/does not comply with policy. Responsibility to determine severity and mission impact of the deficiency resides with the IG. **(T-0)**"

(Delete) paragraph 2.19.7

(Change) paragraph 3.3.4 to read "Pre-scheduled Airman-To-IG Sessions – Group and -Individual (ATIS-G/ATIS-I) will be conducted on-site. Everything said during ATIS-G/ATIS-I sessions is a protected IG communication. Anything communicated to an IG member during ATIS-G/ATIS-I sessions is protected from reprisal by federal law under Title 10 of the United States Code. It is illegal for anyone to take any adverse personnel action against a member for protected communications with an IG member. The SAF/IGI-approved script will be used during each session."

(Change) paragraph 4.8.2 to read "Airmen-to-IG-Session-Group (ATIS-G). An ATIS-G is a highly-structured small group discussion (8-15 people), facilitated by a certified MAJCOM IG staff member specifically trained for this method via IGTC-I. The ATIS-G is a standardized and regulated tool for use by MAJCOMs and AFIA in UEIs and MIs."

(Change) paragraph 4.8.2.2 to read "ATIS-G structure. ATIS-G sessions will be conducted during every UEI cycle. The SAF/IGI-approved script and structure will be used during each session."

(Delete) paragraph 4.8.2.4.

(Change) paragraph 4.8.3 to read “Airmen-to-IG-Session-Individual (ATIS-I). An ATIS-I is an interview between an individual unit member and an IG inspector. ATIS-I are considered protected communications as described in paragraph 4.8.2.1.”

(Change) paragraph 4.8.3.1 to read “ATIS-I structure. ATIS-I sessions are used to clarify information, fact-find, or corroborate other information. Whereas there is no prescribed structure for an ATIS-I, the SAF/IGI-approved script will be used to read-in participants at the start of each session.”

(Change) paragraph 4.9.1.1 to read “Scoring. To standardize UEI ratings across the Air Force and enable Air Force-level trending, all MAJCOM IG Teams will use a standardized numerical scoring methodology to assess the effectiveness and efficiency of processes related to each Major Graded Area. The resulting score correlates with the 4-tier ratings listed in paragraph 4.9.4.”

(Change) paragraph 4.9.1.1.2 to read “The Team Chief may adjust the final rating at his or her discretion, however s/he will not adjust scores to match final 4-tier rating. Scores will not be disclosed to Wings but will be aggregated with other Wings’ scores for Air Force-level trend analysis.”

(Change) paragraph 4.9.2.1 to read “Effective 1 October 2016, MAJCOM IG Team Chiefs will assign ratings based on the 4-tier rating system found in paragraph 4.9.4.”

(Change) paragraph 4.9.4 to read “The 4-tier rating system is based on the Commander’s Duties and Responsibilities section of AFI 1-2 and the following criteria. Execution of the rating system is outlined in the UEI Handbook.”

(Change) paragraph 4.9.4.1 to read “HIGHLY-EFFECTIVE –This rating indicates the Wing meets/exceeds the criteria for an EFFECTIVE rating AND most or all of the following are consistently true:”

(Change) paragraph 4.9.4.3 to read “MARGINALLY-EFFECTIVE – This rating indicates the Wing does not meet the criteria for an EFFECTIVE rating, and some or all of the following are consistently true:”

(Change) paragraph 4.9.4.3.1 to read “Unit personnel meet minimum performance criteria but with limited proficiency.”

(Change) paragraph 4.9.4.3.2 to read “Some key processes and activities are not carried out in a competent or compliant manner, or are personality-dependent.”

(Change) paragraph 4.9.4.3.3 to read “Little to no evidence exists of continuous process improvement efforts.”

(Change) paragraph 4.9.4.3.4 to read “Risk and resource scarcity are not deliberately considered in decision-making processes.”

(Change) paragraph 4.9.4.3.5 to read “Deficiencies exist that significantly increase risk to Airmen, the mission or the Air Force.”

(Change) paragraph 4.9.4.3.6 to read “Management systems have some elements but are not working in a cohesive process.”

(Change) paragraph 4.9.4.3.7 to read “CCIP provides an accurate, though limited, picture of unit performance.”

(Change) paragraph 4.9.4.3.8 to read “Leaders do not consistently treat Airmen with respect or do not always provide a healthy and safe work environment.”

(Change) paragraph 4.9.4.3.9 to read “Many units/programs across the Wing have not embraced a culture of critical self-assessment. Problems are not routinely identified, commanders are not aware of significant issues and/or corrective action plans are not sufficient.”

(Add) “4.9.4.4. INEFFECTIVE – This rating indicates the Wing is not EFFECTIVE and does not meet criteria for a MARGINALLY-EFFECTIVE rating; some or all of the following are consistently true:“

(Add) “4.9.4.4.1. Wing does not demonstrate ability to meet all mission requirements.”

(Add) “4.9.4.4.2. Evidence exists of systemic non-compliance, widespread disregard for prescribed procedures or inadequate proficiency of unit personnel.”

(Add) “4.9.4.4.3. The number and severity of deficiencies preclude or seriously limit mission accomplishment and/or increase risk to Airmen.”

(Add) “4.9.4.4.4. CCIP does not provide an accurate, adequate or relevant picture of unit performance.”

(Add) “4.9.4.4.5. Leaders do not treat Airmen with respect or do not provide a healthy and safe work environment, and Wing leadership fails to address these issues.”

(Add) “4.9.4.4.6. Resources and programs are not well managed.”

(Add) “4.9.4.4.7. Little to no evidence exists of continuous process improvement efforts.”

(Add) “4.9.4.4.8. Management systems are not evident or are ineffective.”

(Add) “4.9.4.4.9. Most of the units/programs across the Wing have not embraced a culture of critical self-assessment. Problems are not identified, commanders are not aware of issues and solid corrective action plans are not in place.”

(Change) paragraph 5.3.4 to read “CCIP ratings. CCIP will assess and report using the same four MGAs and sub-MGAs as the UEI. **(T-1)** See Attachment 4 for a listing of all MGAs and sub-MGAs. Wing IGs are encouraged to use the 4-tier rating system found in paragraph 4.9.4.”

(Change) notes in Table 5.2 to reflect the following:

Table 5.2. Air Force Installation Mission Assurance Exercise Requirements

(ADDED) Active Shooter Exercise	Twice a year	SECDEF memo, dated 2 Oct 15; focus on notification procedures specific to GSUs
(ADDED) Nuclear Generation	Annual	Exercise IAW Doc statement or Mission Directive; scope and scale as approved by MAJCOM/CC/CV **(T-2)**
(ADDED) Readiness Assessment	Annual	Exercise IAW Doc statement or Mission Directive; scope and scale as approved by MAJCOM/CC/CV **(T-2)**

(Change) paragraph 6.5 to read “Nuclear Surety Inspection (NSI). An NSI assesses a unit’s ability to accomplish its assigned nuclear weapons mission and produce reliable nuclear weapons in a safe and secure environment in compliance with applicable directives. Additionally, an NSI inspects a unit’s capability to safely and reliably receive, store, secure, assemble, transport, maintain, load, mate, lock/unlock, test, render safe and employ nuclear weapons. Missile launch crews, aircrews, command post controllers and release teams must demonstrate (through performance-based assessments, testing, etc.) their knowledge of weapon acceptance procedures (unless evaluated and documented elsewhere during the UEI), nuclear weapon system safety rules, and nuclear weapon control order handling and authentication procedures. MAJCOMs will assign overall unit ratings and MGA adjectival ratings as specified in CJCSI 3263.05B for NWTIs. In order to meet Oversight and Core Team responsibilities, MAJCOM IGs will notify the AFIA/NI at least 60 calendar days prior to inspection execution. MAJCOM IGs will notify Nuclear Enterprise agencies of the inspection conclusion using Attachment 6.”

(Change) paragraph 6.7.1 to read “Non-surety deficiencies. If non-surety deficiencies are discovered during an NSI, the inspection team chief will brief the inspected unit commander of the findings and document via the MAJCOM's UEI continual evaluation reporting mechanism. In general, deficiencies are categorized as non-surety if the deficiency's referenced policy is neither a primary nuclear policy document, a supplement to a primary nuclear policy document or referenced within a primary nuclear policy document. For example, a deficiency against the Wing IG for failing to comply with AFI 90-201, would typically be considered a non-surety deficiency. However, a deficiency against DODS5210.41_AFMAN31-108 or a MAJCOM supplement to DODS5210.41_AFMAN31-108 would typically be considered surety related and categorized in

the Security MGA. The IG Team Chief will make the final determination of whether a deficiency is surety or non-surety."

(Change) paragraph 6.10.1 to read "Nuclear Control Order Procedures (NCOP). Evaluate command post, aircrew, Permissive Action Link/Code Management System lock/unlock teams, and missile crew responses to nuclear control orders as well as effectiveness of applicable C2 functions IAW HHQ directives. Additionally, perform records audit of emergency action checklists in operational launch control centers (LCC), unit command posts and crew mission folders (CMF)."

(Add) "6.10.1.1. Assessment Methodology. NCOP proficiency will be assessed via performance-based evaluations in an operationally-realistic simulator. If approved facilities or simulator-use decode documents are not available, assess NCOP via scenario-based written test. Emergency Action (EA) general knowledge written testing may be utilized to supplement (but not replace) performance-based assessments. The passing standard for general knowledge testing or scenario-based testing is 90 percent."

(Add) "6.10.1.1.1. Bomber Aircrew. The performance evaluation will assess (at a minimum) aircrew processing of posture, launch, execution, and termination Emergency Action Procedures (EAPs). The evaluation will be graded as "PASS/FAIL" for aircrew taking actions that could create a Critical deficiency as identified in paragraphs 6.10.4.1.-2."

(Add) "6.10.1.1.2. DCA Aircrew. The performance evaluation will assess (at a minimum) aircrew processing of recall and termination EAPs. The evaluation will be graded as "PASS/FAIL" for aircrew taking actions that could create a Critical deficiency as identified in paragraphs 6.10.4.1.-2."

(Add) "6.10.1.1.3. Command Post Controllers. The evaluation will (at a minimum) consist of a performance evaluation and an EA test covering posture, launch, execution, message relay, message piecing, termination, emergency destruction and emergency evacuation procedures (as applicable). The weighted average of Performance Evaluation (50 percent) and test (50 percent) scores will be the final score for team (E.g. 100 percent on EPE and 30 percent on test equates to a 65 percent average). The passing standard for the averaged evaluation and testing scores is 90 percent."

(Add) "6.10.1.1.4. Missile Combat Crews. The assessment will (at a minimum) consist of a performance-based evaluation in the Missile Procedure Trainer (MPT), which covers preparatory actions, execution, and termination procedures. The evaluation will be rated IAW AFGSCI 13-5301, Volume 2, *Rapid Execution and Combat Targeting (REACT) Crew Standardization and Evaluation*. In the event an operational simulator is not available and an NCOP scenario-based written test is administered, MCCMs will test as a crew."

(Add) "6.10.1.2. Assess the NCOP MGA as UNACCEPTABLE if any critical deficiencies are assessed which would create the credible possibility of compromising the safety or reliability of nuclear weapons."

(Change) paragraph 6.10.2 to read "Use Control. Evaluate Permissive Action Link/Code Management System, Command Disablement System, Weapons Render Safe and Continuation Procedures, Positive Enable System, Active Protection System and Emergency Destruction operations according to CJCSI 3260.01, *Joint Policy Governing Positive Control Material and Devices*, Joint Nuclear Weapons Publication System technical orders, and other applicable HHQ directives."

(Change) paragraph 6.10.2.1 to read "USAFE units whose mission includes nuclear gravity weapons. Command disablement-trained and certified personnel on station will be required to demonstrate correct command disablement procedures using a weapons trainer or a UT1500 Command Disable Trainer. Applicable stateside bases inspect command disablement program management IAW AFI 21-205, *Command Disable System (CDS)*.

(Add) "6.10.2.2. Nuclear certified aircrew and Combat Mission Ready (CMR) missile crew members will be required to demonstrate correct procedures for PCM issue or crew changeover procedures."

(Add) "6.10.2.3. EOD Evaluation Requirements. Evaluate and ascertain Explosive Ordnance Disposal (EOD) Direct Support Units full-spectrum capability to render safe, mitigate explosive hazards and prevent a nuclear yield. The team's ability to perform these critical procedures will be confirmed by evaluation of weapons render safe procedures (technical operations) and initial/emergency response using Joint Nuclear Weapons Publication system technical orders, weapons trainers UT1500 Command Disable Trainer and supported weapons systems. Evaluations will validate certification of EOD Direct Support Units ability to conduct passive diagnostics and provide comprehensive technical assessment of any supported weapons system and/or aerospace platform, involved in an incident/accident."

(Add) "6.10.2.4. ICBM Codes Evaluation Requirements. Assess the proficiency of certified cryptographic code controllers. The assessment will consist of a performance-based evaluation on the Wing Codes Processing System (WCPS), which covers (at a minimum) a complete load Launch Facility Launch Code (LFLC) or a Code Change Verification (CCV) load. Additionally, conduct a records audit of Launch Control Center (LCC) and Launch Facility (LF) configuration records to validate accurate installation of operational codes."

(Add) "6.10.2.5. Assess the Use Control Major Graded Area as UNACCEPTABLE if the unit's failure to follow authorized procedures for receipt, storage, control, destruction and issue of sealed authenticators or class 3 code management system/weapon coding equipment results in: loss of positive inventory control, unauthorized destruction or unauthorized issue of required materials, or incorrect codes/documents being positioned/installed in weapons/weapon control panels."

(Add) "6.10.3. A Critical deficiency should be assessed for deviations in NCOP or Use Control procedures which create a credible possibility of compromising the safety or reliability of nuclear weapons."

(Add) “6.10.3.1. Unsafe Environment. Includes deficiencies in NCOP or Use Control procedures which could lead to physical damage to the weapon, unauthorized launch of a nuclear weapon system, or unauthorized arming or detonation of a weapon. Examples of an unsafe environment include but are not limited to:”

(Add) “6.10.3.1.1. Release/commit unexecuted or terminated weapon(s).”

(Add) “6.10.3.1.2. Release/commit weapon(s) outside of specific times required by EAP.”

(Add) “6.10.3.1.3. Failure to properly process EAP resulting in improper unlock of weapons.”

(Add) “6.10.3.1.4. Failure to properly process EAP resulting in a credible possibility of physical damage to or destruction of weapons.”

(Add) “6.10.3.2. Unreliable Weapon. Includes deficiencies in nuclear control order procedures or use control procedures which could lead to a weapon not functioning as intended or not reaching its intended target. Examples of an unreliable weapon include but are not limited to:”

(Add) “6.10.3.2.1. Release/commit weapons(s) on an incorrect target.”

(Add) “6.10.3.2.2. Failure to properly relay execution/termination instructions in accordance with established procedures.”

(Add) “6.10.3.2.3. Failure to release/commit weapon(s) when directed.”

(Add) “6.10.3.2.4. Insertion of incorrect codes data into a nuclear weapon system, weapons control panel or weapons coding device.”

(Add) “6.10.3.3. When a critical inspection deficiency is discovered, the Team Chief will determine impact on the overall inspection rating based on guidance in CJCSI 3263.05, Annex C.”

(Change) paragraph 9.2 to read “MAJCOM IG Team Chiefs. Colonel/civilian-equivalent IG Team Chiefs will be nominated and selected by the MAJCOM Commander. For all other grades, Team Chiefs will be selected by the MAJCOM IG. **(T-2)**”

(Change) paragraph 9.4.2.3 to read “Wing-Specific training. Wing IGs will use AFIA inspection augmentee training material posted on the USAF IG World Classroom site to assist in developing Wing-specific training. **(T-2)** This training will also include MAJCOM-specific training and will provide specialized team, functional area, host-nation, or unit-specific training to inspectors and WIT members. **(T-1)** AFIA and MAJCOM IGs will perform periodic audits of Wing IG and WIT training. All Wing inspectors and WIT members will attend wing-specific training prior to performing inspection duties. **(T-3)**”

(Change) paragraph 9.4.2.4.1 to read "UEI/CCIP field observation. An over-the-shoulder evaluation of an individual during a UEI Capstone/CCIP Inspection or on-site visit to be a certified non-nuclear inspector. IGs will determine the scope and scale. **(T-3)**"

(Change) paragraph 9.4.5 to read "IG Inspectors, MAJCOM inspection augmentees, and WIT members who have not inspected in the previous six months will re-accomplish MAJCOM- or Wing-specific training prior to participating in an inspection. **(T-3)**"

(Change) paragraph 9.6.2.2 to read "Be in the grade of GS–11 or above. **(T-1)**"

(Change) paragraph 9.7.2 to read "The badge is authorized to be printed, embroidered, or embossed on the aircrew name tag IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and worn on the Flight Duty Uniform (FDU). **(T-1)**"

(Change) Attachment 1 to add the following terms:

DODD 5205.07, *DoD Special Access Program (SAP) Security Manual*, 18 Jun 15
DODI 5205.11, *Management, Administration, and Oversight of DoD Special Access Programs (SAPs)*, 6 Feb 13
DODS5210.41_AFMAN31-108, *Nuclear Weapon Security Manual*, 7 Mar 13
AOIPT – Acquisition Oversight Integrated Process Team
DCA – Dual-Capable Aircraft
NCOP – Nuclear Control Order Procedures
SORB – SAP Oversight Review Board
TSWA – Temporary Secure Working Area

(Change) Attachment 6 title to read "INSPECTION MESSAGES, GUIDES, AND REPORT RECIPIENTS"

Attachment 12

THIS SPACE RESERVED FOR EXPANSION

Attachment 13

SPECIAL ACCESS PROGRAM (SAP) INSPECTIONS

A13.1. Purpose. To provide guidance for inspecting Special Access Programs (SAPs) in order to report on the health, security and compliance of SAPs to the Secretary of the Air Force.

A13.2. Background. SAPs are inspected to ensure adequate oversight of these highly sensitive programs and the persons charged with their proper management, administration and execution. Inspectors utilize a standardized inspection methodology that incorporates the tenets of the AFIS in order to assess the responsible agency's ability to successfully execute SAPs. Self-assessments will be completed annually by each SAP responsible stakeholder at SAF, HAF, MAJCOM, FOA and DRU and forwarded to SAF/IGI upon completion (NLT 31 Dec). Results will be analyzed by SAF/IGI and appropriate recommendations will be discussed with TIG. SAP inspections at the HAF will be executed by the SAF/IGI team every 24-36 months. Efforts should be made to align SAP inspections with scheduled MIs or UEIs, as applicable. The Inspector General may direct an out of cycle (limited-/no-notice) inspection as necessary. Guidance in this Attachment is consistent with the AFIS and also meets expectations as outlined in AFPD 16-7, *Special Access Programs* and AFI 16-701, *Management, Administration and Oversight of Special Access Programs.*

A13.3. TIG Intent. Incorporate HAF SAP inspections into the AFIS as a distinct inspection type. Unlike other inspections, HAF SAP inspections partner with enterprise stakeholders to fully integrate their oversight responsibilities with continual evaluation, self-assessments and internal control metrics into the inspection and scheduling process. Accuracy of HAF SAP self-assessments is critical to an effective program; data will be verified by the SAF/IGI inspection team. The Inspection Team Chief will be a SAF/IG O-6, GS-15 or higher. AFOSI PJ will provide a Security Inspection Lead. The Special Access Program Central Office (SAF/AAZ) will provide at least one team member for each HAF SAP inspection. Other inspectors will be identified by need in advance of the inspection (see paragraph A.13.5.1.).

A13.4. Concept of HAF SAP Operations. SAF/IGI will coordinate with AFIA, SAF/AAZ, AFOSI PJ and other HAF agencies designated by TIG to develop a 3-year inspection plan/schedule for TIG's approval NLT 15 December every year. With TIG's approval, the schedule may be distributed to affected HAF agencies, informing them of projected inspection dates. It is TIG's intent that these inspections be as minimally intrusive as possible; however, HAF staffs should voice scheduling concerns with SAF/IGI as soon as possible in order to preclude unnecessary work stoppage due to regularly scheduled heavy work periods and known key staff absences.

A13.5. Oversight Stakeholders: Roles and Responsibilities.

A.13.5.1. For all HAF SAP inspections, SAF/HAF stakeholders with SAP oversight responsibility will:

A13.5.1.1. Provide cleared personnel to augment the inspection team as necessary in the following key areas:

A13.5.1.1.1. Air Force SAPCO (OPR: SAF/AAZ)
A13.5.1.1.2. Finance (OPR: SAF/FMF)
A13.5.1.1.3. Contracting (OPR: SAF/AQ)
A13.5.1.1.4. Acquisition (OPR: SAF/AQ)
A13.5.1.1.5. Security (OPR: AFOSI PJ and SAF/AAZ)
A13.5.1.1.6. Audit (OPR: AFAA/AGS)
A13.5.1.1.7. Operations (OPR: AF/A3)
A13.5.1.1.8. Inspections (OPR: SAF/IGI and AFIA)
A13.5.1.1.9. Logistics (OPR: AF/A4)

A13.5.1.2. Define oversight foci, responsibilities and guiding directives (i.e., what areas require compliance; how does the stakeholder track or measure implementation/success/progress; and which directives govern compliance).

A13.5.1.3. Participate in the semi-annual HAF SAP Inspection Working Group.

A13.5.1.4. Identify and discuss any areas of concern or areas requiring re-inspection.

A13.5.1.5. Provide a FAM and/or functional SME for each inspection where they have compliance or inspection responsibility.

A13.5.1.6. Conduct Continual Evaluation (CE) throughout the inspection cycle.

A13.5.1.7. Provide CE results as part of the overall inspection score.

A13.5.1.8. Assist HAF organizations in developing and implementing a robust self-assessment program for use by internal assessors and external inspectors; update as required.

A13.6. SAF/IGI, Director of SAP Inspections.

A13.6.1. Develops and directs all USAF-level policies and plans for SAP inspections and investigations in accordance with applicable Directives, Instructions and TIG intent.

A13.6.2. Ensures coherent policy with OSD, Joint, Air Staff and MAJCOM requirements.

A13.6.3. Reviews policies, procedures and methodologies for currency and relevance. Makes recommendations for change to the SAP Inspection Working Group and TIG.

A13.7. AFOSI Office of Special Projects (AFOSI PJ) Roles and Responsibilities.

A13.7.1. Security Inspection Lead; AFOSI PJ provides a Program Security Officer (PSO) for every SAP security inspection.

A13.7.2. Security Control Assessors (SCA)–Information Technology (IT) Systems Inspection Lead; AFOSI PJ assesses compliance by conducting a comprehensive assessment of the management, operational, and technical security controls employed within or impacted by an information system.

A13.8. Air Force Special Access Program Central Office Roles and Responsibilities.

A13.8.1. Coordinate on the HAF SAP inspection schedule.

A13.8.2. Provide SME for inspections to represent the Director who is responsible for providing general oversight of all SAPs for which the Air Force has responsibility.

A13.8.3. Oversee corrective action plans to monitor closure of inspection deficiencies.

A13.9. MAJCOM and FOA/DRU Special Access Program Management Office Roles and Responsibilities.

A13.9.1. Coordinate on the SAP inspection schedule.

A13.9.2. As required, and if available, provide SMEs for inspections at sister MAJCOM/FOA/DRUs and HAF.

A13.10. Semi-Annual HAF SAP Inspection Working Group. Chaired by SAF/IGI; voting membership shall be comprised of representatives from agencies listed in paragraph A13.5.1.1 and its sub-paragraphs. Invitations to attend may be extended to other non-voting agencies, upon approval by SAF/IGI. The working group will meet in May and November each year, or as otherwise determined by SAF/IGI. Mandatory agenda items include, but are not limited to:

A13.10.1. Build, review and update the three-year cycle of inspections; corrections to the schedule must be approved by a simple majority of voting members.

A13.10.2. Ensure the schedule includes all enterprise HAF/SAF offices, MAJCOMs and FOA/DRUs.

A13.10.3. Reprioritize inspections as required, using Risk-Based Sampling Strategy, and stakeholder feedback.

A13.10.4. Review self-assessment and inspection results; identify trends and track corrective actions as required.

A13.10.5. Discuss any recommended/required changes to policy, guidance, oversight or need for any continuous process improvement.

A13.10.6. Discuss ways to improve SAP inspections and self-assessment programs (Continuous Process Improvement).

A13.11. H A F S A P Notification of Inspection. The SAF/IG inspection staff will plan their activities based on the TIG-approved inspection plan. In general, the inspection notification process occurs as follows:

A13.11.1. Approximately 10-14 calendar days prior to an inspection, a notification memorandum will be sent to the affected agency with detailed instructions included to assist with pre-inspection requirements/deliverables. Although every effort will be made to give the inspected agency 10-14 days notification of inspection, mission requirements and inspector availability may drive a much shorter notification to the affected agency. Notifications within 10 days must be closely coordinated between TIG's inspection staff (SAF/IGI) and the inspected agency.

A13.11.2. Approximately 3-4 calendar days prior to the inspection, the inspected agency will be provided with a list of inspectors to verify inspector clearance and access. If the inspection is a directed no-notice inspection, the inspector roster will be presented upon team arrival and the inspection will commence immediately after verification of the roster.

A13.12. HAF SAP Pre-inspection deliverables. The following items will be sent via e-mail to the inspection team chief within five working days of receiving the notification of inspection:

A13.12.1. Mission Directive or other authoritative guidance.

A13.12.2. Current self-assessment report to include results, status of deficiencies, corrective actions, etc.

A13.12.3. Any deviations and/or waivers to regulatory guidance the inspected agency is operating under.

A13.12.4. Status of any previous discrepancies/findings (from external audits, self-inspections, evaluations, assessments, etc.).

A13.12.5. Current Unit Manning Document (UMD) or other authoritative document, listing the personnel associated with SAP execution/management. Include the status of personnel not present during the inspection (TDY, Leave, Sick, etc.).

A13.12.6. Number of personnel in the inspected area accessed to SAPs.

A13.12.7. Number of accountable items (TS).

A13.12.8. Number of classified/unclassified computers resident in the SAP-F or TSWA.

A13.12.9. Number of networks in each inspected area and level of authorized classification for each.

A13.12.10. Other items of interest which may be listed in the notification of inspection.

A13.13. Typical SAP Inspection Team Composition.

HAF/SAF SAP Inspection

1-2	1	1	0	1-3

Total: 4-7 team members

MAJCOM/FOA/DRU Inspection

1-2	1	1	1-2	1-3

Total: 5-9 team members

A13.14. HAF SAP Inspection Team Parameters.

A13.14.1. Pre-inspection (5 days)

A13.14.1. 1. Research: Review unit mission, programs, purpose, customers.

A13.14.1.2. Schedule interviews if appropriate.

A13.14.1.3. Review major processes, lines of operation and deliverables.

A13.14.1.4. Reference SAP Oversight Review Board (SORB) charts, Acquisition Oversight Integrated Product Team (AOIPT) charts, and any audits; determine what items the SAP Inspection Team will look at differently than the SORB review.

A13.14.2. Inspection (2-5 days)

A13.14.2.1. Organize under the four Major Graded Areas (MGAs): Managing Resources, Leading People, Improving the Unit and Executing the Mission.

A13.14.2.2. Execute Airmen to IG Sessions-Individual/Group (ATIS-I/ATIS-G).

A13.14.2.3. Assess agency compliance with applicable directives.

A13.14.2.4. Stakeholder SMEs review compliance with guidance, status of deliverables, reports, and systems.

A13.14.2.5. Review steps in major process flows and steps in lines of operation.

A13.14.2.6. SCA inspects approval/authority to operate, proper IT configuration, authorized users, IT security.

A13.14.2.7. Rate overall performance and MGAs using a two-tiered scale of *Effective* or *Ineffective*.

A13.14.2.8. Provide informal outbrief to Director/Commander and key staff.

A13.14.3. Post-Inspection: 14-21 days

A13.14.3.1. Final Report signed by SAF/IG--delivered to Commander or Director with courtesy copy provided to SAF/AA and any required Stakeholder SME office.

A13.14.3.2. Results of all inspections briefed to Air Force SAPCO and then briefed at SORB.

A13.14.3.3. Areas rated *Effective* require no further action from the inspected unit. In the event of an *Ineffective* rating, the unit must develop and brief a Corrective Action Plan to SAF/AAZ at the SORB until the deficiency is corrected and SAF/AAZ deems it may be closed. SAF/IGI will be courtesy copied on published corrective action plans until the deficiency is closed via SAF/AAZ concurrence.

A13.14.3.4. Re-inspections may occur for units receiving an overall *Ineffective* rating based on coordination with SAF/AAZ, and SAF/IGI. Only areas rated as *Ineffective* will be re-inspected unless SAF/IG determines a full re-inspection is warranted or SAF/AAZ requests a full re-inspection.

A13.15. HAF SAP AFIS Major Graded Areas.

A13.15.1 Management of Resources. Assess adequacy and stewardship of:

A13.15.1.1. Manpower (stewardship, reporting of manning levels, readiness)

A13.15.1.2. Funds (budgetary decisions, cost-effective, accountability)

A13.15.1.3. Facilities (sustainability, asset management, maintenance)

A13.15.1.4. Guidance (access, published processes/standards, intent)

A13.15.1.5. Airmen’s time (stability, predictability, balance)

A13.15.2. Leading People.

A13.15.2.1. Communication (vertical, horizontal and feedback)

A13.15.2.2. Discipline (culture of accountability, compliance, pride)

A13.15.2.3. Training (proficiency, team building)

A13.15.2.4. Professional and personal development of Airmen

A13.15.2.5. Quality of life engagement (climate and morale)

A13.15.3. Improving the Unit.

A13.15.3.1. Strategic alignment with mission directive or other authoritative document/guidance

A13.15.3.2. Does this align with what you are actually doing?

A13.15.3.3. Process operations (critical processes, LIMFACs, ORM)

A13.15.3.4. Robust self-assessment program

A13.15.3.5. Data-driven decision (applicable, relevant metrics)

A13.15.3.6. Corrective action plans and progress from previous inspections, audits, reports

A13.15.4. Executing the Mission.

A13.15.4.1. Primary mission (Mission Directive, DOC statement, or order; how do you measure customer satisfaction with your end product?)

A13.15.4.2. AEF readiness (if applicable)

A13.15.4.3. Mission Assurance Command and Control

A13.15.4.3.1. What are your perceived threats to your mission? How are you prepared to meet them? (Budget, open press, re-vectoring, etc.)

A13.15.4.3.2. What hazards do you face to your mission? Are you prepared to confront them (inclement weather, natural disaster, 911-type disaster)?

A13.15.4.3.3. What control mechanisms are in place and practiced (examples include, but are not limited to: SCGs, MOAs, Business Rules, OIs, etc.)?

A13.16. Other Mandatory HAF SAP Inspection Areas. In addition to the AFIS Major Graded Areas, special emphasis on the following areas should be expected on each SAF, HAF, MAJCOM, FOA, and DRU SAP inspection:

A13.16.1. Compliance with standards of SAP security.

A13.16.2. Safeguards employed against the potential for an insider threat.

A13.16.3. Budget execution and fiduciary responsibility.

A13.16.4. General knowledge of the SAP with which the person and agency is entrusted.

A13.17. HAF SAP Inspection Process/Methodology.

A13.16.1. Inspections will consist of a thorough review of key documentation to include, but not limited to those pre-inspection deliverable items listed in paragraphs A13.12, A13.15, A13.16, A13.25 and appropriate sub-paragraphs.

A13.17.2. Airmen to IG Sessions (ATIS). Inspected agencies can expect inspectors to conduct individual interviews. Commanders, Directors, Supervisors and any others in the organization are advised that these interviews are protected communications between the individual being interviewed and the inspector(s). As such, the individual(s) being interviewed are afforded the protections from reprisal/retaliation in accordance with Title 10 USC Sec 1034 and as defined in AFI 90-301. Do not attempt to discuss the conversation between the inspector and the interviewee.

A13.17.3. Inspections will assess customer satisfaction and responsiveness to stakeholders.

A13.17.4. The unit's self-assessment program and documentation will be evaluated to ensure the inspected agency is conducting continual evaluation essential to the AFIS.

A13.18. H A F S A P Inspected Agency Responsibilities.

A13.18.1. Upon receipt of notification, gather the information requested in paragraph 13.12 and forward to the inspection Team Chief.

A13.18.2. Upon receipt of the inspection team roster, properly coordinate with SAF/AAZ and access them IAW DoDD 5205.07, *Special Access Program (SAP) Policy*; DoDI 5205.11, *Management, Administration, and Oversight of DoD Special Access Programs (SAPs)*; AFI 16-701, *Management, Administration, and Oversight of DoD Special Access Programs (SAPs)*; and this publication.

A13.18.3. Secure an appropriate location for the inbrief.

A13.18.4. Send appropriate representative(s) to the inbrief.

A13.19. HAF SAP Inspection Inbrief.

A13.19.1. The Team Chief will introduce the inspection team members, explain the purpose of the inspection and go over the specific inspection methodology to be employed.

A13.19.2. The inspected agency will provide a concise mission brief to the inspectors.

A13.20. HAF SAP Inspection Debrief.

A13.20.1. The Team Chief will debrief all pertinent issue(s) arising from the inspection to the Commander/Director at the inspected agency, as well as the HAF oversight stakeholders as appropriate.

A13.20.2. SAF/IGI, SAP Inspections Director will ensure TIG/DIG receive summary notification of inspection outcomes and in-person debriefs on matters identified during an inspection which require TIG/DIG visibility based upon inspection results.

A13.21. HAF SAP Inspection Report.

A13.21.1. All IG Inspection Reports and related materials which contain or reference Special Access Program data (to include appendices, attachments, sensitive relationships, etc.) will be handled within approved Air Force SAP communications channels and facilities. All SAP-related inspections will be housed within the Secure Integration Cloud (SIC). System

administrators will ensure access is controlled to only those IG representatives designated by SAF/IGI, AFIA and MAJCOM IGs.

A13.21.2. Inspectors will make every effort to write inspection reports without specifically including SAP information. Reference SAP information only when it is absolutely necessary for report inclusion to accurately document findings and inform SAP leadership of corrective actions needed.

A13.22. HAF SAP Deficiencies. Inspection team will establish a validation process that provides the inspected agency, or the organization that owns the finding, the opportunity to clarify and/or provide additional information in a timely manner for any potential deficiencies identified during the inspection. The Team Chief, in coordination with the leader of the inspected agency under inspection, will coordinate with the appropriate FAMs on critical and significant deficiencies identified during the inspection.

A13.23. HAF SAP Inspection follow-up (as needed).

A13.24. HAF SAP Sequence of Events.

A13.24.1. Inspection notification from SAF/IG (10-14 days prior to the inspection)

A13.24.2. Deliverables sent to SAF/IGI (5 days after notification)

A13.24.3. Final list of inspectors sent from SAF/IGI (3-4 days prior to the inspection)

A13.25. HAF SAP On-site Inspection Process Tempo/Execution

A13.25.1. Upon commencing the inspection, the Team Chief will provide a short inbrief regarding the inspection process and introduction of inspection team members to the inspected agency/program leadership. The inspected program leadership may provide a concise inbrief (generally limited to 30 minutes or less) to the inspection team. Once completed, inspectors will coordinate with the inspected unit leadership to ensure appropriate POCs are available to assess MGAs and specific oversight areas such as, program acquisition functions, contract oversight, budget, legal requirements, operations, and security (information protection, counterintelligence, and administration). Inspectors will begin inspecting with the POCs from those areas provided by the inspected unit. The inspection Team Chief will meet with internal leadership to determine any requested items to include in the inspection. ATIS-Is should be conducted with available AF unit personnel until a sufficient number of personnel are contacted to assess appropriate inspection areas and unit personnel are afforded an opportunity to speak with an accredited inspector if desired.

A13.25.2. The inspection Team Chief will establish inspection team meeting times normally at the beginning of each duty day, prior to/after lunch, and near the end of each

duty day during normal working hours to gather inspection findings and ensure appropriate inspection progress and direction.

A13.25.3. Overall inspection team findings will be briefed to unit leadership personnel at the end of each inspection day. If potential significant and/or critical deficiencies are noted during the inspection, the inspection Team Chief will promptly brief unit leadership personnel on the deficiency noted so leadership personnel may begin addressing the deficiency. This briefing may take place prior to normal end of day leadership sessions at the discretion of the inspection Team Chief.

A13.25.4. At the conclusion of the inspection, the inspection Team Chief will provide a verbal outbrief to unit leadership personnel regarding the initial findings of the inspection pending formal inspection validation and report processing, review and distribution.

A13.25.5. The inspection Team Chief will establish the inspection schedule based upon the size of the unit and scope of inspection to ensure sufficient inspection days are available for on-site inspection activities.

A13.25.6. HAF SAP Sample Daily Inspection Schedule

A13.25.6.1 Day 1 Schedule:

0800-0815 – Inbrief/Overview

0815-0830 – Mission brief by inspected organization

0830-0900 – Final preparations by inspection team

0900-1030 – Inspection (Focus: Security, Program Acquisition, and Contract Oversight)

0900-1000 – ATIS interviews

1030-1130 – ATIS interviews

1130-1230 – Lunch

1230-1300 – Inspection Team Meeting (Classified Mezzanine Room)

1330-1530 – Inspection (Focus: Deliverables)

A13.25.6.2. Day 2 Schedule:

0800-0820 – Inspection Team Meeting (Classified Mezzanine Room)

0830-0930 – ATIS interviews

0830-1130 – Inspection (Focus: Budget, Legal Requirements, Operations and MGA 1; Managing Resources)

1130-1230 – Lunch

1230-1300 – Inspection Team Meeting (Classified Mezzanine Room)

1300-1600 – Inspection (Focus: MGA 2; Leading People)

A13.25.6.3. Day 3 Schedule:

0800-0820 – Inspection Team Meeting (Classified Mezzanine Room)

0830-0930 – ATIS interviews

0830-1130 – Inspection (Focus: MGA 3; Improving the Unit)

1130-1230 – Lunch

1230-1300 – Inspection Team Meeting (Classified Mezzanine Room)

1300-1600 – Inspection (Focus: MGA 4; Executing the Mission)

A13.25.6.4. Day 4 Schedule:

0800-0820 – Inspection Team Meeting (Classified Mezzanine Room)

0830-0930 – Inspection (Focus: TIG emphasis items)

0930-1030 – Inspection (Focus: Internal leadership requested items)

1030-1130 – Inspection Team Meeting (Classified Mezzanine Room)

1130-1230 – Lunch

1330-1530 – Debrief Preparation (Classified Mezzanine Room)

1530-1600 – Debrief (SAF/IG Conference Room)

Note: the sample inspection schedule above may be modified, compressed/expanded based on the availability of persons and/or programs in the particular unit being inspected and scope of inspected areas.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 90-201

21 APRIL 2015

Incorporating Change 1, 11 February 2016

Special Management

THE AIR FORCE INSPECTION SYSTEM

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This Instruction implements Air Force Policy Directive (AFPD) 90-2, Inspector General—The Inspection System, and complements Department of Defense Directive (DODD) 3150.02, DoD Nuclear Weapons Surety Program, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3263.05, Nuclear Weapons Technical Inspections, and AFPD 16-7, Special Access Programs. It provides policy for all inspections involving Air Force units, processes, programs, or procedures irrespective of the inspecting organization, unless otherwise specified within this document. It also includes guidance for statutory audits, inquiries and certain investigations required to be conducted by the Inspector General. This Instruction is consistent with AFPD 13-5, *Air Force Nuclear Enterprise*. This publication complies with Federal Standard for Inspections and Evaluations established in the Inspector General Act of 1978 (Title 5 United States Code U.S.C. app. 3 [10 USC app 3]), as amended. Only this instruction may establish service-wide Inspector General (IG) inspection requirements. This Instruction applies to all regular Air Force (RegAF), Air Force Reserve Command (AFRC), and Air National Guard (ANG) units. Major Command (MAJCOM) supplements to this instruction will be coordinated with the Secretary of the Air Force, Inspections Directorate (SAF/IGI) before publication and one copy will be forwarded to SAF/IGI after publication. Use AF Form 847, *Recommendation for Change of Publication*, for any suggested changes to this publication and e-mail to **usaf.pentagon.saf-ig.mbx.saf-igi-workflow@mail.mil.** 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*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers via AF Form 679 through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication

OPR for non-tiered compliance items. Submit waiver requests for TIG consideration/approval through SAF/IGI. HAF/MAJCOM staffs, Direct Reporting Units, Field Operating Agencies and Named Activities will submit waiver requests through AFIA/ID for TIG consideration. Unless otherwise noted, The Inspector General (TIG) is the waiver authority to policies contained in this instruction. 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 the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This interim change revises AFI 90-201. This document is substantially revised and must be completely reviewed. The intent behind this change is to simplify and improve inspection processes to allow IGs to better execute inspections. If any part of this instruction impedes a commander's or director's ability to effectively or efficiently meet mission or take care of Airmen, contact SAF/IG for timely resolution. Significant revisions include changing Unit Effectiveness Inspection (UEI) grading scale from a 5-tier system to a 3-tier system, special considerations for Safety Inspectors, the definition of Continual Evaluation and verbiage addressing duties of functional managers in regards to roles and responsibilities in Continual Evaluation, training requirements for inspectors and inspection augmentees, updated quarterly publish dates for Management Internal Control Toolset (MICT) Self-Assessment Communicators (SACs), defined requirements for evaluation of nuclear mission areas, alteration of Loading and Mating requirements, inclusion of Nuclear Weapon Personnel Reliability Assurance Program (PRAP) inspection requirements, updated requirements for deficiency closure authority, additional guidance on By-Law inspection execution and documentation, requirements for Corrective Action Plans (CAPs), requirements for Corrective Action Reports (CARs), Benchmark process guidance, guidance for IG badge wear restriction, IG badge wear on flight suits, and updated verbiage for Wounded, Ill, and Injured (WII) inspection requirements. A margin bar (|) indicates newly revised material.

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Chapter 1

GENERAL GUIDANCE AND RESPONSIBILITIES

1.1. Applicability. Unless otherwise stated, this instruction applies to all inspections, as defined in paragraph 1.2.2., conducted on or by any United States Air Force (USAF) organization, including Air National Guard (ANG) and Air Force Reserve (AFRC) units, and those forces assigned/apportioned to Combatant Commands.

1.2. Overview.

1.2.1. The Air Force Inspection System (AFIS). The AFIS is a single coherent, integrated, and synchronized system of inspections conducted on behalf of the Secretary of the Air Force (SECAF), the Chief of Staff of the Air Force (CSAF) and commanders at all levels.

1.2.1.1. Inspections are the responsibility of commanding officers and civilian directors of military organizations at the Squadron, Group, Wing, Wing-equivalent, Field Operating Agencies (FOA), Direct Reporting Units (DRU), MAJCOM, and Headquarters Air Force (HAF) levels IAW Title 10 United States Code (USC) § 8583, *Requirement of Exemplary Conduct* and Air Force Instruction 1-2, *Commander's Responsibilities*. Inspections are conducted by a commander/director, or on behalf of a commander/director, on his or her staff and subordinate units/organizations, or as directed by SAF/IG. Inspections are performed by authorities inside the inspected unit (i.e., Internal Inspections) and outside the inspected unit (i.e., External Inspections). Numbered Air Force (NAF) commanders should coordinate inspection requirements with their respective MAJCOM commander. As applicable, NAF inspection policy will be captured in the appropriate MAJCOM supplement to this Instruction.

1.2.1.2. Inspection is an inherent function of command exercised at every level to evaluate the state of discipline, economy, efficiency, readiness, and resource management. Inspection preparation is inherently wasteful if not directly aligned with mission readiness. Units are inspection ready when commanders focus on mission readiness and on building a culture of disciplined compliance in which every Airman does his/her job right the first time and when no one is looking. The intent of the Inspector General (IG) is to continuously improve the AFIS so there is an ever-shrinking difference--both real and perceived--between mission readiness and inspection readiness. Airmen and commanders must stay focused on the mission and not the inspection.

1.2.2. Inspection. The purpose of inspecting is to improve. An inspection is any effort to evaluate an organization, function or process by any means or method, including surveys, interviews, assessments, evaluations, exercises and audits, excluding audits conducted under the authority of the Secretary of the Air Force Auditor General (SAF/AG), and those audit activities conducted under the authority of the Secretary of the AF Comptroller (SAF/FM) specifically for the purposes of achieving audit readiness in accordance with the Financial Improvement and Audit Readiness Plan. Inspections may also include special visits, technical evaluations, inspections required by law, and any other assessment deemed necessary by the commander. The exercise of command responsibilities, and inspections approved by the Secretary of the Air Force Inspector General (SAF/IG; TIG) are conducted

by functional staff (Functional) entities to provide or obtain technical information or assistance.

1.2.2.1. Continual evaluation is the routine monitoring of performance indicators (leading and lagging) from within the inspected unit. This includes data analysis of metrics, data systems, inventory controls, requests for assistance, MICT and/or any reporting system within the functional community. MAJCOM functional staffs or centralized activities will be effectively engaged with units to identify when a unit is performing well or struggling to meet mission. Continual evaluation in AFIS also provides meaningful and timely feedback to process owners from the supervisor's chain of command, Wing IGs, functional oversight agencies (MAJCOM, FOA, ANG, HAF FAMs, Centers), and MAJCOM IGs during the Unit Effectiveness Inspection (UEI) window, consistent with an effective battle rhythm for each area. Any deficiency or non-compliance found during the continual evaluation period will be provided directly to the process owner, the chain of command, and ultimately to the MAJCOM IG for inclusion in the wing's "photo album" of performance. **(T-1)** Although continual evaluation activities are not inspections by definition, they provide accurate and functionally-assessed data upon which IGs at all levels base inspection sampling strategies and grading conclusions.

1.2.2.2. Inspections approved by the Secretary of the Air Force Inspector General (SAF/IG)/The Inspector General (TIG) are conducted by functional staff (Functional) entities to provide or obtain technical information or assistance, excluding audits conducted under the authority of the Secretary of the Air Force Auditor General (SAF/AG; TAG) and those audit activities conducted under the authority of the Secretary of the Air Force Comptroller (SAF/FM) specifically for the purposes of achieving audit readiness in accordance with the Financial Improvement and Audit Readiness Plan.

1.2.3. When differences arise concerning inspections governed by this instruction or other inspection guidance (functional inspection requirements, prioritized requirements, duplicative inspections, frequency, scope, etc.), this publication will take precedence over other Air Force inspection policy and guidance, unless otherwise specified in this instruction.

1.3. Purpose of the AFIS. The purpose of the AFIS is threefold:

1.3.1. To enable and strengthen commanders' mission effectiveness and efficiency.

1.3.2. To motivate and promote military discipline, improved unit performance, and management excellence up and down the chain of command, in units and staffs.

1.3.3. To identify issues interfering with readiness, economy, efficiency, discipline, effectiveness, compliance, performance, surety and management excellence.

1.4. Objectives of the AFIS.

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

1.4.1.1. A unit's compliance with established directives and ability to execute its assigned mission, leadership effectiveness, management performance, and aspects of unit culture and command climate.

1.4.1.2. A unit's ability to find, report, analyze and fix deficiencies.

1.4.1.3. A unit's ability to prevent fraud and abuse, and to minimize waste.

1.4.2. The AFIS gives major commands (MAJCOM), Air National Guard (ANG) and Headquarters Air Force (HAF) Functionals an independent assessment of functional effectiveness and compliance in the field, and of the adequacy of organization, policy, guidance, training and resources.

1.4.3. The AFIS provides a mechanism for senior Air Force leaders to direct a targeted, more detailed and thorough inspection of specific programs, organizations, or issues.

1.4.4. The AFIS gives confidence to commanders and Airmen at every level that mission readiness equals inspection readiness.

1.5. All MAJCOM/FOA/DRU/Centralized Activity/ANG Functional Managers.

1.5.1. **Secretary of the Air Force, Inspector General (SAF/IG).**

1.5.1.1. TIG's mission is defined in HAF Mission Directive (MD) 1-20, *The Inspector General*, and AFPD 90-2. Specific functions include coordinating, monitoring and establishing objectives for inspection programs through appropriate commanders; coordinating efforts to eliminate duplication and unnecessary inspections imposed on commands or units; and approving Air Force inspection policy. With the exception of The Judge Advocate General (TJAG) inspections pursuant to 10 USC § 806 and 8037, and The Auditor General (TAG) audits, all inspections conducted within the Air Force are subject to review by TIG for adherence to the objectives and policies contained in this instruction.

1.5.1.2. Has the authority to coordinate, synchronize, integrate, and approve/disapprove the inspections and inspection elements of all AFIS components to eliminate duplication and unnecessary inspections, with the exception of inspections pursuant to those identified by HAF/JA and audits conducted in accordance with Government Auditing Standards (see **paragraph 1.2.2**). Those inspection activities may be coordinated, synchronized and/or integrated IAW Gatekeeper Policy in this instruction.

1.5.1.3. SAF/IG is the Air Force Gatekeeper for all inspections, evaluations, assessments, and other inspection-related visits (including audits and inquiries) conducted by outside entities (Office of the Inspector General, Department of Defense [OIG, DoD]; Government Accountability Office [GAO] and others); SAF/IG will coordinate, to the maximum extent practicable, the activities of those organizations among themselves and with Air Force organizations to allow the development of timely, accurate, and useful information with the least disruption to the affected unit(s).

1.5.1.3.1. Establishes Air Force inspection gatekeeper guidance, policy and oversight for all Air Force IG and Functional inspections, assessments and evaluations.

1.5.1.4. SAF/IG will, in consultation with the Secretary of the Air Force Auditor General, coordinate the AFIS to make efficient and effective use of Audit Agency resources and capabilities in order to eliminate duplication of effort and minimize disruption within inspected units/organizations.

1.5.1.5. Unless specified otherwise in this instruction, is the approval authority for all requests for exception to policy and waivers contained in this AFI. All such requests will be coordinated through SAF/IGI.

1.5.1.6. Inquires into, and periodically reports on, readiness, economy, efficiency and the state of discipline of the force to the SECAF and CSAF, IAW 10 USC § 8020, *Inspector General*.

1.5.1.7. Maintains and safeguards the integrity of the AFIS and reports on the effectiveness of the system to the SECAF and CSAF.

1.5.1.8. SAF/IG conducts inspections of Air Force Special Access Programs (SAP) and other sensitive activities IAW DoD guidance and Air Force policies, and reports results as directed by the SECAF or CSAF.

1.5.1.9. Provides oversight of intelligence activities conducted under the provisions of Executive Order 12333 (EO 12333), *United States Intelligence Activities* and DOD 5240.1–R, *Procedures Governing the Activities of DoD Intelligence Components that Affect United States Persons*. Chairs the Air Force Intelligence Oversight (IO) Panel and provides quarterly reports to the Office of the Assistant to the Secretary of Defense for Intelligence Oversight (ATSD/IO).

1.5.1.10. Conducts security and technology protection inspections at selected Air Force Research, Development, and Acquisition facilities.

1.5.1.11. Publishes inspection guidance for Air Force nuclear-capable units and units with Nuclear Weapons Related Materiel (NWRM) IAW DoD, CJCS and service guidance.

1.5.1.12. Adjudicates deficiencies between Nuclear Surety Inspection (NSI) and/or oversight teams.

1.5.1.13. Conveys nuclear inspection issues to the Nuclear Oversight Board (NOB) as needed.

1.5.1.14. Serves as the personnel proponent responsible for IG personnel selection criteria and assignment policies and the development, implementation, and sustainment of a civilian career program.

1.5.1.15. Manages The Inspector General's Inspection Reporting System (TIGIRS), to include the IG Evaluation Management System (IGEMS), the Management Internal Control Toolset (MICT), and the AF Gatekeeping site, and establishes Self-Assessment Communicator (SAC) policy and guidance.

1.5.1.16. Maintains custody of Air Force inspection reports on behalf of the SECAF; serves as the access and amendment refusal authority for Privacy Act (PA) requests for all Air Force inspection reports; and serves as the initial denial authority for Freedom of Information Act (FOIA) requests for all Air Force inspection reports.

1.5.1.17. SAF/IG directs inspection of any Air Force program or operation, including AFRC and ANG organizations and units, as necessary.

1.5.1.18. Serves as the HAF focal point for interacting with the OIG, DoD and other government IGs by maintaining liaison with IGs from within DoD, other military Services, other statutory IGs, and other agencies concerning Air Force IG activities.

1.5.1.19. SAF/IG provides feedback to MAJCOMs, Direct Reporting Units (DRU), and Field Operating Agencies (FOA) on the adequacy of their inspection programs.

1.5.1.20. Approves Air Force Special Interest Items (SII).

1.5.1.21. SAF/IG provides annual By-Law reports, as defined at **paragraph 2.4.3**, of inspection results to the OIG, DoD and/or Higher Headquarters (HHQ), as required.

1.5.1.22. Is authorized, on behalf of the SECAF, to intervene during an inspection in extreme cases involving safety, security, surety or procedural violations. This authority is further delegated to all IG personnel, including augmentee inspectors and Wing Inspection Team (WIT) members.

1.5.1.23. Administers the training of leaders, MAJCOM IGs, inspection augmentees, contracted inspection support personnel and Wing IGs by overseeing the USAF Executive IG Course, Nuclear Surety Inspector Course (NSIC), and IG Training Course (IGTC).

1.5.1.23.1. Assists the SECAF and CSAF in teaching and training leaders on the fundamental tenets of the Air Force Core Values, Exemplary Conduct Law, ethics, and command responsibilities.

1.5.1.23.2. Disseminates information, innovative ideas, and lessons learned as a result of inspections and changes to inspection policy.

1.5.1.23.3. When possible during inspections, recommends processes to help inspected units and organizations improve operations and efficiency and accomplish command objectives.

1.5.1.23.4. Trains MAJCOM IGs, inspection augmentees, contracted inspection support personnel and Wing IGs by overseeing the USAF Executive IG Course, Nuclear Surety Inspector Course (NSIC) and IG Training Course (IGTC).

1.5.1.24. SAF/IG serves on boards, committees, councils, and similar organizations as directed by the SECAF and CSAF.

1.5.1.25. Is an extension of the eyes, ears, and voice of the SECAF and CSAF.

1.5.1.26. Performs other duties as prescribed by the SECAF and CSAF.

1.5.2. **Secretary of the Air Force, Inspector General, Inspections Directorate (SAF/IGI).**

1.5.2.1. Monitors and evaluates the adequacy, effectiveness, and efficiency of the AFIS through all available means IAW the Inspector General Act of 1978 (as amended).

1.5.2.2. Manages, develops and promulgates inspection policy to continuously improve the AFIS.

1.5.2.3. Supports TIG and Deputy IG (DIG) as necessary to execute duties of the AFIS Gatekeeper.

1.5.2.3.1. Develops and implements Air Force policy on Gatekeeping, oversight and standards pertaining to inspections, assessments and evaluations. Coordinates on all AFI-directed and HAF-level proposed inspections, assessments, evaluations, audits, surveys or any other special visits to ensure IG-directed and HAF/SAF-level efforts are mutually reinforcing through the Gatekeeper process.

1.5.2.4. Supports TIG/DIG as necessary to execute duties of the Air Force IG Advisory Board Chair.

1.5.2.5. Supports TIG/DIG as necessary to execute duties related to inspection of Air Force SAPs.

1.5.2.5.1. Serves as the principal advisor to TIG/DIG for SAP inspections.

1.5.2.5.2. Manages Air Force Fraud, Waste and Abuse (FWA) Complaint Hotline for SAPs, including intake, complaint analysis and investigation as necessary.

1.5.2.5.3. Leads strategy, policy and integration of government SAP inspections into the AFIS.

1.5.2.5.4. Directs Air Staff SAP inspections and provides results, trends, and issues to AFIA for inclusion into Air Staff Management Inspections (MIs).

1.5.2.6. Manages and administers the Air Force SII program.

1.5.2.7. Provides coordinated answers and comments to HAF and other HHQ taskers (e.g., DoD reports and studies, and AFI reviews/updates).

1.5.2.8. SAF/IGI assists OIG, DoD personnel in planning the course syllabus for the Joint IG Training Course; instructs as required.

1.5.2.9. Approves the IGTC course syllabus provided by AFIA annually.

1.5.2.10. SAF/IGI leads, executes and chairs the AFIS Process Review Group (PRG).

1.5.2.11. Plans and executes IG conferences with attendees as directed by TIG.

1.5.2.12. Conveys nuclear-related inspection issues to the Nuclear Working Group.

1.5.2.13. Serves as a voting member of the Nuclear Surety Inspection Process Review Group (NSI PRG).

1.5.2.14. Serves as office of primary responsibility (OPR) for processing PA or FOIA requests concerning Nuclear Surety Inspections (all types) conducted by SAF/IG or command IGs, IAW CJCSI 3263.05B, *Nuclear Weapons Technical Inspections*.

1.5.2.15. Serves as release/initial denial authority for PA and FOIA requests concerning inspections other than Nuclear Surety Inspections (all types) conducted by SAF/IG or command IGs.

1.5.2.16. Forwards nuclear surety inspector course syllabi annually to the Joint Staff (J33) for review no later than (NLT) 30 Sep and after every change and update.

1.5.2.17. Works with Joint Staff and Service counterparts to develop inspection policy for joint installations.

1.5.3. **Secretary of the Air Force, Inspector General, Special Investigations Directorate (SAF/IGX).**

1.5.3.1. Is the Executive Secretary of the Air Force IO Panel and action office of intelligence oversight issues.

1.5.3.2. Serves as lead agent for intelligence oversight reports IAW DoD 5240.1-R.

1.5.4. The Air Force Inspection Agency (AFIA).

1.5.4.1. AFIA conducts inspections, inspection oversight and other duties as directed by SAF/IG (see Chapter 8 for additional specific duties and responsibilities). **(T-1)**

1.5.4.2. Oversees AFIS standardization and policy adherence by all IG teams conducting inspections and provides feedback to the MAJCOM IG and SAF/IG on the effectiveness of the team's assessment and deliberative/debrief processes.

1.5.4.3. Serves as the MAJCOM Gatekeeper for all Air Force level FOAs/DRUs.

1.5.4.4. Serves as the liaison to coordinate efforts by Air Force and non-Air Force inspecting entities. **(T-1)**

1.5.4.5. Serves as the Lead Agent for the Air Force Inspection Scheduling Process (see **paragraph 2.7** and **8.13**).

1.5.4.6. Plans and executes the annual Gatekeepers' Inspection Scheduling Working Group (see **paragraph 2.7** and **8.13**).

1.5.4.7. Chairs the NSI PRG.

1.5.4.8. DELETED

1.5.4.9. Serves as the MAJCOM MICT lead for FOAs/DRUs/ and Named Activities.

1.5.4.10. Serves as the Program Manager and Lead Command for the family of information technology systems that comprise TIGIRS. These systems include IGEMS, MICT, and AF Gatekeeping.

1.5.4.11. Serves as the lead agent for Air Force By-Law reporting (see **paragraph 8.14.** for specifics).

1.5.4.12. Serves as the lead agent for Air Force Wounded, Ill and Injured (WII) facilities inspection (see **paragraph 8.15.** for specifics).

1.5.4.13. Closes HAF-level (Air Staff and non-Air Force) deficiencies after validation and corrective action by the responsible HAF Functional(s), in coordination with the inspecting MAJCOM IG.

1.5.4.14. Serves as the lead agent for Benchmark submissions to HAF Functionals (FAMs) for validation (See **Chapter 8** for additional specifics.)

1.5.4.15. Provides a summary of inspection results for inclusion in recurring IG briefings to CSAF and cross-flows this information to the MAJCOMs on a continuing basis.

1.5.4.16. Identifies and provides in-depth analysis and trending of inspection and root cause analysis (RCA) results.

1.5.4.17. Manages and administers IGTC. **(T-1)**

1.5.4.18. Manages and administers the Nuclear Surety Inspectors Courses. **(T-1)** Additionally, AFIA will forward the NSI inspector training syllabi to SAF/IGI annually NLT 1 September and after every change/update. **(T-1)**

1.5.4.19. Provides medical inspectors to MAJCOM IGs for Unit Effectiveness Inspections (UEIs).

1.5.4.20. DELETED

1.5.5. **Air Force Office of Special Investigations (AFOSI), Office of Special Projects (AFOSI PJ).**

1.5.5.1. Serves as the principal advisor to SAF/IG for SAPs.

1.5.5.2. Conducts program security and government compliance inspections of SAPs IAW DoD guidance and Air Force policies, reports results as directed by the SECAF or CSAF, and notifies the Air Force Special Access Program Central Office (AF SAPCO) of SAP security compliance inspection trends for potential SAP security policy updates or updates to the SAP security inspection criteria.

1.5.5.3. May inspect any issue under the statutory and regulatory authorities of SAF/IG and AFOSI/CC when conducting any inquiry, investigation or inspection activity, at the discretion of the Director of AFOSI PJ, AFOSI/CC or SAF/IG.

1.5.5.4. Will support and assist SAF/IGI, AFIA and MAJCOM IGs with classified inspection activities. When IGs need security expertise on their inspection teams, AFOSI PJ will support as augmentee inspectors under IG statutory and regulatory authorities consistent with SAF/IG and AFOSI/CC direction, AFI 16-701 and this instruction.

1.5.6. **Air Force Chief of Safety (AF/SE).**

1.5.6.1. The Air Force Chief of Safety's (USAF CoS) mission is defined in HAF Mission Directive (MD) 1-46, Chief of Safety and AFPD 90-8, ESOH and Risk Management. USAF CoS will develop and maintain safety program policy and guidance within AF/SE Air Force publications series pursuant to authorities established in HAF MD 1-46.

1.5.6.2. Reviews nuclear surety deficiencies identified in inspection reports, and if warranted, forwards comments to SAF/IGI, AFIA, and MAJCOM IGs.

1.5.6.3. In support of the AFIA, provides inspector augmentees for nuclear inspection duties in accordance with **Chapter 6** and in the performance of Capstone, on-site inspections IAW **Chapter 4** and **Attachment 3**. To ensure sufficient qualified inspector augmentees are on the inspection team, MAJCOM IGs will coordinate with the MAJCOM Safety Office or the Air Force Safety Center, as applicable.

1.5.7. **Director of Public Affairs, Office of The Secretary of the Air Force (SAF/PA).**

1.5.7.1. Coordinates with SAF/IGI, MAJCOM/PA, Air Force Public Affairs Agency, and MAJCOM IG offices to plan for visual documentation of inspections for historical archives, outbrief preparations and lessons learned actions.

1.5.8. **All Headquarters Air Force (HAF) offices.**

1.5.8.1. Develops and prioritizes inspection requirements for areas subject to inspection. Coordinates inspection requirements with MAJCOMs and ANG; then forward to

SAF/IGI for inclusion in Attachment 3 of this instruction. These items must be accompanied by a continual evaluation plan to be included in Attachment 3.

1.5.8.2. Will not levy any inspection, staff assistance visit, or exercise requirements that contradict gatekeeping guidance in **Chapter 2**.

1.5.8.3. Coordinates with the appropriate HAF/MAJCOM/ANG Functional Managers and Gatekeepers to schedule, validate and integrate/synchronize current and planned inspections, assessments, evaluations and audits listed in **Attachment 2** of this AFI. Any above wing level, higher headquarters, assisted visits or staff assistance visits (SAV) for the expressed interests of improving readiness or compliance performance must be requested by the wing (or wing equivalent) commander.

1.5.8.4. Develop Air Force-level Self-Assessment Communicators (SAC) IAW **paragraph 2.17.2.3.** of this instruction.

1.5.8.5. Provide appropriate representatives to support and participate in the AFIS Governance Process IAW **paragraph 2.21**.

1.5.8.6. Validates HAF-level findings with MAJCOM IGs and MAJCOM Functional Managers (MFMs) and provide Corrective Action Plan (CAP) replies for valid actionable deficiencies to AFIA. If HAF-level offices do not concur with a HAF-level deficiency, rationale for non-concurrence will be provided to the MAJCOM IG and/or AFIA. If the non-concurrence cannot be resolved amongst the HAF-level office and the MAJCOM IG and/or AFIA, consider using the IG governance structure for resolution, if appropriate.

1.5.8.7. Update Air Force policy based on MAJCOM inputs (benchmark procedures, best practices, etc.), Continuous Process Improvement Management Tool (CPI-MT) and Joint Lessons Learned Information System.

1.5.8.8. Establishes requirement for appropriate HAF FAMs to periodically review data in MICT for HAF published SACs and report trends and analysis to appropriate HAF leadership.

1.5.9. **All MAJCOM, AFIA, and Air Force Office of Special Investigations (AFOSI) Inspector General Teams.**

1.5.9.1. Query the appropriate MAJCOM staffs and FOAs/DRUs for inspection inputs and additional requirements prior to inspecting a wing. Incorporate functional issues and concerns into the risk-based sampling strategy for MAJCOM wings where specific functional risk resides, in accordance with MAJCOM Commander's priorities, guidance and intent.

1.5.9.2. Establish inspection programs consistent with command mission requirements and in accordance with this instruction to assess unit readiness, economy, efficiency, and state of discipline. Additionally, report indications of potential Fraud, Waste, and Abuse (FWA) to the Inspection Team Chief and the Wing IG. For the remainder of this instruction, the term "MAJCOM IG" shall include all of the IG teams listed in **paragraph 1.5.9**.

1.5.9.3. Conduct inspections of Air Force SAP and other sensitive activities IAW DoD guidance, Air Force policies, and this instruction. Integrate classified and sensitive inspection activities into the overall UEI continual evaluation cycle and grade.

1.5.9.4. Conduct UEIs and required nuclear inspections on all Regular AF (RegAF) and Air Reserve Component (ARC) Total Force (TF) wings. The "photo album" of performance, sampling strategy and inspection scope development for TFI wing UEIs will be coordinated between the lead MAJCOM/IG, AFRC/IG supporting MAJCOM/IG and ANG/IG (if applicable) to account for organizational specifics. See **paragraph 4.5.3.3.** for more specific UEI TF Integration (TFI) guidance.

1.5.9.4.1. Air National Guard Readiness Center (ANGRC). In accordance with 32 USC §105, Gaining MAJCOMs (GMAJCOMs) have full inspection responsibility for ANG wings, to include areas previously covered by separate functional assessments, to all applicable TF guidance. Individual ANG members are allowed to perform an Augmentation Inspector (AI) role in GMAJCOM funded Title-10 MPA status upon receipt of a validated request to ANG/IG.

1.5.9.5. Utilize IGEMS to facilitate Air Force-wide trend analysis and reporting, and deficiency resolution. Minimum required entries into IGEMS are described in **paragraph 2.17.1.1**.

1.5.9.6. In conjunction with the appropriate MAJCOM/FOA/DRU FAM, determine units to be inspected based on the official Air Force list of NWRM National Stock Numbers (NSN). See **Attachment 3** for specific NWRM inspection guidance (listed under A4 inspection requirements).

1.5.9.7. Designate a Gatekeeper for and provide AFIA a copy of the formal appointment letter (or written documentation of Gatekeeper designation) for notification of inspections by all Air Force and non-Air Force organizations.

1.5.9.8. Participate in the Air Force inspection scheduling process to coordinate and de-conflict inspection efforts, including continuous schedule reviews and participation in the Gatekeepers' Inspection Scheduling Working Group (in-person or virtual). Input and manage all inspection activities (to include all inspection activities listed in **Attachment 2** and any other activities approved by the Gatekeeper (e.g. Staff Assistance Visits) immediately upon approval to the Air Force Gatekeeping Program website.

1.5.9.9. Develop MAJCOM specific inspector training and certification program for MAJCOM IG inspectors and Wing-level IG Inspectors.

1.5.9.10. MAJCOMs with Nuclear-Capable Assigned/Gained Units:

1.5.9.10.1. Immediately notify all offices listed in **Table A6.2, Group 1** of changes to unit certification status via electronic means.

1.5.9.10.2. Appoint a Corrective Action Report Status (CARS) monitor to track corrective actions for all deficiencies.

1.5.9.10.3. MAJCOM IGs will support the NSI PRG, as applicable.

1.5.9.11. In cases where any inspection will result in Ineffective or Unsatisfactory rating overall, loss of critical mission area or certification will occur, serious injury occurred during an inspection event, and/or inspection activities or results will receive national-level press attention, notify SAF/IG for awareness after chain of command notification. Normally, SAF/IG is aware of inspection results and trends through IGEMS and staff processes in order to satisfy Title 10 USC 8020 requirements; however, in the situations

listed above, notify SAF/IG directly with pertinent details, resolution path, and known way ahead.

1.5.10. **Air National Guard Inspector General (ANG/IG).**

1.5.10.1. The ANG/IG will not conduct inspections under the AFIS unless directed by the Director, Air National Guard. However, ANG/IG will provide Title 32 subject-matter experts (SME) when requested by a lead MAJCOM for conducting ANG unit UEIs. Additionally, ANG/IG may coordinate inspection policy issues with GMAJCOM/IGs and ANG Wing IGs, as required.

1.5.10.2. IAW 32 USC §105, the GMAJCOMs pursuant to delegated authority shall execute inspections by IGs of the RegAF upon ANG wings.

1.5.10.2.1. ANG/IG and MAJCOM IG ANG Advisors assist GMAJCOM IG Gatekeepers with development of MAJCOM IG inspection schedules for ANG wings.

1.5.10.3. ANG/IG acts as the liaison to SAF/IG and MAJCOM IGs for inspection policy related to the ANG.

1.5.10.4. Serve as the liaison between MAJCOM IGs and ANG Readiness Center for UEI continual evaluation requirements.

1.5.10.5. Per MAJCOM/IGs, ANG/IG coordinates resolution of inspection deficiencies levied against NGB and/or ANG FAMs. IGEMS will be utilized to facilitate MAJCOM IG inspection deficiency processing.

1.5.10.6. Per MAJCOM IGs, ANG/IG coordinates Corrective Action Plans (CAPs) with NGB and/or ANG FAMs.

1.5.11. **All MAJCOM/FOA/DRU/ANG Functional Area Managers (FAMs).**

1.5.11.1. MAJCOM/FOA/DRU/Centralized Activity/ANG Functional Managers will determine the methods used to accomplish the continual evaluation in their functional areas and provide oversight to ensure issues and concerns are communicated to the applicable MAJCOM IG in a timely manner. They will also provide input to the risk based sampling strategy for their wings, highlighting functional specific risks. (**T-1)** MAJCOM/FOA/DRU/Centralized Activity/ANG Functional Managers will establish an effective and efficient battle rhythm to execute the UEI continual evaluation IAW Chapter 4. **(T-1)**

1.5.11.2. MAJCOM (in concert with FOA and ANG/IG, as appropriate) can designate additional Self-Assessment Communicators (SACs) for their assigned wings to assess. They can also recommend SACs outside the scope of primary mission that wings will be required to assess.

1.5.11.2.1. Monitors and assesses MAJCOM published SACs via MICT data from units to maintain situational awareness of potential problem areas. Coordinate assistance from the HAF, when required.

1.5.11.3. MAJCOM/FOA/DRU/Centralized Activity/ANG Functional Managers will review validated inspection data in IGEMS to identify trends and guidance issues. **(T-1)**

Take appropriate actions to correct identified issues or assist affected units in correcting identified issues. **(T-1)**

1.5.11.4. Should employ any Continuous Process Improvement methods.

1.5.11.5. Coordinates and approves CAPs, on behalf of the MAJCOM Commander, for MAJCOM IG-identified CRITICAL and SIGNIFICANT deficiencies, all MAJCOM-level deficiencies. In addition, MFMs will consult with the HAF Functional, as necessary, to ensure proper interpretation of Air Force (or higher) policy.

1.5.11.6. If absolutely necessary, supplements HAF prioritized inspection requirements with MAJCOM/FOA/DRU/Centralized Activity specific requirements. Coordinate all additional MAJCOM/HAF-level requirements with applicable HAF/MFM/FOA/DRU FAM.

1.5.11.7. Ensure all Air Force inspection-type visits are approved by the Gatekeeper. These include any visit to assess, audit, certify, accredit or evaluate a unit. The only exception is the activities listed in **paragraph 1.5.13**, where they must be coordinated with the Gatekeeper.

1.5.11.8. MFMs will develop and maintain MAJCOM/FOA/DRU/Centralized Activity specific inspection requirements where no HAF Functional inspection requirements exist for that functional area.

1.5.11.9. Develops MAJCOM/FOA/DRU/ Centralized Activity/ANG supplements to SACs in accordance with guidance in paragraph 2.17.2 of this publication, as required. If no HAF Functional SAC is loaded in MICT, the MAJCOM/FOA/DRU/Centralized Activity may create one.

1.5.11.10. Provide or help identify and coordinate for inspector augmentees with functional expertise as requested by MAJCOM IG.

1.5.11.11. In conjunction with the appropriate MAJCOM IG, determine units to be inspected based on the official Air Force list of NWRM NSNs. See **Attachment 3** (A4 inspection requirements) for specific NWRM inspection guidance.

1.5.11.12. SAVs are conducted by MAJCOM, HAF Functional Staffs, designated centralized activities, or functional manager approved experts only at the request of the Wing Commander. Wing Commanders may also request assistance visits from other wings/experts, as the Commander desires. SAVs may help a unit better understand the intent of higher headquarters policy and allow Functional staffs an opportunity to provide training to the unit. SAVs help MAJCOMs and HAF Functional staffs identify potential resource constraints and develop accurate guidance/policy. MFMs will coordinate all SAVs with the MAJCOM Gatekeeper. For ANG units, ANG/IG is the Gatekeeper. All SAV requests will be sent to ANG/IG for processing. **(T-2)** SAVs will not be given a rating and are not intended to be used as a tool to prepare a unit for a formal IG inspection. **(T-1)** All SAVs will be documented; reports, results and data will be made available to the MAJCOM IG for inclusion in the UEI "photo album." **(T-1)** MAJCOM IGs will not treat SAVs as official inspection results, but will use SAV findings to inform their RBSS. Wing IGs should validate potential deficiencies identified by SAV teams

and enter them into IGEMS or MICT, as appropriate, tracking corrective actions to closure and reengaging the unit when required.

1.5.12. **Non-IG Air Force Inspection, and Accreditation and Certification Teams (see Attachment 2).** Commanders will ensure non-IG Air Force inspection, accreditation or certification team designates a scheduling point of contact (POC) via email to AFIA at Air Force Gatekeeper Workflow (**afia.tio.1@us.af.mil**). **(T-2)** The representative must have the authority to approve inspection schedule changes on behalf of the inspecting entity. Each of these inspections, accreditations or certifications will be synchronized through the appropriate Gatekeeper (see **paragraph 2.9.1**).

1.5.12.1. HAF and MAJCOM Functionals will eliminate all non-IG inspections of Wings (as defined in **paragraph 2.2**), unless specifically approved by this AFI.

1.5.13. **Statutory Teams** (see **Attachment 2**). TJAG, TAG and TIG have statutory authority and responsibility to conduct inspections and audits which must guarantee independence, instill confidence in the system, and be free of any appearance of undue influence. Each statutory inspection team will designate a scheduling point of contact (POC) in writing to AFIA. **(T-2)** TJAG, TAG, TIG and their authorized representatives must coordinate their inspections and audits with the appropriate MAJCOM Gatekeeper. **(T-2)** Gatekeepers do not have the authority to approve/disapprove Article 6 inspections (TJAG, AF/JAI on behalf of TJAG), Air Force Audit Agency audits (TAG) nor AFIA and SAF/IGI inspections (TIG-directed); however, Gatekeepers have the most comprehensive view of unit activities and can facilitate optimum scheduling.

1.5.14. Article 6 Inspectors. All judge advocates and paralegals selected to conduct Article 6 inspections are appointed by TJAG and must attend training as determined by TJAG. **(T-2)** Training may include IGTC. Once properly trained, JA inspectors serve at the discretion of TJAG. TJAG will determine inspection requirements, policies, and procedures for Article 6 Inspections.

1.5.15. **AFIS training –** Commanders will ensure Airmen complete the one-time Air Force Inspection System (AFIS) computer based training (CBT) on the Advanced Distributed Learning Service (ADLS). **(T-1)** The Air Force Inspection System (AFIS) course serves as an introduction to the Inspector General function and the Air Force Inspection System to include a brief look from various role-specific perspectives. The role-specific training provides modules for Shop-Level Airmen, Commander, Wing IG, MAJCOM Staff & IG, and HQ AF Functional Staff. Completion of the Overview, AFIS Basics, and at least one role-specific module is required. **(T-1)** Completion of this course is required for all Airmen (military and civilian); contractors are not required to take this training unless specified in the Statement of Work. **(T-1)**

1.6. Safety. Safety considerations must be of paramount importance when conducting an inspection. The IG and Safety staffs must closely coordinate their efforts to be mutually supportive in meeting their commander's intent. **(T-1)** Safety will coordinate their requirements with the Gatekeeper; however, should high priority scheduling conflicts occur that the IG and Safety staffs are unable to mutually agree upon, their commander will determine prioritization. **(T-1)**

1.6.1. **Safety Assessments, Evaluations and Inspections.** The IG fully recognizes Safety's independent role on behalf of commanders and must allow their assessments, evaluations and workplace/facility inspections to take place without undue influence or hardship at all organizational levels.

1.6.1.1. At the Wing level, the Safety office will provide the commander of the unit assessed/inspected with a copy of their reports upon completion. The report will be available to the IG through the unit assessed/inspected. If conflict exists between the AFIS process and the Air Force safety inspection, assessment and evaluation process, the commander will determine the appropriate course of action.

1.6.1.2. Safety evaluations above the Wing level (such as the HQ Air Force Safety Center safety evaluation of MAJCOM Safety Office programs) will be coordinated with the appropriate Gatekeeper. If unable to establish contact with the Gatekeeper, Safety will contact AFIA prior to coordinating requirements directly with the command chain of the affected organization.

1.6.2. **Safety augmentation to the MAJCOM IG.** Safety will provide qualified SMEs to assist with IG inspections. The IG will ensure Safety SMEs are qualified to inspect the disciplines that will require a "boots on the ground" inspection. Inspectors who discover potential Safety deficiencies will validate the potential deficiencies with a qualified Safety professional at the appropriate level before including them in the report and entering them into IGEMS. IAW established safety processes, Safety will prepare a comprehensive report on the status of the Commander's safety program, inclusive of all safety disciplines evaluated and will attach this report as an addendum to the IG report; the IG will enter all validated deficiencies into IGEMS. Safety will manage their report and identified safety non-compliance issues through safety processes. In accordance with Safety protocol, consultation with the Safety Office that validated the deficiency is required prior to closing out a Safety deficiency.

1.6.3. **Safety augmentation to the Wing Inspection Team (WIT).** The Wing Safety Office will provide qualified SMEs to assist with Wing IG inspections, when possible. **(T-1)** Inspectors who discover potential Safety deficiencies will validate the potential deficiencies with a qualified Safety professional at the appropriate level before including them in the report and entering them into IGEMS. **(T-1)** In accordance with Safety protocol, coordination with the Safety Office that validated the deficiency is required prior to closing out a Safety deficiency. **(T-1)**

1.6.3.1. Wing Safety will participate with the WIT whenever possible; however, the Safety staff, IAW established safety processes, is permitted to conduct their annual workplace/facility inspections and unit safety assessments independent of the WIT. Safety will provide a copy of their inspection and assessment reports to the unit commander inspected/assessed. This report is available to the IG office through the unit inspected. The Wing Safety office will coordinate their annual inspection/assessment schedule with the Gatekeeper for deconfliction with Wing calendar events.

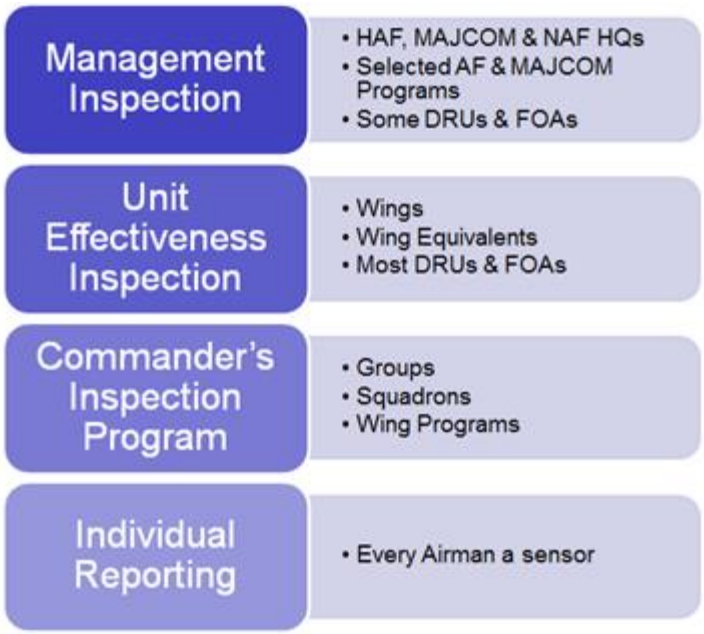
1.6.3.2. The Wing IG will ensure Safety SMEs are available to assist with exercise scenario development and throughout the execution and debrief phases of the exercise. **(T-1)** Safety will provide the IG in writing any noted safety discrepancies for inclusion in the IG report; the IG will enter all validated deficiencies into IGEMS. **(T-1)** In accordance with Safety protocol, coordination with the Safety Office that validated the deficiency is required prior to closing out a Safety deficiency.

Chapter 2

INSPECTION GUIDELINES

2.1. Introduction. The AFIS consists of three synergistic inspections and a commander-led self-assessment program designed to evaluate different levels of command in the Air Force. Each inspection is designed to complement the other two, relying on the input and output of the other inspections for maximum effectiveness (see **Figure 2.1**). The Self-Assessment Program communicates essential information needed by HAF and MFMs to focus the risk based sampling strategy utilized during the three main Air Force inspections. Subsequent chapters in this instruction describe each inspection in further detail.

Figure 2.1. The Air Force Inspection System (AFIS).



2.2. Applicability of Inspections. The Management Inspection (MI) is conducted above the Wing level (HAF/MAJCOM/NAF and select FOAs/DRUs) and inspected IAW Chapter 3 of this instruction. Unit Effectiveness Inspection (UEI) is conducted at the Wing-level and is inspected by MAJCOM IGs and AFIA IAW Chapter 4 of this instruction. Throughout this instruction, the term "Wing" is a substitute for the following terms: Wing, DRU, FOA, Wing-equivalent and unit. MAJCOM Commanders determine which organizations should be considered "Wing-equivalents" for the purpose of AFIS. All Air Force Wings will have a Commander's Inspection Program (CCIP). **(T-2)** Below the wing and as a critical part of an effective unit self assessment program, AFIS depends on all Airmen reporting honestly on whether or not they comply with all directives and reporting to their supervisors when they cannot comply.

2.3. Major Graded Areas (MGAs). MGAs represent key processes, procedures and requirements based on either public law, executive orders, directives and instructions. The UEI and CCIP will assess four MGAs: Managing Resources, Leading People, Improving The Unit and Executing The Mission (see **Figure 2.2** and **Attachment 4**). **(T-1)** These MGAs and sub-areas come directly from AFI 1-2. See **Chapter 3** for Management Inspection MGAs.

Figure 2.2. UEI and CCIP Major Graded Areas.

2.4. Inspection Types.

2.4.1. **Internal Inspections.** Internal Inspections are the foundation of the AFIS, promoting responsibility and accountability within the unit and allowing commanders to control the depth, scope and frequency of inspections.

2.4.1.1. IAW 10 USC § 8583 and AFI 1-2, *Commander's Responsibilities*, commanders will conduct Internal Inspections and actively support and participate in External Inspections affecting their unit(s). **(T-0)**

2.4.1.2. Commanders are responsible for ensuring compliance within their units. Commanders will ensure their CCIP focuses on detecting non-compliance with all applicable governing directives and on unit effectiveness in the four MGAs in **Figure 2.2**. **(T-1)** Inspections should be prioritized based on Commander's priorities.

2.4.1.3. For the purposes of this instruction, any inspection conducted by a wing member on a subordinate agency is considered an internal inspection. Inspections conducted as part of the CCIP are considered internal inspections.

2.4.1.3.1. There may be non-IG organizations within the wing that are explicitly authorized to inspect on behalf of the commander outside of an IG activity and not inspected by the WIT due to specific inspector requirements and/or commander's intent (i.e., Safety). In these cases, the non-IG inspectors will coordinate their requirements with the Gatekeeper. The report will be provided to the appropriate commander and will be available to the IG through the unit inspected/assessed. **(T-1)** The IG and the non-IG inspection team chief will collaborate and determine the appropriate deficiencies to enter into IGEMS. **(T-1)**

2.4.2. **External Inspections.** External inspections serve two purposes. First, they provide an independent, transparent and accountable assessment of readiness, economy, efficiency and state of discipline. Additionally, external inspections are used to validate and verify the

internal inspections process. Any external agency planning to inspect, assess, evaluate, audit, assist, visit, or observe an Air Force unit/organization must follow the Gatekeeper procedures outlined in this instruction. External inspections requested by the unit commanders are exempted from this requirement. **(T-3)** However, commander requested inspections should be tracked in the wing Gatekeeper calendar for overall awareness.

2.4.2.1. External inspections include:

2.4.2.1.1. IG Inspections.

2.4.2.1.1.1. Unit Effectiveness Inspection (UEI). The UEI is an external, continual evaluation of Wing performance based on the four MGAs in **Figure 2.2**. The UEI serves both purposes of an external inspection: providing an independent assessment of Wing effectiveness and validating/verifying the CCIP. The UEI is *not focused on detecting shop-level non-compliance*. Instead, the UEI is focused on identifying areas where the *risks from undetected non-compliance* are greatest—helping the Wing Commander identify blind spots, poorly focused or misaimed sensors in his/her CCIP. Though not focused on unit level compliance, compliance sampling or more comprehensive director/commander directed inspections may be used to verify CCIPs, especially in areas deemed high-risk. Some of these high-risk areas are identified in **Attachment 3**, the authoritative source of HAF-level inspection requirements. MAJCOM IG teams will build an inspection risk-based sampling strategy on, as a minimum, the areas identified in **Attachment 3** for each unit.

2.4.2.1.1.2. Management Inspection (MI). See Chapter 3 for more specifics.

2.4.2.1.1.3. Nuclear Surety Inspection (NSI). See Chapter 6 for more specifics.

2.4.2.1.2. Non-Air Force Inspections. Inspections conducted on behalf of an organization outside the Air Force. Personnel conducting the inspection may or may not be Air Force personnel. These typically include inspections conducted by other governmental agencies, combatant commands, or special committees.

2.4.2.1.3. Statutory Inspections. Inspections conducted on behalf of an organization within the Air Force who has specific legal or statutory authorization to conduct inspection-type activities. These include, but are not limited to: audits conducted by the Auditor General, inspections conducted by TIG, and inspections conducted by TJAG.

2.4.2.1.4. Certification/Accreditation/Technical Survey. Those inspection-type activities conducted as part of an accreditation or certification program. Also includes technical surveys where facilities and equipment are measured or checked (e.g. boilers, pavement evaluations, etc.) and where job performance is not evaluated.

2.4.2.1.5. Installation-level program reviews/inspections (e.g. anti-terrorism, safety, by-law programs, etc). In instances where a Host or Tenant inspector is required for a program and that inspector must perform inspection-type activities on units outside his/her Wing, that activity is considered an external inspection and gatekeeper restrictions apply to protect the affected Host or Tenant Commander's calendar. The

Host wing POC must coordinate with the tenant. A MOA signed by both host and tenant commanders is sufficient. **(T-1)**

2.4.3. **By-Law Inspections**.

2.4.3.1. Specific program inspections that meet both of the following criteria:

2.4.3.1.1. An inspection is required by higher-than Air Force policy.

2.4.3.1.2. The required inspection must be conducted on some scheduled frequency (e.g. annually, every two years, etc.), or when a recurring report is required to an organization outside the Air Force (e.g. OSD, Congress).

2.4.3.1.3. By-Law inspections, as listed in **Table 5.1** of this instruction, will be conducted on a fiscal year basis. Wing IGs will use appropriate Subject Matter Experts (SME) when necessary to accomplish these inspections. **(T-0)** Commanders of tenant, active-duty wing and non-wing units will coordinate By-Law inspection requirements with the host-wing IG. **(T-2)** An MOU/MOA or other documentation (e.g. email between two commanders) must be established (and signed between respective parties) to identify specific inspection responsibilities by wing/wing equivalents. **(T-0)** Complete all inspections by 30 Sep and finalize reports on or before the end of October. **(T-0)** Identify any issues with meeting these timelines to AFIA by 15 September to determine if an extension is possible.

2.4.3.1.3.1. MAJCOM/IGs will provide and validated all By-Law data contained within the Quarterly Consolidated By-Law report to each respective wing CCs and IGs.

2.4.3.1.4. By-Law data will be extracted from IGEMS on a quarterly basis by AFIA for the Quarterly Consolidated By-Law report, see **paragraph 8.14.6**.

2.4.3.1.5. AFIA will extract By-Law data from IGEMS on a FY basis for the Annual Consolidated By-Law report.

2.5. Inspector General Authority. SAF/IG and other Air Force inspectors (to include AFIA, MAJCOM and Wing IG) derive their authority from The Inspector General's statutory and regulatory authority and respective commander's authorities.

2.5.1. Inspector Certification. Commanders will certify all inspectors. **(T-1)** All inspectors will be properly trained IAW **Chapter 9**, certified in writing and sworn-in by oath (See Figure 9.4). **(T-1)** IG inspectors must be certified within 6 months of being assigned to the IG (See Figure 9.1 and Figure 9.2.). **(T-1)** Inspectors are considered uncertified until all certification requirements above are met. Inspection augmentees are considered uncertified inspectors. Uncertified inspectors may participate in inspections; however, all findings must be validated by a certified inspector. **(T-1)**

2.5.1.1. IGs will ensure all certifications are documented and filed IAW the Air Force Records Disposition Schedule in AFRIMS and documented in IGEMS. **(T-1)** IG Team Chiefs will document completion of training requirements for inspection augmentees. **(T-1)**

2.5.1.2. Certified IG inspectors will wear the IG duty badge IAW Chapter 9. **(T-1)**

2.5.1.3. DELETED

2.5.1.4. DELETED

2.5.2. IG Oath. The oath reminds all IGs and inspection augmentees of the special trust and confidence inherent in their positions, and of the need for impartial, independent evaluation on behalf of the commander. (See Figure 9.4) Officers, NCOs, and DAF civilians performing duties on behalf of the IG will take the IG oath. **(T-1)** Contractor personnel working in an IG staff section will not take the IG oath nor be inspectors. **(T-0)**

2.5.2.1. Administering the Oath. The commander, as the directing authority, should administer the oath to the IG (at a minimum) and all IGs serving in the IG staff section, preferably in a public forum where a significant portion of the command may witness it. If the commander is unable to administer the oath to all IGs in the staff section, this may be delegated to the MAJCOM IG or Wing IG. IGs will administer the oath to inspection augmentees. **(T-2)**

2.5.2.2. Re-administering the Oath. Upon change of command, the incoming commander may re-administer the oath to the IG. However, a new oath is not required. If an IG moves to an IG staff section in another command, the IG will execute a new oath with the new commander. **(T-2)** All individuals with prior IG experience who are nominated for a second, nonconsecutive IG assignment must execute the IG oath upon arriving at the command. **(T-0)**

2.5.3. Valid Period of Inspector Authority. An inspector's authority is only valid while assigned to an IG billet.

2.5.4. Bargaining unit employees may be assigned to an IG office (wing, MAJCOM or HAF) as full-time certified inspectors or in a clerical/administrative support role. Bargaining unit employees may also, on a part-time basis, act as uncertified inspectors/inspection augmentees. IGs will ensure bargaining unit members do not act as investigators in any capacity to prevent conflicts. **(T-0)**

2.5.5. Inspection augmentees are MAJCOM or Wing SMEs and WIT members that are trained IAW **Chapter 9**, but not certified as inspectors (See Figure 9.3). Inspection augmentees may participate in inspections; however, all findings must be validated by a certified inspector. **(T-1)** Rank and experience requirements are determined by the WG/MAJCOM IG with the exception of requirements noted in **Attachment 3.**

2.5.6. Use of Contractors as IG inspectors. Contractors are prohibited from acting in the capacity of an IG inspector since IG duties are an inherently governmental function per the Office of Management and Budget (OMB) Circular A-76 and IAW the Federal Activities Inventory Reform (FAIR) Act of 1998, Public Law 105-270. However, contractors may participate in an inspection as SMEs gathering information for, or providing advice, opinions, recommendations or ideas to a government member of the IG unless there is an Organizational Conflict of Interest resulting from other contracts held by the contractor. This may be determined by the contracting office supporting the unit being inspected. While contractors can act as "sensors" providing information to the IG, the IG must make all decisions related to the inspection, including schedule, sample selection, deficiency assignment, deficiency severity, MGA grades and overall ratings. **(T-0)** Commanders will ensure that the use of contractors is in compliance with DODI 1100.22, Guidance for

Determining Workforce Mix. **(T-0)** Refer to paragraph 2.18 for restrictions on contractor access to IG Technical Tools.

2.5.7. Access to medical records. When an IG's access to medical records is required by this AFI, AFI 90-301, or other law or service-level regulation, such access is considered required by law and disclosure by Air Force Medical Service (AFMS) organizations is authorized under the Health Insurance Portability and Accountability Act (HIPAA), as implemented by DoD 6025.18-R, DoD Health Information Privacy Regulation. All medical records maintained by the AFMS must be protected in accordance with DoD 6025.18-R, the Privacy Act and other applicable laws. While medical records disclosed to and maintained by the IG are no longer HIPAA protected, they remain protected by the Privacy Act and may contain sensitive information protected by other applicable laws. IGs must comply with the Privacy Act and any other applicable laws or information protection requirements in the further use and disclosure of such records. **(T-0)**

2.5.8. IGs are not authorized access to material subject to the attorney client privilege, or other legal privileged information involving DoD personnel individually represented by legal counsel, such as by an Area Defense Counsel or legal assistance attorney. However, any such privilege can be waived by the represented individual. Privileged safety information may be requested by IG from AFSEC/JA.

2.5.9. Access to classified or sensitive information. As part of any inspection, investigation or other directed inquiry, IGs have a "need to know" IAW the IG Act of 1978 and DoDI 5205.11, *Management, Administration, and Oversight of DoD Special Access Programs*.

2.5.9.1. Classified access. IGs will forward a visit request through the Joint Personnel Adjudication System (JPAS) to the security management office determined by the unit, for further distribution throughout the unit. **(T-0)**

2.5.9.2. SAP Access. SAP-level visit certifications and individual SAP accesses will not be transmitted using JPAS and will be vetted IAW AF SAPCO guidance. AFOSI PJ with support from authorized IG representatives (i.e., AFOSI PJ Command Program Security Officers [PSOs]) will ensure appropriate SAP accesses, visitor badges, facility access is coordinated and approved in advance of the IG Team's arrival. **(T-0)**

2.5.9.3. Commanders will ensure that access to classified information is IAW DoDI 5205.11 and AFI 31-401, *Information Security Program Management*. **(T-0)** If classification or compartmentalization restrictions preclude immediate access to information required by an IG, the denying commander will immediately report the situation to the appropriate access-control authority and obtain an access-eligibility determination. If this authority does not grant access to the information, the IG will notify the commander and SAF/IGI of the situation. **(T-2)** Commanders will ensure that the notice to SAF/IGI includes the location, date, and command; scope of the assistance inquiry, inspection, or investigation; who denied access; who verified denial and/or approved denial; the reason access was denied; and the immediate contact details of the supervisor and commander of the organization. **(T-1)**

2.5.10. Special Access Programs. The SAF/IG is responsible for inspection functions for all Air Force SAPs and for maintaining a sufficient cadre of inspectors to do so. Under SAF/IG's administrative oversight, AFOSI is responsible for performing program security,

investigation and counterintelligence functions for all Air Force SAPs and for maintaining a sufficient cadre of investigators, special agents, analysts and program security officers to do so.

2.5.10.1. All IG Inspection Reports and related materials which contain or reference Special Access Program data (to include appendices, attachments, sensitive relationships, etc) will be handled within approved Air Force SAP communications channels and facilities. **(T-0)** All SAP-related inspections will be housed within the Configuration and Security Tracking System (CASTS) for Special Access Program Facilities (SAPFs) or a successor system identified by AFOSI PJ. **(T-1)** System administrators will ensure access is controlled to only those IG representatives designated by SAF/IGI, AFIA and MAJCOM IGs. **(T-1)**

2.5.10.2. Wing IGs will validate that Commanders meet compliance requirements for SAP activities within their wings. **(T-0)**

2.5.10.3. MAJCOM IGs will coordinate and work with respective SMEs on the staff to conduct SAP inspection activities as part of their UEI continual evaluation battle rhythm. Additionally, MAJCOM IGs may coordinate with AFOSI PJ for functional expertise for inspecting SAP activities, as desired.

2.5.10.4. AFIA/ET will coordinate and work with SAF/IGI and AFOSI PJ to conduct SAP inspection activities as part of their MI battle rhythm. Incorporate all SAF/IG SAP continual evaluation activities into the respective major graded areas and overall grade of the MI.

2.5.10.5. SAF/IGI will coordinate with respective SMEs on the Air Staff, AFIA/ET and AFOSI PJ to conduct SAP inspection activities as part of the Air Staff continual evaluation battle rhythm.

2.5.10.6. The SAF/IG or a designated representative may attend any Special Access Required Programs Oversight Committee, Special Programs Review Group and SAP Oversight Review Board meeting, and other meetings as directed by SECAF and defined by AFI 16-701, *Special Access Programs*.

2.5.10.7. SAF/IG may propose an inspection, assessment or management review of a SAP or SAP function to the Secretary of the Air Force. In addition to DoDI 5205.11, SECAF approval of a proposed SAF/IG inspection, assessment or management review establishes SAP access "need to know" for the SAF/IG assigned and credentialed personnel required to accomplish such inspection, assessment or management review activities. In addition to the "need to know", these credentialed personnel must meet the SAP access eligibility requirements outlined in AFI 16-701 as do individuals who conduct SAF/IG investigations (SAF/IG investigations establish their own "need to know").

2.5.11. Access Control and Routine Searches. Inspector General personnel properly identifying themselves as representatives of the IG and properly identified on a signed, authenticated IG Entry Authority List (EAL) shall be authorized entry to Protection Level resources via established entry procedures identified in AFI 31-101, *Integrated Defense* (FOUO) and DOD S-5210.41-M, Volumes 1-3_AFMAN 31-108, *The Air Force Nuclear Weapon Security Manual*. **(T-0)**

2.5.12. Access to Information and Spaces. To carry out their responsibilities, Air Force IGs shall have expeditious and unrestricted access to and, when required, be given copies of all records, reports, investigations, audits, reviews, documents, papers, recommendations, or other material available to or within any USAF activity. **(T-0)** While performing official duties as an inspector, IGs will be granted access to any and all documents, records, and evidentiary materials needed to discharge their duties, to include data stored in electronic repositories. **(T-0)** Some examples are classified documents, records of board proceedings, acquisition information, medical records, medical quality assurance records, drug and alcohol records, financial records, evaluation reports, back-channel messages, security dossiers, criminal investigation reports (as permitted by law and applicable regulations), and financial disclosure statements. This authority includes direct access to pertinent extracts as allowed by applicable regulations. **(T-0)**

2.6. Inspection Frequency. See **Chapter 3**, **4**, **5** and **6** of this instruction for specific inspection frequency.

2.7. Air Force Inspection Scheduling Process. The purpose of the Air Force Inspection Scheduling Process is to synchronize inspection efforts to maximize unit training days and inspection resource utilization; build out-year schedules; and align non-Air Force inspection requirements listed in Attachment 2 with Air Force inspection schedules.

2.7.1. Gatekeepers will establish inspection schedules within their MAJCOM via the Air Force Gatekeeper Program website. Gatekeepers will ensure that schedules include a projection of 60 months (or two full UEI cycles). For example, by 1 Mar 2014, AFIA will publish the Air Force Inspection Schedule via an access-controlled website for FY15-16 and a tentative schedule for FY 17-18. **(T-1)**

2.8. Inspection Notification. In addition to scheduled capstone events and in line with the overall intent to evaluate daily unit effectiveness, eliminate effort wasted on inspection preparation and validate that daily mission readiness is inspection readiness. No- and min-notice inspections, through risk-based sampling strategy, are an integral aspect of the AFIS. No- or min-notice often refers to the time between initial inspection notification and the arrival of the team for an in-brief. However, no- or min-notice inspections are also effectively produced through sampling--when the IG selects the program, team, or Airmen to be inspected. No- and min-notice inspection sampling occurs throughout the UEI continual evaluation phase, and through the validation/verification component of the CCIP. (For ANG: If specific programs or events are to be inspected, MAJCOM IGs will consider available unit manpower and resources when coordinating notification timeframes. MAJCOM IGs will coordinate with ANG/IG for all ANG inspections and will notify ANG/IG and Wing CC a minimum of 48 hours prior to any ANG no-notice inspection. The 48 hours minimum notice does not apply to the inspection of the ANG alert force missions. Commanders will determine the amount of notice to give inspected units. **(T-1)**

2.8.1. Trusted Agents. SAF/IGI, AFIA, AFSEC/SEW, ANG/IG, MAJCOM and OSI Gatekeepers, and Functional inspection team scheduling POCs who participate in the Air Force Inspection Scheduling Process are trusted agents for the Air Force Inspection Schedule.

2.8.2. ARC units will participate in MAJCOM IG no-notice UEI events and min-notice NSIs IAW **paragraph 2.8**. **(T-2)**

2.8.3. MAJCOM IGs must recognize there may be limited availability of ARC unit personnel in some functional areas when initiating no/min-notice inspections IAW **paragraph 2.8**.

2.9. MAJCOM Inspection Programs—General Guidelines.

2.9.1. Gatekeeper. Gatekeepers at all levels must ensure the inspection system is able to independently and efficiently inspect units on behalf of the command chain. **(T-2)** Gatekeepers ensure a commander's priorities take precedence over non-mission-essential activities of any unit/organization. Gatekeepers have the authority to approve or disapprove, schedule, de-conflict and eliminate duplication between all inspection-type activities on behalf of their commander. POCs of inspections listed in **Attachment 2** should contact the MAJCOM Gatekeeper for scheduling coordination. Any outside agency seeking to conduct an inspection not listed in **Attachment 2** must contact AFIA Gatekeeper for coordination. Any outside agencies seeking to include an inspection in **Attachment 2** must follow the AF Inspection System Governance Process in **paragraph 2.21**. Gatekeepers are responsible to deconflict, synchronize, and schedule Attachment 2 inspections however, gatekeepers cannot disapprove Attachement 2 visits by offering optimum timeframes for the appropriate units. (For ANG units, ANG/IG is the Gatekeeper for MAJCOM coordination and for non-UEI Gatekeeper events.)

2.9.1.1. MAJCOM Gatekeeper functions include the ability to establish/maintain situational awareness and to synchronize and de-conflict unit inspections, assessments and evaluations within their MAJCOM. MAJCOM Gatekeepers also review subordinate wing inspection schedules, via the Air Force Gatekeeper Program website for continuous evaluation of local exercise scenarios and inspections. Gatekeeping unit inspections may include tracking organizations below the wing level, as needed.

2.9.1.2. Gatekeepers will only approve access to their wings: **(T-1)**

2.9.1.2.1. IAW their MAJCOM commander's guidance. **(T-2)**

2.9.1.2.2. For inspections listed in **Attachment 2** located on the Gatekeeper website**.** If an inspecting authority is requesting access to an installation and their inspection activity is not listed in **Attachment 2**, nor approved/requested by the Wing commander, Gatekeepers will contact their MAJCOM Gatekeeper and/or AFIA for assistance to either validate the inspection activity or deny access to the installation. **(T-1)**

2.9.1.2.3. For inspections listed in **Attachment 2** verify timelines, approval methods and no-notice inspection authority IAW references provided in **Attachment 2**. **(T-1)**

2.9.1.3. For requests that do not meet the above criteria, Gatekeepers should deny access to the installation and direct the requestor to follow the procedures in **paragraph 2.21.2.** to request the activity be vetted by the Inspection System Governance Process for consideration to be added to **Attachment 2**.

2.9.1.4. Non-Air Force Agency Access to Inspect. Any non-Air Force agency (DoD, DTRA, DISA, GAO, etc.) requesting access to an installation to conduct inspection-type activity should contact AFIA and request liaison with appropriate MAJCOM Gatekeeper. **(T-1)**

2.9.1.4.1. Gatekeepers should make every effort to accommodate the request while balancing the need to guard a unit's calendar whitespace through synchronization IAW their commanders' priorities. If unable to resolve the non-Air Force agency request, AFIA will notify SAF/IGI for assistance. **(T-1)**

2.9.1.4.2. Civilian medical inspection agencies listed in Attachment 2 (AAAHC, TJC) coordinate inspection schedules with trusted agents at AFMOA/SGHQ. AFMOA/SGHQ coordinates directly with AFIA and MAJCOM Gatekeepers for scheduling for both notice and no-notice inspections.

2.9.1.5. Non-Air Force Agency Request for Inspection Observation Access. Agencies external to the Air Force will coordinate requests to observe IG inspections through AFIA (primary) or SAF/IGI (secondary) for SAF/IG approval. Upon approval, AFIA will also serve as the liaison to coordinate with all external agencies requesting support and observer actions.

2.9.1.6. Any agency planning to inspect, assess, evaluate, audit, assist, visit, or observe an Air Force unit/organization must contact the MAJCOM Gatekeeper as early as possible, and no later than 30 days prior to the desired visit. **(T-1)** Visits requested by unit commanders are exempted from this requirement.

2.10. MAJCOM HQ Role in the AFIS.

2.10.1. MAJCOM HQ will establish an effective and efficient battle rhythm to: 1) execute the UEI continual evaluation IAW **Chapter 4**; 2) identify and track action items for MAJCOM HQ and Wing action; 3) identify potential action items for HAF consideration. The following battle rhythm will be used:

2.10.1.1. Monthly. MFMs will analyze any portion of MICT data and other functional metrics in order to build awareness of unit performance in areas of responsibility and share areas of concern with the appropriate level IG, when identified.

2.10.1.2. Quarterly Inspection Working Group (QIWG). The QIWG will be chaired by the MAJCOM IG (delegable no lower than the Deputy IG). The members include Wing IGs and MAJCOM HQ deputy directors (ANG/IGD for ANG) and special staff. At a minimum, discuss negative trends identified at the command or unit levels and develop recommendations for approval by the Inspection System Council.

2.10.1.3. Semi-Annual Inspection Council (SAIC). The SAIC is chaired by the MAJCOM/CC/CV (delegable no lower than a Director). MAJCOM/CC/CV directs the members to include Wing CCs, ANGRC/CV, HQ Directors and Special Staff, and others. At a minimum, the council agenda will include inspection results, trends and recommended actions.

2.10.2. Inspection alignment with the AEF battle rhythm. Commandersd will ensure that inspections are deconflicted with unit AEF vulnerability period(s) and/or scheduled deployments, ANG operations and maintenance deployments, and unit force structure changes. **(T-2)** Inspections will be tailored, as necessary, to allow requisite unit support to the combatant command. MAJCOM IGs will make final determination of scheduling and tailoring.

2.11. FOAs' Role in Support of MAJCOMs.

2.11.1. For areas in which a MAJCOM HQ has limited expertise due to consolidation of subject-matter-experts to FOAs or Centralized Activities, MAJCOM IGs will ensure FOA/DRU/Centralized Activity inclusion in the battle rhythm defined in paragraph 2.10.1.2 and 2.10.1.3. FOAs that have consolidated SME responsibilities on behalf of MAJCOM functional directorates will conduct a monthly analysis of any portion of MICT data and other functional metrics to build awareness of unit performance. **(T-2)** Additionally, these FOAs will provide support as special staff in the Quarterly Inspection Working Group described in paragraph 2.10.1.2. **(T-2)**

2.12. On-Site Inspections.

2.12.1. All inspection authorities will consolidate inspections to avoid redundancy. **(T-2)** Eliminate on-site inspections that are not mission-relevant, do not outweigh their costs, or detract from mission performance or readiness.

2.12.2. When scheduling inspections for installations with units gained by multiple MAJCOMs, MAJCOM IGs will coordinate the inspection schedules to conduct concurrent MAJCOM inspections.

2.12.3. IG Reciprocity. MAJCOM and Wing IG reciprocity is an essential component of the AFIS. When it comes to inspecting geographically separated units (GSUs), risk, cost, and reciprocity all factor into the decision. These educated decisions based on risk and resource management concerning inspecting GSUs are driven by commander's intent. If an IG needs to inspect a GSU, he or she may request a collocated IG conduct the inspection on their behalf. IGs should accommodate inspection reciprocity requests to the maximum extent possible. Additionally, requesting IGs shall honor deficiencies reported by the inspecting IG as if they were their own. Reciprocity requests should be documented in a memorandum of agreement between the concerned parties. See **paragraph 4.4.2.1.3.** for IG reciprocity regarding multi-MAJCOM ANG wings. **(T-2)**

2.12.4. Limiting factors, simulations and deviations. The inspected unit will submit limiting factors (LIMFAC), simulations (SIM) and deviations (DEV) that could potentially affect the inspection's outcome to the inspection team chief. **(T-2)** Commanders will ensure that approved LIMFAC, SIM, or DEV from authorized policy and guidance is coordinated with the MAJCOM IG. **(T-2)** Approved LIMFACs, SIMs and DEVs which may impact inspection processes and outcomes will be announced to all inspectors prior to the commencement of any inspection activities. **(T-2)**

2.12.5. Entry Authority List (EAL). Commanders or Directors will ensure the EAL will be sent to the unit's Security office at the location of the inspection for dissemination to inspected units/organizations IAW DoD5210.41M_AFMAN 31-108 (for nuclear capable units) and AFI 31-101 requirements. Courtesy copy the host unit security for awareness. **(T-1)**

2.12.6. Inspection Footprint. IG Team Chiefs will work with the inspected unit prior to the inspection to ensure there is a shared understanding of inspection constraints due to space, security, escort ratio, etc. The Team Chief will attempt to minimize the inspector footprint to the maximum extent practical; however, the Team Chief will make the final determination on inspector footprint to ensure adequate access for the inspectors.

2.12.6.1. MAJCOM IGs will conduct periodic site visits and/or review documents and after action reports of unit activity in conjunction with exercises and contingencies, real-world operations, self-assessments, other inspection/evaluations, risk-based sampling strategy techniques, and other measures of sustained performance. These measures will be used to adjust the breadth, duration, and incidence of on-site inspection activities.

2.12.6.2. When practical, IG teams may deploy to forward locations and headquarters during exercises and contingency operations to evaluate processes and performance. Inspectors may observe, but will not interfere with, real world activities unless observed actions are in direct violation of mandated guidance or if injury to personnel and/or damage to equipment could occur that may cause significant mission degradation. **(T-1)**

2.12.7. IG Team Work Center Requirements. The MAJCOM IG Team Chief will coordinate specific work center requirements with the inspected unit. When multiple MAJCOM IG teams are involved in an event, the lead IG team (with the preponderance of inspection responsibilities at the location or IAW with existing MOAs) will consolidate work center and logistics requirements of all teams in order to have a single deconflicted set of requirements for wings to support.

2.12.8. Selection for Performance-Based Evaluations. Inspection teams will randomly select individuals/teams for executing performance-based evaluations in lieu of the inspected unit self-identifying individuals/teams for evaluation (maintain team integrity as appropriate). **(T-1)** For ARC units, MAJCOM/IGs should consider available unit manpower and resources when selecting individuals/teams for evaluation and consider the part-time force that may not be available on non-UTA days. As a minimum prior to each evaluation, discuss the starting/stopping points, allowed previously complied with (PCW) steps and approve any required SIMs/DEVs. **(T-1)** Inspectors may brief applicable items from **paragraph 6.10.2.2.3.** to the individual(s)/team(s) being evaluated prior to the start of the evaluation.

2.13. Inspecting Contracted Functions.

2.13.1. Performance Work Statement (PWS). The Contracting Officer and/or Contracting Officer Representative (COR) will accompany the IG during inspections of contracted functions. **(T-1)** Inspectors will assess and rate contracted functions against the PWS and assess adequacy of the PWS to meet mission requirements while developing and implementing safeguards to prevent contractor claims resulting from inspection activities. **(T-2)** Inspectors must communicate with the Contracting Officer and/or the COR to fully understand the scope and limitations of the contracting authorities and must work closely with them to prevent a possible misunderstanding or the creation of a condition that may be the basis of a later claim against the Government. **(T-0)**

2.13.2. Rating and Report. Commanders will ensure that contracted functions are rated; however, individual contractors will not be rated. **(T-2)** Commanders will ensure that emphasis is placed on the compliance of the function to be performed, not on the status of the personnel (military, civil service, or contractor) performing the function. **(T-2)** Commanders will ensure that sampling of contracted activities is coordinated through the Contracting Officer and/or COR. **(T-2)** Contractors may be provided with applicable portions of the report IAW DOD 5400.7-R_AFMAN 33-302, *Freedom of Information Act Program*. **(T-0)**

2.13.3. Validation. Validate observations related to contractor functions with the Contracting Officer. Commanders will ensure that deficiencies are tracked IAW **paragraph 2.19**. **(T-2)** Only the Contracting Officer can take formal action against the contractor for noncompliance or direct contractors to correct deficiencies identified during inspections.

2.14. Additional Inspections.

2.14.1. Federal Recognition Inspection (FRI). The lead MAJCOM will conduct a FRI of a state unit when the unit is being considered for federal recognition, or when asked to do so by the ANG/IG. Conduct the FRI according to AFI 90-201 ANGSUP, *The Air Force Inspection System*.

2.14.2. Biological Select Agents and Toxins (BSAT) Inspections. AFMC/IG will conduct BSAT compliance inspections for all units that are registered by the Centers for Disease Control and Prevention in accordance with governing directives (DODI 5210.89_AFI 10-3901, *Minimum Security Standards for Safeguarding Biological Select Agents and Toxin)*. The inspection is designed to evaluate a unit's compliance with applicable policies for laboratory operations within Biological Safety Level III facilities which store and use BSAT.

2.14.3. Wounded, Ill, and Injured (WII) Facility Inspections. IGs conduct WII Facility Inspections, as required by National Defense Authorization Act (NDAA) FY2008, House of Representatives (H.R.) 4986, Section 1662, *Access of Recovering Service Members to Adequate Outpatient Residential Facilities* IAW Attachment 8. **(T-0)** Commanders will ensure WII Facility Inspections are conducted in conjunction with other IG inspections, but are a separate, distinct inspection providing a separate inspection report. **(T-1)** WII Facility Inspections will utilize a 3-tier rating scale: IN COMPLIANCE, IN COMPLIANCE WITH COMMENTS, or NOT IN COMPLIANCE. **(T-1)** Refer to **Attachment 8** for specific information pertaining to WII inspections.

2.14.4. Cemetery Inspections. The closest assigned Wing IG will inspect cemeteries identified on the DoD list as being under the care of the USAF IAW requirements mandated by the National Defense Authorization Act, Section 592. Commanders will ensure that the inspection of military cemeteries shall include an assessment of the items listed in **Attachment 9**. **(T-0)**

2.15. Self-Assessment Communicator Fragmentary Order (SAC FRAGO). AFIS gives HAF Functionals a responsive capability to get validated/verified data directly from units using MICT. The mechanism is an order—a Self-Assessment Communicator Fragmentary Order (SAC FRAGO)—from VCSAF to MAJCOM and other commanders to complete a specified SAC in MICT for a high-priority, often time-sensitive requirement. HAF Functionals should submit a SAC FRAGO request for VCSAF approval and transmission through normal HAF/ES coordination channels.

2.16. The Air Force Special Interest Item (SII) Program. SIIs provide a means to gather data to evaluate the status of specific programs and conditions in the field requiring Air Force senior leader attention. There should be no more than five active SIIs at any given time.

2.16.1. SAF/IGI manages the Air Force SII program by coordinating Air Force SII topic proposals and obtaining SAF/IG approval; distributing approved Air Force SIIs to MAJCOM IGs; compiling and forwarding SII data to the sponsoring agency.

2.16.2. SAF/IGI will assess every potential SII for its impact on the nuclear enterprise and if necessary, coordinate with AF/A10 prior to publication.

2.16.3. SII Sponsors. The Offices of the Secretary and Chief of Staff of the Air Force, SAF/IG and HAF Functionals may sponsor SIIs. HAF Functional-proposed SII topics may be initiated at any level but must be submitted by the appropriate HAF Functional to SAF/IGI at **usaf.pentagon.saf-ig.mbx.saf-igi-workflow@mail.mil.** Submit SII topic proposals in the format provided on the SAF/IGI Air Force Portal website. Coordinate with MAJCOM FAMs (to include ARC) prior to submitting a proposed Air Force SII.

2.16.4. MAJCOM IGs will receive SII notification from SAF/IGI. MAJCOM IGs will notify all subordinate units/organizations (including gained ARC units) of the SII requirements as soon as possible following publication of the SII.

2.16.5. MAJCOM IGs will evaluate all active SIIs during formal inspections. Document the results of SII inspections as a separate section of the final inspection report.

2.16.6. SII Reports. MAJCOM/IGs will document SII results in IGEMS. Units not receiving a MAJCOM/IG inspection or continual evaluation event during the active period of the SII will conduct a one-time inspection in IGEMS on the SII topic using the instructions accompanying the SII. Results will be documented in IGEMS. **(T-1)**

2.16.7. Rating. Normally, SIIs will not be rated/graded; the SII is for gathering data for analysis and action as necessary. If a rating is required as part of the SII, the scale will be specified in the SII instructions.

2.16.8. MAJCOM Command Interest Items (CII). MAJCOM/ Commanders may wish to establish MAJCOM-unique procedures to gather data and/or place emphasis on a particular program via a Command Interest Item (CII). Ensure that MAJCOM CIIs do not conflict with Air Force SIIs.

2.16.8.1. In cases where a lead MAJCOM, including but not limited to core function lead integrators, needs to issue a CII to other MAJCOMs whom the CII also applies to, then the lead MAJCOM should coordinate with those applicable MAJCOMs to have the CII issued there as well. If unsuccessful, then the lead MAJCOM IG may consult SAF/IG for consideration of issuing an SII to satisfy lead functional authority requirements.

2.17. The Inspector General's Inspection Reporting System (TIGIRS). Includes three AF Program of Records, the IG Evaluation Management System (IGEMS), the Management Internal Control Toolset (MICT), and the Air Force Gatekeeper Site.

2.17.1. **IGEMS.**

2.17.1.1. IGs will ensure the following data, at a minimum, is entered into IGEMS. **(T-1)**

2.17.1.1.1. MAJCOM IGs will input the unit's overall rating within 5 duty days of the Capstone report submission (for ANG and Air Force Reserve units, within 1 UTA after final report submission).

2.17.1.1.2. Post the final inspection report in IGEMS w/in 5 duty days of final report submission (for ANG units and Air Force Reserve units, within 1 UTA after final report submission).

2.17.1.1.3. In most cases, IG-identified deficiencies will be entered into IGEMS and assigned to the appropriate organizational POC(s) to resolve. **(T-1)** This allows a formal corrective action process to resolve deficiencies, enforces accountability for inaction, and provides trending across all levels of command. There may be some cases where an inspector can detect and solve small issues on the spot, including but not limited to incorrect uniform wear or a seatbelt not secured properly. In these cases, IGs can make corrections without an IGEMS entry. However, if there is a trend of these small, isolated cases, an entry into IGEMS is warranted to ensure leadership awareness, corrective action, and trending. IGs may enter deficiencies found by non-IG inspectors into IGEMS only after assessing and validating the deficiencies IAW AFI 90-201. IG Augmentees from Functional Areas may also enter data in functional data systems in addition to, not in lieu of, IGEMS.

2.17.1.1.3.1. All HAF-level (Air Staff and non-Air Force) deficiencies will be tracked to closure within IGEMS or IGEMS-C.

2.17.1.1.3.2. Personal Identifiable Information (PII), HIPAA, DoD UCNI classified information, and federal law Title 10 USC 1102, Medical Quality Assurance data will not be entered into IGEMS until the proper protection mechanisms are in place. This data is sensitive information and must be treated IAW Privacy Act of 1974. FOUO data is approved in IGEMS.

2.17.1.1.3.3. If a deficiency contains information protected IAW Privacy Act of 1974 and Title 10 USC 1102, Medical Quality Assurance Records, an abbreviated description of the deficiency will be entered into IGEMS along with the following statement: "Per 10 USC, Section 1102, details of this deficiency are not documented in this report." Detailed documentation will be provided in a separate word document to the MAJCOM/IG, WG/CC, WG/IG, MDG/CC, and, if appropriate, MAJCOM/SG and AFMOA/SGHQ, for awareness, tracking and/or resolution.

2.17.1.1.3.4. All By-Law validated data will be input into the By-Law section of IGEMS for each By-Law separately. **(T-1)** The comments box in IGEMS will annotate which MGA, and if appropriate which sub-MGA applies. **(T-1)** For Host units the comments must include any Tenant units that are covered by MOU/MOA. **(T-1)** For Tenant units who have an established MOU/MOA with a host unit the comments section must at a minimum reference the MOA/MOU for each respective By-law. **(T-1)** Functional Areas must appropriately be assigned to By-Law validated data, and will not state “By-Law Program.” **(T-1)**

2.17.1.1.3.5. All deficiencies will be tracked to closure within IGEMS or IGEMS-C. **(T-1)**

2.17.1.1.4. Enter dates when deficiencies are opened, assigned and closed. In addition, enter CAPs and Deficiency Cause Code (s) (see **Attachment 7**) within 5 duty days of CAP implementation (for ANG units, within 1 UTA after CAP). See **paragraph 2.19.** for deficiency tracking guidance.

2.17.1.1.5. MAJCOM IG will enter top five most common issues identified by Airmen during ATIS-Gs for SECAF consideration, categorized by UEI sub-MGA in IGEMS.

2.17.1.2. For classified inspection reporting, use existing reporting methods on the Secret Internet Protocol Router Network (SIPRNet). IG teams will fully utilize IGEMS-C for classified inspection reporting, including Nuclear Weapons Technical Inspection (NWTI) reports IAW CJCSI 3263.05B.

2.17.1.2.1. IGs will ensure CAP data is included for all required deficiencies loaded into IGEMS and IGEMS-C. **(T-1)**

2.17.1.3. Access management. AFIA, SAF/IGI and IG Administrators will administer access to IGEMS. **(T-1)**

2.17.1.3.1. Contractor access to IGEMS. Contractor access to IGEMS is limited to the roles of basic user, scheduler, and planner and shall not register as inspectors or administrators. **(T-1)** Contractors are not allowed access to IGEMS-C. **(T-1)**

2.17.1.3.2. Foreign National access to IGEMS. Foreign Nationals are only authorized access as a Basic User, Planner, or Scheduler in IGEMS. **(T-1)** Foreign Nationals are not allowed access to IGEMS-C. **(T-1)**

2.17.2. MICT.

2.17.2.1. MICT is the Air Force program of record to communicate a unit's current status of SAC, HAF SAC FRAGO and SII compliance. In addition, MICT provides supervisors and the command chain, from squadron commander to SecAF, tiered visibility into user-selected compliance reports and program status, as well as indications of program health across Functional and command channels. Additionally, MICT can assist IGs by informing the risk based sampling strategy and formulating specific inspection methodology and IG team composition for the CCIP and UEI Capstone Event. MICT also helps facilitate the SII and HAF SAC FRAGO programs by gathering time-sensitive data in an expeditious manner.

2.17.2.2. Personal Identifiable Information (PII), HIPAA, DoD UCNI and classified information will not be entered into MICT. **(T-0)** Medical Quality Assurance data (1102 protected) can be entered into MICT only in the "1102 Protected" hierarchy of SACs. Commanders will ensure that it is treated IAW Privacy Act of 1974 and Title 10 USC 1102, Medical Quality Assurance Records. FOUO data is permitted in MICT.

2.17.2.3. Self-Assessment Communicator (SAC). A SAC is a two-way communication tool designed to improve compliance with published guidance and communicate risk and program health up and down the chain of command in near real-time. Compliance with a SAC does not relieve individual Airmen from complying with all statutory and regulatory requirements in AFIs and directives at the local, state or federal level.

2.17.2.3.1. Trusted and timely. As a self-assessment tool, SACs ask commanders, supervisors, and Airmen at all levels of operations to self-report compliance and non-compliance. While the responses are assumed to be truthful and timely, SACs are frequently verified for accuracy and currency by Wing IGs and MAJCOM IGs.

2.17.2.3.2. Cost-benefit balance. SAC items are not free. The cost is measured in terms of Airmen's time to complete the assessment. As authors add line-items to their SACs with compliance requirements from their publications, the benefits of the resulting assessments must outweigh the cost in Airmen's time.

2.17.2.3.3. Audiences. Individual SAC line items should be written for one of the audiences listed below. The benefit to that audience must outweigh the cost in Airman's time to complete the assessment.

2.17.2.3.3.1. Higher Headquarters functional staffs. Assessment data allows functional staffs to gauge overall program health or policy effectiveness.

2.17.2.3.3.2. Commanders. Assessment data provides indicators of program health or identifies high-risk areas.

2.17.2.3.3.3. Shop-level Airmen. Including an item in a SAC provides additional emphasis to assessors and aids in clarifying policy nuances or new requirements.

2.17.2.3.4. Applicability and content.

2.17.2.3.4.1. Any AF Publication that levies Wing-level (or lower) compliance, must have a SAC associated with it unless there are no wing-level requirements that require real-time communication.

2.17.2.3.4.2. The requirements from more than one AFI or AFI-directed program may be consolidated into a single SAC. Conversely, multiple SACs may be written for a single AFI. This may be appropriate for AFIs that affect multiple organizational levels within a Wing. A single AFI may generate a SAC for a wing-level program, a group-level program, a squadron-level and a work center program. Tailoring communicators to the specific level of assessment values Airmen's time and provides data specific to that demographic.

2.17.2.3.4.3. An individual compliance item will not be referenced in multiple SACs unless it applies to multiple organizational levels (i.e. Wing, Group, Squadron).

2.17.2.3.4.4. Every SAC line-item must be referenced to a wing-level (or below) compliance item in Air Force Instructions or other directive publications, and include the associated tiering as it appears in the publication (IAW AFI 33-360 tier definitions).

2.17.2.3.4.5. HAF SAC authors will only reference compliance items for which their 2-letter is the approving official (e.g., an AF/A2 SAC may not include items from an AF/A1 AFI). HAF SAC authors may also reference Tier 0 (higher than Air Force-level) compliance items from policy documents for which the 2-letter has been assigned responsibility (e.g., an AF/A10 SAC may include nuclear DODI compliance items).

2.17.2.3.4.6. MAJCOM/DRU/FOA/Centralized Activity staffs will write SACs for supplements that drive wing-level (or lower) compliance. These Self-Assessment Communicators will not include higher-level guidance (i.e. HAF or

DoD). For highly-specialized functions that are not represented by a HAF staff or FAM, MAJCOM/DRU/FOA functional managers may develop and publish SACs that include higher-level guidance.

2.17.2.3.4.7. Wings may write SACs for wing-level supplements that drive wing-level (or lower) compliance. When written, these Self-Assessment Communicators will not include higher-level guidance (i.e. NAF, MAJCOM, HAF or DoD). **(T-1)**

2.17.2.3.5. Publishing and updating.

2.17.2.3.5.1. SAC authors will update new SACs within 10 days of posting a new publication to ePubs. For updated publications or routine SAC updates, SAC authors may only update or change SACs during scheduled quarterly updates (Jan 1, Apr 1, Jul 1, Oct 1)

2.17.2.3.5.2. SAC authors will review each of their SACs annually and update the reviewed date in MICT.

2.17.2.3.5.3. For each change to any AFI, the SAC author will update any affected SAC line-items at the quarterly update cycle IAW **paragraph 2.17.2.3.5.1**.

2.17.2.3.6. Naming Conventions. All SACs will use one of the following naming conventions:

2.17.2.3.6.1. When using a single AFI as the reference for a SAC, the HAF author will use the AFI number along with the long title of the AFI (e.g., "AFI 14-104 Oversight of Intelligence Activities").

2.17.2.3.6.2. When placing a single AFI's requirements in multiple SACs, and those SACs do not reference other AFIs, then add a descriptive adjective to the end of the title (e.g., "AFI 90-301 IG Complaints Resolution - Reports of Investigation" and "AFI 90-301 IG Complaints Resolution - Complaints Resolution Program").

2.17.2.3.6.3. When naming a SAC that uses multiple AFIs as its reference, use the functional program name as the SAC title (e.g., Physical Security, Computer Security, etc.)

2.17.2.3.6.4. When naming a SAC for a MAJCOM/FOA/DRU supplement, the naming convention will follow HAF naming convention and include the MAJCOM identifier (e.g., "AFI 14-104 Oversight of Intelligence Activities – ACC Sup") **(T-2)**

2.17.2.3.6.5. When naming a SAC at the Wing level, the naming convention will follow HAF naming convention and include the Wing identifier (e.g., "AFI 14-104 Oversight of Intelligence Activities – 341 MW Sup"). **(T-1)**

Figure 2.3. Self-Assessment Communicator Author Guide.

Self-Assessment Communicator (SAC) Author Guide

SACs are not inspection checklists

The Self-Assessment Communicator is not a listing of all compliance items identified in the corresponding AFI. Do not use the SAC as a tool for preparing a unit to be inspected, as a job guide, or listing of daily activities of a program. It is imperative that SAC authors are discerning when creating assessment items.

Compliance Items	Yes	No
1. Does the benefit outweigh the cost for this item?		
2. Is this information only available in MICT?		
3. Do you or the intended audience have time to track this item?		
4. Can the intended audience make data-driven decisions from assessments of this item?		
5. Is this compliance item within your functional authority or "lane"?		
6. Can the assessment item be answered with yes, no or N/A?		
If you answered "Yes" to all six (6) of these questions then this compliance item is a good candidate for inclusion in the SAC.		

2.17.2.4. Local Checklists. Local checklists are flexible tools in MICT that allow unit commanders the ability to identify, manage, and track items or issues of non-compliance that are not included in an existing HAF, MAJCOM or local SAC. They also have the ability to track items that are important to them as commanders and expand their self-assessment programs. Their use is optional.

2.17.2.4.1. Cost-benefit balance. Local Checklists items are not free. The cost is measured in terms of Airmen's time to complete the checklist. As line-items are added, the benefits of tracking the information must outweigh the cost in Airmen's time.

2.17.2.4.2. Restrictions on use. Unlike SACs, there are no restrictions on line-item content in Local Checklists. Commanders will pay judicious attention to the quantity of checklist items added, and the time spent tracking them. **(T-1)**

2.17.2.4.3. At no time will Local Checklists be used in lieu of SACs, nor will completion of a Local Checklist item fulfill the requirement to assess a SAC item. **(T-1)**

2.17.2.5. Contractors may have access to MICT.

2.17.2.6. Foreign National may have access to MICT**.**

2.17.3. Gatekeeper Site

2.17.3.1. The Air Force Gatekeeper Site is the only authorized Gatekeeping system and will be utilized by all MAJCOMs and Wing/Wing Equivalent IGS. **(T-1)**

2.17.3.2. All IGs will ensure the all inspection activities (as defined in **paragraph 1.2.2**), at a minimum, by entered into the Air Force Gatekeeper Site. **(T-1)** For additionally MAJCOM requirements see **paragraph 1.5.9.8** and for additional Wing/Wing Equivalent requirements see **paragraph 5.9.2.5**.

2.17.3.3. MAJCOM and Wing/Wing Equivalent IGS will assign in writing, at a minimum, one individual to act as their site administrator. Assignment in writing must be forwarded to the respective MAJCOM (for Wing/Wing Equivalent users) or AFIA (for MAJCOM users) administrator.

2.17.3.4. Access management. Access to the Air Force Gatekeeper Site will be managed by:

2.17.3.4.1. MAJCOM administrators will be assigned by the AFIA administrator.

2.17.3.4.2. MAJCOM users will be assigned by the MAJCOM administrator.

2.17.3.4.3. Wing/Wing Equivalent administrators will be assigned by the MAJCOM administrator.

2.17.3.4.4. Wing/Wing Equivalent users will be assigned by the Wing/Wing Equivalent administrator. **(T-1)**

2.17.3.5. The website is not an official system of record, units must periodically back up their data and place it within their records management system. **(T-0)**

2.18. Inspection Reports.

2.18.1. Classification. IGs will classify and mark collateral and SCI reports IAW DoDM 5200.01, Volume 2: DoD Information Security Program: Marking of Classified Information and AFI 31-401, Information Security Program Management. Classify and mark SAP reports IAW DODM 5205.07, Volume 4. Special Access Program (SAP) Security Manual. **(T-0)**

2.18.2. Report Marking. At a minimum, mark unclassified inspection reports "For Official Use Only (FOUO)". Mark controlled unclassified information such as FOR OFFICIAL USE ONLY (FOUO) IAW DoDM 5200.01, Volume 4, DoD Information Security Program: Controlled Unclassified Information (CUI)IAW DOM 5200.1-V2 and AFI 31-401. For nuclear inspection reporting requirements, see Chapter 6**. (T-0)**

2.18.3. Releasability. TIG is the confidential agent of SECAF and CSAF for obtaining uninhibited self-analysis and self-criticism of the internal management, operation, and administration of the Air Force. Therefore, Air Force IG reports are internal memoranda and constitute privileged information that is not releasable outside the Air Force except with specific approval of TIG, or as outlined below. Commanders will ensure that all requests for IG reports, or extracts therefrom, originating from sources outside the original distribution, are referred to SAF/IGI for coordination and clearance. **(T-1)** Classifications and restrictions on the disclosure or use of IG reports shall be strictly observed. **(T-0)** (**Note:** Medical inspection data may be additionally protected from disclosure under 10 USC § 1102 and should not be released without review by appropriate medical risk management personnel).

2.18.3.1. Release Determination Authority. Before releasing inspection reports other than NSI reports (all types) outside DoD, FOIA offices will receive a final release determination from SAF/IGI. **(T-1)** Non-DoD parties requesting inspection reports

should be referred to the appropriate FOIA office. Release of NSI Reports is IAW CJCSI 3263.05B.

2.18.3.2. Release within DoD. DoD members, DoD contractors, consultants, and grantees are permitted access to inspection reports IAW DOD Regulation 5400.7-R/AFMAN 33-302. MAJCOM IGs are authorized to release their own inspection reports, in whole or in part, within DoD. Courtesy copy SAF/IGI on any inspection report released outside the Air Force except when the release is only to other parties on a Joint base.

2.18.3.3. Release of Inspection Summary to News Media. An inspection summary may be released for internal information or in response to news media queries in coordination with public affairs. Commanders will ensure that the summary is limited to the overall rating, inspection process/definition and, if desired, personal comments by the commander (e.g. general laudatory comments, perception of inspection process). **(T-1)** Commanders will also ensure that the published summary does not contain detailed information (e.g. sub-area ratings, a list of individuals recognized by the IG, specific deficiencies, or specific ratings for inspection criteria). The use of HAF and MAJCOM Public Affairs Guidance are required IAW AFI 35-101. **(T-1)**

2.18.3.4. Releasability Statement. Commanders will ensure that the following statement appears on the cover and each page of the report as well as in any transmission, presentation, or document containing protected IG material: "*For Official Use Only. This report may be protected from disclosure under the Freedom of Information Act. Do not release or publish, in whole or in part, outside official DoD channels without express approval of the Director, SAF/IGI.*" Include similar statements on reports of inspections conducted jointly with inspection teams from other DoD agencies. **(T-1)**

2.18.4. Disclosure of IG sources and methods. IGs at all levels will pay particular attention to not unintentionally disclosing IG sources and methods when writing inspection reports. Properly validated findings are meaningful to inspected units; how the finding was discovered, including but not limited to survey data and results, ATIS events, performance observations, and/or virtual inspections, are not typically important. In fact, especially in smaller organizations, disclosure of IG sources and methods may lead to potential reprisal allegations. Therefore, do not include any sources and methods in any inspection reports. **(T-1)**

2.18.5. Executive Summary. For UEI Capstones, IGs will send an executive summary NLT 5 work days after the IG team out-briefs, IAW **Figure A6.1** to the inspected unit Commander and SAF/IGI, unless the final inspection report has already been published and distributed.

2.18.6. Final Inspection Report. NLT 30 days after the IG team departs the inspected unit, the MAJCOM IG will send the final IG inspection report and notify organizations the final IG inspection report is available in IGEMS.

2.19. Inspection Findings.

2.19.1. IGs will ensure all inspection reports address non-primary inspection activity deficiencies, including safety, surety, or issues of military discipline. **(T-1)** These concerns may directly affect an overall inspection rating at the discretion of the inspection team chief and will be documented in the final inspection report, with the exception of Nuclear Surety

Inspections (NSIs). **(T-1)** IGs will ensure inspection reports include only validated data categorized as Bench marks, Strengths, Deficiencies or Recommended Improvement Areas (RIA). **(T-1)** RIAs will not be used to document procedural deviations or non-compliance. **(T-1)** RIAs are only used to identify areas where a more efficient or effective course of action is available. **(T-1)**

2.19.2. Self-identified deficiencies. One of the primary objectives of the AFIS is to foster a culture of critical self-assessment and continuous improvement, and to reduce reliance on external inspection teams. To accomplish that, trust must be built between commanders, Airmen and the IG, beginning with the shared goal of improving the unit's effectiveness. A key component to building and sustaining in AFIS is creating an environment where Airmen feel they can safely report what's true, not what they believe their commander or the IG expects them to report. Airmen must understand their command chain and their commanders' IG teams highly value honest and accurate reporting. **(T-0)** To that end, the following apply:

2.19.2.1. Wing IGs. The responsibility for *detecting non-compliance* rests with the Wing Commander, subordinate commanders and supervisors. Wing IGs should document non-compliance in CCIP inspection reports and in IGEMS. Ratings should be positively influenced if the unit accurately identifies and reports the issue through the Self-Assessment Program, even more so, if it is apparent the unit does this on a regular basis as part of their daily battle rhythm.

2.19.2.2. MAJCOM IGs. A UEI is a multi-year, continual evaluation of the unit's effectiveness, and is intended to help the Wing Commander understand the areas of *greatest risk from undetected non-compliance.* MAJCOM IGs will document areas of significant or systemic *undetected non-compliance* in the UEI Capstone Report and enter into IGEMS. Scoring of Wing CCIP will be positively influenced if the unit CCIP accurately detects and reports in a systematic way to enable the command chain to do root-cause analysis and apply corrective actions.

2.19.3. Safety, Health and Security. Safety and Health are integral parts of every inspection. Inspectors will assess safety and health procedures and workplace hazards during all inspections; notify the appropriate commander, bio-environmental, medical, and safety offices (as appropriate) of concerns; and document the report, as required. **(T-1)** In addition, inspectors will stop an operation or task if conditions are detected that would jeopardize safety, security, or cause equipment damage. **(T-1)**

2.19.4. Surety. Nuclear surety, at nuclear capable units, is always subject to inspection during any IG inspection. Inspectors will ensure a potential nuclear surety deficiency will be brought to the immediate attention of the inspection team chief. **(T-1)**. In the event the IG determines an unsatisfactory condition exists, as described in CJCSI 3263.05B, or surety is at risk, the Team Chief should notify the appropriate levels of command and refer to AFI 13-503, *Nuclear-Capable Unit Certification, Decertification and Restriction Program.*

2.19.5. Benchmarks. Benchmarks are submitted by inspection teams and approved by the MFM and HAF FAM. The IG team chief approves or rejects the submission, while the HAF FAM has final authority to approve or reject the benchmark. IG teams process benchmarks as follows:

2.19.5.1. Inspectors or Inspection Augmentees, who are Subject Matter Experts (SME) on an IG team, may identify potential benchmarks during the normal course of conducting inspections. SMEs will gain approval for benchmark submissions from the IG team chief prior to finalizing it in the inspection report. **(T-1)**

2.19.5.2. After the IG team chief authorizes a submission, the SME must formally submit the benchmark through their chain of command and the functional chain for further approvals. **(T-1)** The SME will follow the specific instructions on the AFIA SharePoint site: **https://cs1.eis.af.mil/sites/afia/Benchmarks/default.aspx**. **(T-1)**

2.19.5.3. The normal flow of approval is Wing to MAJCOM to HAF (or Agency). In order to keep the appropriate Functional and leadership chains involved, Wings must not send approval requests directly to HAF FAMs. When forwarding a benchmark approval request to the MFM, Wings must also info their MAJCOM IG. **(T-1)** The MFM, in coordination with the MAJCOM IG, forwards the submission to the HAF FAM.

2.19.5.4. The SME will e-mail the proposed benchmark to the IG and FAM/MFM one organizational level higher than the IG team accomplishing the inspection. **(T-1)** The IG team chief should accomplish this task during the course of the inspection, but not later than 30 days after the inspection was conducted. FAMs/MFMs have 30 days from submission of a benchmark to determine if they will take further steps to fully validate the submission and include it in their next update to policy or other guidance, or to further develop and formally submit the benchmark as an idea using procedures outlined in AFI 38-402, *Airmen Powered by Innovation Program*.

2.19.5.5. Approved Benchmark Procedures. If accepted, the FAM should take necessary steps to institutionalize the benchmark within 1-year of submission. In addition to updating the appropriate AFI(s), SACs and other guidance, the FAM will notify SAF/IG of pending changes to Attachment 3 of this publication as applicable.

2.19.5.6. Rejected Benchmark Procedures. If the Benchmark submission is rejected, the FAM/MFM will take no further steps to validate the submission. The FAM/MFM must provide justification via email or other suitable method to the sponsoring IG team chief if rejecting a proposed benchmark. IG team SMEs will follow up to determine the status if the FAM takes no action within 30 days of submission. **(T-1)**

2.19.6. Validation. MAJCOM and Wing IGs will establish a validation process that provides the inspected unit, or the organization that owns the finding, the opportunity to clarify and/or provide additional information in a timely manner for any potential deficiencies identified during the inspection. **(T-1)** The IG Team Chief, in coordination with the unit under inspection, will coordinate with the appropriate FAMs on critical and significant deficiencies identified during the inspection. **(T-1)** All potential Safety deficiencies, regardless of severity, will be coordinated with the appropriate Safety FAM. **(T-1)** This process also applies to deficiencies levied against other Wings, MAJCOM units or HHQ organizations. **(T-1)**

2.19.6.1. When the IG determines the need for external validation of a potential deficiency, inspectors will validate with the appropriate SME at the lowest possible level, but no higher than the appropriate FAM at the IG's organizational level: Wing IGs validate with Wing FAMs if available; MAJCOM IGs validate with

MAJCOM/ANG/FOA/DRU, centralized functional activity or organizations with whom the IG team has a memorandum of agreement. **(T-1)** MAJCOM/ANG/FOA/DRU FAMs will consult with the appropriate HAF Functional to ensure proper interpretation of Air Force (or higher) policy.

2.19.6.2. FAMs or other SMEs will clarify policy and procedures, or validate that a potential deficiency does/does not comply with policy, and will not provide input/comment on the severity of a validated deficiency; that responsibility resides with the IG. **(T-0)**

2.19.6.3. Oversight Deficiencies. IGs are not required to validate deficiencies beyond the appropriate FAMs or agencies with which the IG has MOA/Memorandum of Understanding for validation support. If an external oversight team independently validates with the HAF Functional and receives contradictory information, a deficiency may be levied against the MAJCOM and/or HAF Functional.

2.19.6.4. Inspectors will ensure that all validated findings will be documented in the IG's report, and entered and assigned in IGEMS. **(T-1)**

2.19.7. Deficiency Cause Codes. Corrective action OPRs will assign Deficiency Cause Codes to all deficiencies in IGEMS IAW **Attachment 7**. **(T-1)**

2.19.8. Deficiencies External to the Inspected Unit. When a Wing or MAJCOM IG is considering writing a deficiency against an organization outside their organization (wing, MAJCOM, ANG, or FOA/DRU), the inspecting IG team chief will notify the owning IG of the potential deficiency and validation details (or AFIA for Air Staff and non-Air Force deficiencies). If applicable, courtesy copy both the tenant and host base unit soonest, preferably during the inspection but NLT five duty days after the completion of the inspection (or by next scheduled UTA for ARC units). **(T-1)** If possible, validate each deficiency with the potential Corrective Action OPR and gain concurrence that the OPR will accept the deficiency; however, Corrective Action OPR concurrence with deficiency assignment or wording is not required. Once validated, the owning IG (or AFIA) will be responsible for tracking status and notifying the inspecting IG when closed. In cases where a conflict occurs between the closure authority and the inspection authority, differences will be resolved between the next higher levels within the IG chain. If MAJCOM IGs cannot resolve the conflict, the AFIA commander will broker a resolution. In instances where the inspection involves associate units, coordination between the associated and associating units' IGs on how deficiencies are assigned, assessed, and resolved is essential to ensuring timely resolution. **(T-1)**

2.19.9. IGs will ensure deficiency write-ups include:

2.19.9.1. Be assigned a unique tracking number. **(T-1)**

2.19.9.2. Describe, in sufficient detail, the deficiency and contextual facts as necessary to clearly convey the defect requiring resolution. **(T-1)** The written description alone should be adequate for the inspected party to begin corrective action planning.

2.19.9.3. Be assigned a deficiency severity of CRITICAL, SIGNIFICANT, or MINOR. **(T-1)**

2.19.9.4. Reference the applicable instruction, technical order or other source documentation. **(T-1)**

2.19.9.5. Address impact of continued deviation or non-compliance for critical deficiencies. **(T-1)**

2.19.9.6. Identify the Corrective Action OPR charged with resolving the deficiency. **(T-1)** Identify the additional Office of Collateral Responsibility (OCR), if applicable. **(T-1)**

2.19.9.7. Deficiencies that involve hosts/tenants outside the inspected unit's chain-of-command, HHQ, other MAJCOMs, DRU/FOA, HAF or non-Air Force entities will be categorized as HHQ/Support Agency Deficiencies. **(T-1)**

2.19.9.8. Identify functional managers at the IG's organizational level for CRITICAL, SIGNIFICANT and NSI repeat MINOR deficiencies, as well as Strengths and RIAs, to assist the corrective action process or for awareness in policy execution and adherence, as applicable. **(T-1)**

2.19.9.9. Identify the Functional Area for all deficiencies, in addition to Strengths, RIAs, and Benchmarks to enable functional analysis and feedback.

2.19.10. Deficiency Corrective Actions.

2.19.10.1. Corrective action plans (CAPs) are the deficiency corrective action data which at a minimum includes root-cause(s), Deficiency Cause Code(s) assigned from **Attachment 7**, countermeasures, OPRs and ECDs to closure. CAPs are required for CRITICAL, SIGNIFICANT and NSI repeat MINOR deficiencies. IGs will document this data in IGEMS. **(T-1)** CAP approval authority must approve, modify or reject with constructive comments within 15 days of receipt (30 days for ANG). **(T-1)**

2.19.10.1.1. Root Cause Analysis. Problem-solving responsibility and the corrective action process reside at the lowest appropriate command level. Commanders will ensure RCA is completed for all deficiencies using the problem-solving approach/tool and level of effort best suited to the situation. **(T-1)** Commanders should consider using the rigor of the Continuous Process Improvement program for CRITICAL, SIGNIFICANT, and NSI repeat MINOR deficiencies to determine primary, and if applicable, contributing root causes.

2.19.10.2. MAJCOM IGs will track to closure CRITICAL, SIGNIFICANT and NSI repeat MINOR deficiencies documented by MAJCOM IGs. MAJCOM IGs will provide the inspected unit with reply instructions. The inspected unit will provide associated CAPs to MAJCOM IGs and the FAM or MFM OPR NLT 45 days (90 days for ARC units) after assigned in IGEMS. **(T-1)**

2.19.10.2.1. Wing Commanders will ensure minor deficiencies assessed during an external inspection are closed at or below the wing level. **(T-1)** The inspected unit will provide associated CAPs to Wing IGs NLT 45 days (90 days for ARC units) after assigned in IGEMS. **(T-1)**

2.19.10.2.2. The CAP OPR will report status of open deficiencies requiring MAJCOM IG tracking to the MAJCOM IG quarterly in IGEMS or IGEMS-C. **(T-2)**

2.19.10.2.3. MAJCOM IGs may close the deficiency when the CAP is entered in IGEMS or IGEMS-C, is fully implemented and the results of the plan have been validated by the Wing IG.

2.19.10.2.4. MAJCOM IGs will validate CAPs prior to closing deficiencies assessed to the MAJCOM.

2.19.10.3. Wing IGs will track to closure all deficiencies documented by Wing IG reports and provide the inspected unit with reply instructions. **(T-1)** The inspected unit will provide associated CAPs to Wing IGs NLT 45 days (90 days for ARC units) after assigned in IGEMS. **(T-1)**

2.19.10.3.1. Wing Commanders will determine deficiency closure authority for Wing IG identified deficiencies, unless the deficiency is levied against the Centralized Activities, NAF, MAJCOM or HAF. **(T-1)**

2.19.10.3.2. MAJCOM IGs will validate CAPs prior to closing deficiencies assessed to the MAJCOM.

2.19.10.4. All deficiencies should be closed within 12 months (18 months for ARC).

2.19.10.5. In instances where corrective action responsibility is assigned to both the host and tenant unit (or supported and supporting unit), IGs will assign an OPR and an OCR to correct the identified deficiencies. **(T-1)**

2.19.10.6. Deficiencies that contain potential Fraud, Waste or Abuse will be highlighted in 301inspection reports and forwarded to the MAJCOM IG for semi-annual reporting IAW AFI 90-301, *The Inspector General Complaints Resolution Program*. **(T-1)**

2.19.10.7. Wing and MAJCOM IGs will utilize IGEMS to assign all HAF-level (Air Staff and non-Air Force) deficiencies to AFIA for deficiency processing and include personnel who participated in deficiency validation. **(T-1)** AFIA will forward the deficiency and CAP requirements to the responsible HAF-level office (O-6/GS equivalent or above) for action or comment and copy the MAJCOM IG. **(T-1)** OPRs will upload CAPs in IGEMS or forward it electronically to AFIA and the MAJCOM IG in enough detail to evaluate whether to close the deficiency or keep it open. If corrective action is not complete, AFIA will follow up with the corrective action OPRs for status updates. **(T-1)** When appropriate, AFIA will close the deficiency in IGEMS in coordination with the MAJCOM IG. **(T-1)**

2.19.10.8. Adequacy Deficiencies. The Air Staff/MAJCOM/FOA/DRU/ANG Functional OPR will provide associated corrective action plans for all CRITICAL, SIGNIFICANT, and MINOR Adequacy Deficiencies to MAJCOM IGs NLT 45 days (90 days for ARC staffs) after assigned in IGEMS. **(T-1)** Recommended Improvement Areas (RIAs) under Adequacy must be officially acknowledged by assigned FAM/MFM OPR in reply to the applicable MAJCOM/IG, but no definitive action or follow up is required. Any recorded method of acknowledgement (email, memo, etc.) is sufficient for RIA acknowledgements.

2.19.11. DELETED

2.19.12. Deficiency Fix Rate (DFR). MAJCOM IGs, Wing IGs and AFIA will monitor DFR for all identified CRITICAL and SIGNIFICANT deficiencies. **(T-1)** DFR is a key measure of

performance to show the average number of days required to close a deficiency. The DFR clock starts on the date the final report is signed and published. The DFR clock stops when the deficiency is closed. For a long-term deficiency (one in which the fix runs through the Future Years Defense Plan), once the proper mitigation is in place to effectively manage the deficiency risk, deficiency closure may be appropriate. **(T-1)**

2.19.13. The Deficiency Cause Codes listed in **Attachment 7** apply to all inspections listed in this AFI. Assign all Deficiency Cause Codes required to describe the deficiency. Commonly, more than one Deficiency Cause Code will be applicable. **NOTE:** If the code "OT" (Other) is used, IGs will ensure that a full description is included. **(T-1)**

2.19.14. IGEMS has the capability to report "REPEAT DEFICIENCIES". The customer checks "Repeat Deficiency" and the final report will automatically generate "REPEAT DEFICIENCY" at the beginning of the write-up.

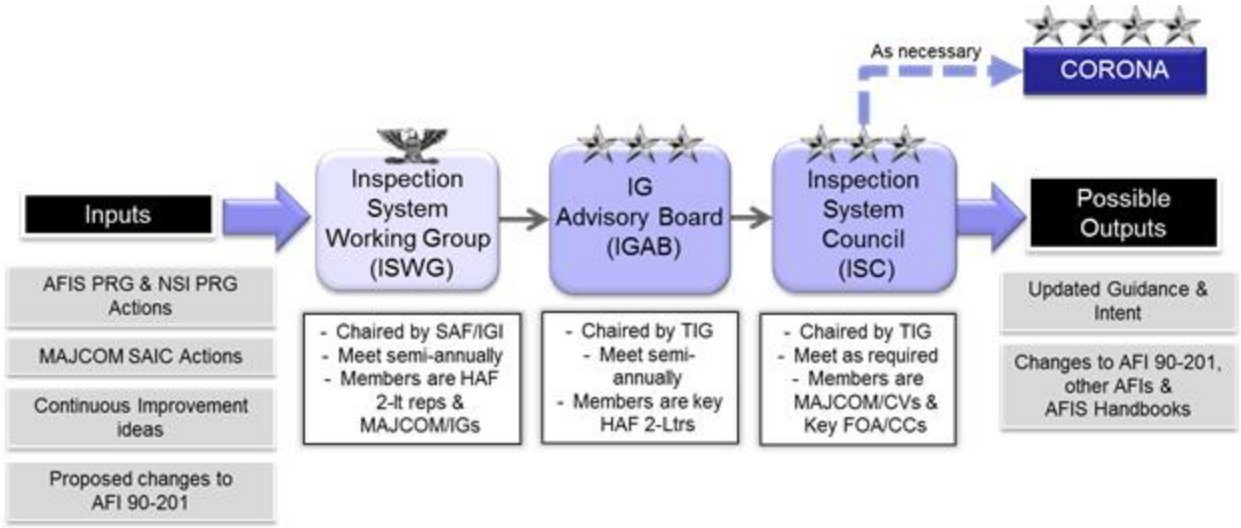
2.20. Inspection Outbrief. The IG, in coordination with the Wing Commander, will determine the timing, location, and format of the inspection outbrief. Because CCIP is the cornerstone of AFIS, a mass outbrief has little value added and encourages legacy mindset. Therefore, the UEI outbrief will typically be a one-on-one meeting with the wing commander or with a very small leadership audience. Inspection outbriefs do not have to be in person, it is up to each MAJCOM IG to determine the best format with their available resources.

2.20.1. Inspection outbriefs are considered a version of the inspection report and consequently fall within releasability restrictions. DoD members, contractors, consultants, and grantees are permitted to attend inspection outbriefs at the discretion of the unit commander if part of the very small leadership audience; however, community leaders and the general public are not authorized access to inspection results, to include outbriefs, except as permitted by DOD 5400.7-R_AFMAN 33-302 (see **paragraph 2.18.3**)

2.21. The Air Force Inspection System Governance Process.

2.21.1. The governance process is executed by three groups shown in **Figure 2.4**. SAF/IGI will ensure charters for each of the groups contain detailed duties and functions.

Figure 2.4. Air Force Inspection System Governance Process.



2.21.1.1. Inspection System Working Group (ISWG). The ISWG meets semi-annually to discuss the adequacy of the AFIS and proposals for improving the AFIS. The ISWG is chaired by SAF/IGI with membership from key HAF 2-letter O-6/Civilian Equivalent representatives (AF/A1, AF/A2, AF/A3, AF/A4, SAF/CIO A6, AF/A5/8, AF/A9, AF/A10, AF/SG, AF/JA, SAF/AA, SAF/IE, AF/SE, ANG/IG, SAF/FM) and MAJCOM IGs. The ISWG will vet proposals and track action items for consideration by the Inspector General Advisory Board (IGAB) and/or the Inspection System Council (ISC).

2.21.1.2. Inspector General Advisory Board (IGAB). The IGAB meets semi-annually to discuss issues forwarded by the ISWG and any other inspection related business deemed appropriate for this forum. SAF/IG chairs the IGAB, comprised of key 2-letter Functionals, or their Deputies. SAF/IGI is the Executive Secretary for the IGAB.

2.21.1.3. Inspection System Council (ISC). The ISC meets as required in conjunction with existing MAJCOM/CV meetings to discuss any inspection related business and to approve/disapprove suggestions for improving the AFIS submitted by the ISWG or IGAB. SAF/IG chairs the ISC, comprised of MAJCOM/CVs and selected FOA/DRU Commanders. SAF/IGI is the Executive Secretary for the ISC.

2.21.2. Process to Change List of Authorized Inspections (**Attachment 2**) or Inspection Requirements (**Attachment 3**). Air Force agencies should submit requests to change, add or subtract an inspection activity listed in **Attachment 2**, or an inspection requirement listed in **Attachment 3**, to the appropriate HAF 2-letter for coordination. AF/JA will determine all JA Functional inspection requirements. HAF 2-letters may submit the recommendation to SAF/IGI at **usaf.pentagon.saf-ig.mbx.saf-igi-workflow@mail.mil** for vetting through the AFIS Governance Process. The request should include a 1-page justification, OPR and phone number for further clarification.

2.21.2.1. Non-Air Force agencies should contact SAF/IGI with a request to change/add/subtract an inspection activity in **Attachment 2**. SAF/IGI will gain TIG's approval and notify IGAB and ISC members at the next meeting.

2.21.3. TIG-approved changes. TIG may modify the AFIS to meet SECAF/CSAF intent. Decisions reached during an IG conference or IG-led Process Review Group (to include the NSI PRG) will be incorporated into AFI 90-201 with SAF/IG approval.

2.21.3.1. Approved changes to the AFIS will be published via Guidance Memorandum, Interim Change, or complete revision of this publication.

2.21.4. AFIS Suggestion Program. Any airman may submit an idea for improving the Air Force Inspection System to SAF/IGI at **usaf.pentagon.saf-ig.mbx.saf-igi-workflow@mail.mil** with the words "AFIS Improvement" in the subject line.

Chapter 3

THE MANAGEMENT INSPECTION (MI)

3.1. Introduction. The MI is an above Wing-level (SAF/HAF/MAJCOM/NAF) inspection. It is designed for Management Headquarter organizations that have multiple Wing-level or higher organizations reporting to it (Example: Numbered Air Force, MAJCOM, DRU and HAF staffs). FOAs can receive an MI upon TIG direction, in addition to any normally scheduled UEI. The MI is based on fundamental principles of a well-managed organization and uses benchmark industry criteria to gauge the level of an organization's performance excellence.

3.1.1. MAJCOM IGs may conduct an MI on their subordinate organizations (MAJCOM Directorates, NAF, FOAs, etc.) using AFIA's checklist, methodology, and grading criteria and inspectors that are MI-certified IAW AFIA criteria. AFIA will conduct MIs on MAJCOM staffs as a whole. MAJCOM directors will coordinate with AFIA/ET prior to scheduling initial MIs.

3.2. Purpose. The purpose of the MI is to inspect the performance of the organization in respect to the authority granted (example: Mission Directive) to perform the mission and the respective outputs and/or outcomes of the products produced and or services provided. It is this area between the mission and output/outcome that drives the MI focus. The inspection will look back as far as required to measure organizational effectiveness.

3.3. Execution. AFIA will ensure all MAJCOMs, SAF/HAF DCS Staffs and some Direct Reporting Units receive a Management Inspection within a 4 year inspection cycle. **(T-1)** MAJCOM IGs may provide MI below the directorate in accordance with MAJCOM/CC Inspection program. During the inspection cycle, at least two continuous evaluations will be conducted as an on-site visit (OSV) or virtually. **(T-1)** All inspections will be loaded into Gatekeeper at least one year in advance and a notification letter sent to DCSs, Commanders or Directors sixty days prior to the inspection. (**T-1)**

3.3.1. MIs are initiated virtually by inspecting documents received from a data call to the organization, and direct data pulls from the AF Portal or other means. The MI culminates with on-site validation/verification of potential findings which are then provided in a final report. A draft report is given to the Commander/Director of the organization before the team departs.

3.3.2. As part of the inspection process, the inspection team will send an approved survey to all members of the inspected organization. Upon receipt of survey responses, the team will analyze responses and develop subsequent "boots-on-ground" interview questions.

3.3.3. Senior leader and customer interviews will be conducted with the owning headquarters organization to discuss their perspectives on the inspected organization. This is followed up with subordinate organization and/or customer interviews, contacting as many as necessary prior to visiting the inspected organization.

3.3.4. Pre-scheduled Functional and Airman-To-IG Sessions – Group and - Individual (ATIS-G/ATIS-I) will be conducted on-site after the initial introductions and inspection in-brief are completed. Everything said during ATIS-G/ATIS-I sessions is a protected IG communications. Anything communicated to an IG member during ATIS-G/ATIS-I sessions

is protected from reprisal by federal law under Title 10 of the United States Code. It is illegal for anyone to take any adverse personnel action against a member for protected communications with an IG member. Compliance-oriented By-Law items will also be inspected in addition to Functional and ATIS sessions.

3.3.5. A draft final report will be prepared and delivered to the organization's leadership in conjunction with the final outbrief, detailing ratings for each of the 7 MGA's as well as any Deficiencies, Recommended Improvement Areas and Strengths confirmed by the inspection team during the on-site visit. The final report will not reveal any survey or ATIS-G/I data disaggregated below the organizational level, in order to protect individual anonymity. Additionally, comply with all inspection report guidance found in **Chapter 2**. Note that the Team Chief has final decision authority for the grades and ratings assigned during an MI.

3.4. Rating. Overall management performance is rated using a two-tiered scale of EFFECTIVE or INEFFECTIVE. The management MGAs are rated with the three-tier scale of HIGHLY EFFECTIVE, EFFECTIVE or INEFFECTIVE, defined as the following:

3.4.1. HIGHLY EFFECTIVE – The rating given to indicate performance or operations exceed mission requirements. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed and relatively deficiency-free. Risk-based criteria are often applied when allocating resources and making decisions. Root-cause analysis is often used to find and fix problems.

3.4.2. EFFECTIVE – The rating given to indicate performance or operations meet expectations and mission requirements. Procedures and activities are carried out in an effective and efficient manner. Programs and processes are measured and repeatable. Risk-based criteria are usually applied when allocating resources and making decisions. Root-cause analysis is usually used to find and fix problems. Deficiencies exist that do not impede or limit mission accomplishment.

3.4.3. INEFFECTIVE – The rating given to indicate performance or operation needs significant improvement. Procedures and activities are not carried out in a competent manner, or produce unreliable results. Resources and programs are not well managed. Risk and resource scarcity is rarely considered in decision-making processes. No effort at increasing efficiency or reliability is evident. Deficiencies exist that impede or limit mission accomplishment.

3.5. Air Force Management Inspection MGAs. The MI inspects the following 7 MGAs:

3.5.1. Strategic Planning. Air Force strategic planning is a process which begins with the Commander's or Director's understanding of Air Force strategic planning guidance, as it applies to the organization's mission. Strategic thinking and planning enables the planning team to conceive and articulate the organization's vision, mission, priorities, goals, and objectives in an approved strategic plan. The strategic plan becomes the overarching playbook that defines and guides subordinate organization plans.

3.5.1.1. Communicates Commander's intent.

3.5.1.2. Aligns the organization to common direction, focus, goals, metrics, and actions.

3.5.1.3. Aligns resources.

3.5.1.4. Assigns accountability and responsibility.

3.5.1.5. Cascades throughout the levels of the organization - shows how each level's mission, priorities, metrics, and objectives support the parent organization.

3.5.1.6. Uses a systems approach that requires alignment and integration of people, processes, and strategy.

3.5.2. Organizational Management. Senior leaders throughout the organization establish and maintain a culture of customer engagement, develop the organization's future leaders, and recognize and reward contributions by workforce members. Leadership:

3.5.2.1. Addresses the need for a responsible, informed, transparent, and accountable governance or advisory body that can protect the interest of key stakeholders.

3.5.2.2. Ensures organizational governance is independent in review and audit functions, as well as a function that monitors organizational and Commander/Director performance.

3.5.2.3. Ensures performance management and improvement is addressing (1) the need for ethical behavior, (2) all legal and regulatory requirements, and (3) risk factors.

3.5.2.4. Clearly communicates mission, vision, and goals throughout the organization.

3.5.2.5. Drives strategy planning then deploys the strategy.

3.5.2.6. Leads change and communicates to the organization they must manage the change, not assume it will happen.

3.5.2.7. Empowers subordinates, grants full authority, and optimizes available resources to accomplish the mission.

3.5.2.8. Commits to and has oversight of a standardized method and mindset for reducing waste in all of the processes used to execute the mission, to include feedback from those executing policy and guidance - an endless pursuit to identify and eliminate waste, adapt to change, and practice Continuous Process Improvement (CPI).

3.5.2.9. Sustains a culture of CPI.

3.5.2.10. Maintains oversight of the CCIP or Self-Assessment Program.

3.5.2.11. Maintains fiscal responsibility.

3.5.2.12. Maintains oversight of a risk management program.

3.5.2.13. Stays abreast of the organization's climate by using formal and informal methods for assessing morale.

3.5.3. Customers. The value of the organization's product or service is determined by the customer who is the recipient of the output. Organizations must engage their customers for long-term success, including listening to the voice of the customer, building customer relationships, and using customer information to improve and identify opportunities for innovation.

3.5.3.1. Voice of the Customer (VOC). Selection of VOC strategies depends upon the organization construct. To effectively listen to and learn from customers, there must be a close link with the overall strategy of the organization.

3.5.3.2. Customer Engagement (CE). CE is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause

determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

3.5.3.3. Adequacy. The Adequacy portion of the Customers MGA will assess MAJCOM or SAF/HAF overall functional programs addressing resource issues in subordinate units. Commanders are entrusted with resources to accomplish a stated mission. Those resources include: manpower, funds, equipment, facilities and environment, guidance, and Airmen's time. As part of managing their resources, higher echelon commanders must ensure adequate resources are provided to subordinate commanders. This includes all of the aforementioned resources, plus a commander's intent.

3.5.4. Process Operations. The focus of this MGA is the design, management, and improvement of Key Work Processes (KWPs). KWPs are linked activities with the purpose of producing a stated output/outcome. These activities rarely operate in isolation and must be considered in relation to other processes that impact them. The method in which a KWP's performance is measured is fundamental to a high-performing management system.

3.5.4.1. Controls. Controls are in-process measurements of critical points that should occur as early as possible to minimize problems and costs that may result from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.

3.5.4.2. Results. Process results provide key information for analysis and review of organizational performance and should address key operational requirements.

3.5.4.3. The organization should have access to certified facilitators, including AFSO-21 if available, to educate and support all CPI efforts.

3.5.4.4. The organization should provide evidence of problem solving self-assessment findings, e.g., the AFSO-21 8-Step-Problem-Solving methodology.

3.5.5. Resources. The efficient and effective deployment of an organization's resources when and where they are needed is a primary foundational management principle. Such resources include financial resources, inventory, manpower, tools and equipment, facilities, specialized human skills, production materials, and information technology (IT). While no single process, technique or philosophy can be singled out as the best approach for allocating resources, it is crucial that detailed resource allocation planning, execution and monitoring continually take place.

3.5.5.1. Financial Plan. All resources should be addressed in the Financial Plan and demonstrate financial sustainability of the organization. Financial planning projects, prioritizes, and plans the expenditures for the mission area to drive informed decisions that support the mission, assess risk, and focus on cost as opposed to budget, as a primary measure of performance.

3.5.5.2. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Managment Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organizational chart. All are inspected for any disconnects amongst the documents, such as mismatches, double billets, etc. If there are any mismatches or variations of personnel assigned, the IG will evaluate the commander's decision-making process for making the change.

3.5.5.3. Continuum of Learning. Comprised of education, training, and experience. The organization should be current in the levels of training required pursuant to competencies in accomplishing the mission.

3.5.6. Data-Driven Decisions. Central to making informed decisions is using data and information that is reliable, quality-based, and available. How the organization selects and uses data and information in decision-making is critical to the achievement of key organizational results and strategic objectives, to anticipating and responding to rapid or unexpected organizational or external changes, and to identifying best practices to share.

3.5.6.1. The organization will be inspected on its ability to establish metrics and decision-making; its ability to identify, evaluate, and assimilate data/information from multiple streams, and its ability to differentiate information according to its utility and its uses of information to influence actions and decisions.

3.5.7. Organizational Performance. Organizations must be both effective and efficient in order to be successful.

Table 3.1. Effectiveness and Efficiency.

Effectiveness	Efficiency
Doing the right things – encourages innovation	Doing things in the right manner – demands documentation and repetition of the same steps
Constantly measures if the actual output meets the desired output	Output to input ratio – focuses on getting the maximum output with minimum resources
Focuses on achieving the "end" goal – takes into consideration any variables that may change in the future	Focuses on the process – importance given to the "means" of doing things
Keeps long-term strategy in mind & is adaptable to changing environments	Present state or the "status quo"
Looks at gaining success	Requires discipline and rigor
	Looks at avoiding mistakes or errors

3.5.7.1. The output or outcome is a direct link to the Mission Directive and Mission Statement.

Table 3.2. Output and Outcome.

Output	Outcome
What the org does and who they reach	Level of performance or achievement - impacts
What is created at the end of a process	Associated with the process or output
Typically tangible and more easily measured objectively	Quantification of performance and assessment of the success of the process
The quality, timeliness, and quantity of outputs contributes to outcomes	Difficult to measure - typically measured subjectively by approximation
	Answers, "what difference did it make?"

3.5.7.2. The organization is expected to function within its authority, work within its scope, and not duplicate a role of another organization or section internal to itself.

3.6. Self-Assessment.

3.6.1. Organization leadership has the legal authority and responsibility to inspect their sub-organizations. A robust self-assessment program can find and mitigate deficiencies or weaknesses and improve the organization's ability to produce the most efficient, effective, economical and disciplined outputs and outcomes. The ability of individual airmen to monitor and regularly report on the compliance of their processes with applicable guidance via standardized checklists or standardized reporting tools offer a well-structured approach to a robust self-assessment program. Independent verification of these assessments provides leadership with confidence in their accuracy and validity. Such validated findings should then drive a root-cause analysis process which will feed improvements back into the strategic planning, organizational management, data-driven decision-making and other key management principles.

3.6.2. All organizations will have a Self-Assessment Program IAW AFI 1-2. HAF, MAJCOM, NAFs, FOAs and DRUs will develop and document a structured Self-Assessment Program. Recommend the CCIP guidelines in Chapter 5 be considered for developing an organization's customized SAP using either the four UEI MGAs or the seven MI MGAs. NOTE: All wing and wing equivalents, as defined in paragraph 2.2., must implement CCIP using the MGAs of the UEI as defined in Chapter 4. **(T-1)** Wing and wing equivalents with nuclear capable units must also implement CCIP using the MGAs of the UEI to assess nuclear mission areas. **(T-1)**

Chapter 4

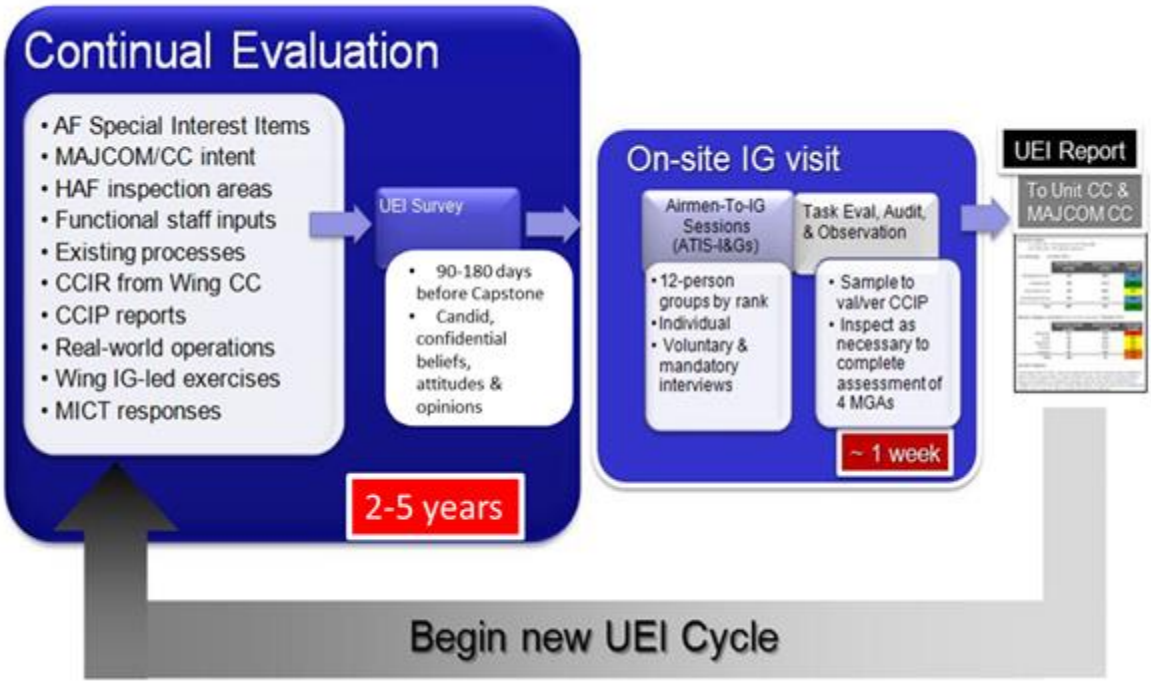
THE UNIT EFFECTIVENESS INSPECTION (UEI).

4.1. General Information. The UEI integrates elements of compliance and readiness with new inspection elements to create a new IG inspection of unit effectiveness. Conducted by MAJCOM IGs and AFIA on Wings (as defined in **paragraph 2.2**), the UEI is a continual evaluation of performance throughout the inspection period—a "photo album" versus a snapshot. The inspection period begins immediately after the close-out of the previous UEI report. The UEI inspects the following four MGAs—Managing Resources, Leading People, Improving the Unit and Executing the Mission—and the sub-MGAs detailed in **Attachment 4**.

4.2. Purpose. UEIs validate and verify a Wing's CCIP for accuracy, adequacy and relevance, and provide an independent assessment of the Wing's resource management, leadership, process improvement efforts and ability to execute the mission. A UEI is a multi-year, continual evaluation of the unit's effectiveness, and is intended to help the Wing Commander understand the areas of *greatest risk from undetected non-compliance.*

4.3. UEI Schedule of Events (SOE). Using a risk-based methodology; the MAJCOM IG will follow the UEI SOE in the conduct of a UEI (see **Figure 4.1**). The MAJCOM IG will ensure that a final report and grade will be provided to the Wing Commander and MAJCOM Commander. This report includes 2 grades: one grade on the Wing's effectiveness and another grade on the adequacy of resources provided to the Wing. The adequacy grade provides a MAJCOM Commander an assessment of the support the Wing is getting from HHQ staffs.

Figure 4.1. UEI SOE.



4.4. Duties and Responsibilities.

4.4.1. **MAJCOM Commander:**

4.4.1.1. Implement and sustain the UEI in accordance with this instruction.

4.4.1.2. Develop a MAJCOM battle rhythm to facilitate UEI risk-based sampling strategy which enables continual evaluation of all Wings and gained Wings.

4.4.1.3. Allow Wing Commanders the latitude to develop their own CCIP.

4.4.1.4. Hold Wing Commanders accountable for Commander's Inspection Report (CCIR) accuracy.

4.4.2. **MAJCOM IGs:**

4.4.2.1. Continually evaluate unit effectiveness with MAJCOM Functional Manager assistance.

4.4.2.1.1. Build a tailored risk based sample strategy for each wing based on input from SECAF, CSAF, TIG, MAJCOM Commander, ANG, NAF Commander, Wing Commander, MAJCOM Functional Manager (or centralized functional activity or FOA as appropriate), this instruction's **Attachment 3**, self-assessment data, survey results, virtual inspections, and available IG resources to inform the UEI.

4.4.2.1.2. Coordinate with respective Gatekeeper to schedule and synchronize all on-site visits conducted as part of the continual evaluation or Capstone event.

4.4.2.1.3. GMAJCOMs will consolidate UEI Continual Evaluation data for ANG Wings (from GMAJCOM, ANG staff and FOA/DRUs), provide analysis and develop a risk-based sampling strategy based on GMAJCOM Commander guidance.

4.4.2.1.3.1. The majority of ANG wings are multi-MAJCOM, gained by one GMAJCOM while having one or more subordinate/supported units gained by other MAJCOMs. The GMAJCOM for a multi-MAJCOM ANG wing will lead/conduct UEI Continual Evaluation throughout the UEI cycle in partnership with ANG headquarters and other MAJCOMs and IAW established Memorandum of Understanding (MOU) between MAJCOM/IGs and in coordination with ANG/IG.

4.4.2.2. Validate and verify the Wing CCIP.

4.4.3. All MAJCOM/FOA/DRU/Centralized Activity Functional Managers:

4.4.3.1. Participate in the command's UEI continual evaluation process and coordinate with the MAJCOM IG to identify areas of interest and/or emphasis items for the UEI by monitoring data from each Wing. Use tools like MICT, trend analysis, and any other existing functional process in order to protect your equities at a minimum workload, and directly contribute to the IG's risk-based sampling strategy.

4.4.3.2. Recommend inspector augmentees with functional expertise to MAJCOM IGs.

4.4.3.3. For areas in which a MAJCOM HQ has limited expertise due to consolidation of subject-matter-experts, MAJCOM/Centralized Activity Functional Managers responsible for oversight for that MAJCOM will execute the UEI continual evaluation process and coordinate inspection augmentees to support the IG.

4.5. UEI Methodology. The following guidance will be used to assist the MAJCOM IG in developing sound inspection policy for conducting the UEI.

4.5.1. Inspection Team. The MAJCOM IG will assemble a team to perform the inspection and submit the report to the Wing Commander, NAF Commander, ANG IG (as applicable for ANG units) and MAJCOM Commander upon completion. The inspection team will consist of a sufficient number of assigned IG inspectors and augmentees as required to conduct UEI inspections under the authority of the MAJCOM IG.

4.5.1.1. When non-IG inspections are synchronized by the MAJCOM Gatekeeper, the MAJCOM IG Team Chief will coordinate with the non-IG inspection Team Leader to minimize any adverse effects on the unit's mission and to prevent any unnecessary duplication of effort or use of installation resources.

4.5.2. Risk-based sampling strategy. The UEI is not primarily focused on detecting non-compliance; rather, the UEI should validate and verify the commander's own compliance detection program, identifying areas for the Wing Commander where he/she has significant *risk of undetected non-compliance*. HAF Functionals identified areas in **Attachment 3** where the *risk from undetected non-compliance* is greatest for a Wing Commander, an Airman or the Air Force. To identify areas where there may be risk of undetected non-compliance, the MAJCOM IG team must develop a risk-based sampling strategy for each Wing that inspects areas identified in **Attachment 3** based on the IG's assessment of the following:

4.5.2.1. SECAF and CSAF areas of emphasis and Special Interest Items.

4.5.2.2. MAJCOM commander's intent, areas of emphasis and CIIs.

4.5.2.3. TIG and MAJCOM IG direction or guidance.

4.5.2.4. HAF and MAJCOM Functional Authority areas of emphasis, including mandatory items in **Attachment 3**.

4.5.2.5. MICT and IGEMS data and other metrics.

4.5.2.6. Wing Commander's Inspection Reports.

4.5.2.7. Available inspection reports from **Attachment 2** approved events.

4.5.2.8. Maturity and reliability of individual Wing CCIPs.

4.5.2.9. Wing commander-requested emphasis areas. Wing Commanders may request the MAJCOM IG team focus on certain programs or units for further validation or verification.

4.5.2.10. Inspection resource availability (e.g. TDY funds, inspectors).

4.5.2.11. MAJCOM IGs should consider using the UEI Handbook to develop their Risk-Based Sampling Strategy.

4.5.3. Frequency. MAJCOM IGs will establish a 24-30 month UEI cycle for each RegAF and a 48-60 month UEI cycle for ANG Wings. AFRC Wings will be inspected by HQ AFRC and lead MAJCOM IGs on a 24-30 month cycle. MAJCOM IGs will ensure all elements of the UEI are completed within this timeframe (i.e., continual evaluation, survey, on-site Capstone inspection, and report) IAW this instruction.

4.5.3.1. Respective MAJCOM inspection responsibilities and lead relationship will be documented in MAJCOM-to-MAJCOM Memorandums of Understanding or Reciprocity Agreement, as applicable, between HQ AFRC and lead MAJCOM IGs, to be approved no lower than the respective MAJCOM IGs.

4.5.3.2. In addition to the Capstone visit, ANG Wings will receive at a minimum, an on-site visit from the GMAJCOM IG near the 24-month period. The GMAJCOM IG will ensure those inspection requirements that must be evaluated more frequently than 48-60 months are accomplished during this mid-point visit. However, MAJCOM IGs may elect to stage additional on-site visits in conjunction with ANG wing exercises, training events and actual mission performance.

4.5.3.3. TFI Wings.

4.5.3.3.1. MAJCOM IGs will coordinate with each other and the Wing Commanders of Associate Wings to determine reasonable/practical scope and scale of the units' participation in scheduled inspections.

4.5.3.3.2. For TFI associations in which one or both units is graded INEFFECTIVE, the MAJCOM IGs will coordinate with each other and both Wing Commanders to determine re-inspection timeline and scope.

4.5.3.4. In addition to the Capstone visit, nuclear capable units will receive at a minimum, one nuclear focused OSV within the UEI cycle. Nuclear focused OSVs do not award NWTI/NSI credit. It is an additional "snap-shot" in the UEI photo album.

4.5.3.4.1. Any validated data (deficiency, RIA, strength) will be assessed to a relevant UEI MGA and documented as such; however, no overall unit grade (e.g. SAT/UNSAT) is required. This data will be used to inform the UEI risk based sampling.

4.5.3.4.2. In the event a MAJCOM/IG determines an unsatisfactory condition exists, as described in CJCSI 3263.05B, or surety is at risk, the Team Chief should notify the appropriate levels of command and refer to AFI 13-503, *Nuclear-Capable Unit Certification, Decertification and Restriction Program.*

4.6. Continual Evaluation. The continual evaluation phase of the UEI begins immediately after the Capstone visit is complete and the draft report is given to the Wg/CC. IGs should use all available Wing performance data to develop an overall assessment, including, but not limited to: Functional Manager input, MICT data, self-assessment data, external inspection results and Wing CCIP reports. The IG may discover the best opportunity to inspect the Wing's ability to execute the mission occur during the continual evaluation phase, through virtual or on-site inspections. These opportunities may be with notice, limited notice or no-notice, and include, but are not limited to: exercises, training events and actual mission performance. The information gathered is a part of the overall rating and grade.

4.6.1. For AFIS, continual evaluation is defined in the continuous feedback provided to process owners from the supervisor's chain of command, wing IGs, functional oversight agencies (such as MAJCOMs, FOAs, HAF/SAF FAMs, AF Installation and Mission Support Center, etc) and MAJCOM IGs during the UEI cycle. Any deficiency or non-compliance found during the continual evaluation should be provided to the process owner, chain of command, and MAJCOM IG. Continual evaluation activities may not always be inspections, but they all provide accurate and functionally-assessed data upon which IGs at all levels use to inform their risk-based sampling strategy and grading determination.

4.6.1.1. Above the wing level, MAJCOM, FOA, NGB, ANG and HAF functional experts monitor unit activities through reporting via functional metrics, reports, MICT and wing-level and MAJCOM inspection reports. Any deficiency or non-compliance found during the continual evaluation period should be provided directly to the unit-level process owner, the chain of command, and ultimately to the MAJCOM IG for inclusion in the wing's UEI "photo album" of performance.

4.6.1.2. At the wing level and below, front line supervisors and commanders ensure compliance and readiness. **(T-1)** They validate this through direct supervisor involvement with activities and reporting via functional metrics, reports and MICT. The Wing IG adds to this knowledge through exercise, inspection and documented inspection reports. **(T-1)**

4.6.2. Virtual Sampling. Virtual sampling adds a critical no-notice element to the UEI, particularly as it helps validate and verify a wing's CCIP. Wings should not be notified of virtual sampling. The MAJCOM IG will include **Attachment 3** areas in their risk-based sampling strategy based on a risk assessment considering the MAJCOM Commander's guidance and intent, criticality of the area, Wing performance and available MAJCOM staff resources.

4.6.3. Wing CCIR. These reports should inform the sample strategy of the MAJCOM IG. Identified deficiencies in a Wing Commander's CCIR are an excellent opportunity for MAJCOM IGs to sample root cause analysis and commitment to continuous improvement. UEI reports and grades should reflect the outcome of RCA efforts and the resolution of issues identified in CCIRs.

4.7. UEI survey.

4.7.1. During every UEI cycle, MAJCOM IGs will administer a survey to the wing to capture candid, confidential beliefs, attitudes and opinions about matters relevant to the four UEI MGAs. The purpose of the survey is threefold: to gather data since the last on-site evaluation, to assist in determining the inspection team composition and to inform a risk-based sampling strategy for the Capstone, on-site evaluation.

4.7.2. MAJCOM IG personnel will distribute the survey link and instructions to all assigned Wing personnel approximately 90 days prior to the Capstone event (180 days prior for ARC Wings). MAJCOM IG personnel should close out the survey on a date that provides Wing personnel ample opportunity to complete the survey while also allowing MAJCOM IG personnel ample time to analyze survey results before the Capstone event.

4.7.2.1. Union considerations. Some Collective Bargaining Agreements include requirements to coordinate surveys with the union. Requirements range from including

union representatives in the drafting of questions, to notifying the union of intent to survey, to sharing results with the union. Notwithstanding the fact that these requirements are in the collective bargaining agreement, the IG has no legal obligation to comply. Under no circumstances, will MAJCOM IG teams share survey results with unit leadership or union leadership.

4.7.3. Survey results assist inspection teams understand Airmen's attitudes, beliefs and perceptions and to more precisely target their sample strategy for the on-site Capstone visit. MAJCOMs will use the SAF/IG-approved survey and may add up to 5 MAJCOM-unique questions. The survey results and analysis are intended for MAJCOM IG use only.

4.7.4. Survey participants are assured that results are not shown to their chain of command, and survey administrators will honor that promise. Under no circumstances will wing personnel, to include Wing commanders, receive copies of survey results. **(T-0)**

4.7.5. IG complaints in the UEI survey.

4.7.5.1. The UEI survey is not intended to be used to file formal IG complaints. However, all complaints, from any source (including anonymous), via any method, must be handled IAW the complaint resolution process outlined in AFI 90-301, *Inspector General Complaints Resolution*.

4.7.5.2. AFIA will submit survey results to the MAJCOM Survey Monitor.

4.7.5.3. MAJCOM IG members will screen UEI survey results for potential complaints. Any suspected complaints will be handed off to properly-trained complaints resolution personnel and processed IAW AFI 90-301.

4.7.5.4. MAJCOM IG complaints resolution personnel will determine whether the complaint is already being analyzed/resolved or under investigation via Automated Case Tracking System (ACTS) and/or contacting the Wing IG.

4.7.5.5. Complaints should be handed off to the Wing IG when appropriate, unless otherwise prohibited in AFI 90-301.

4.7.5.6. Any significant trends identified during this process should shape the on-site risk-based sampling strategy for the UEI.

4.7.6. During the out brief and in inspection reports, the Team Chief may elect to include validated details from the survey; however, these must be reported as IG validated strengths/discrepancies/RIAs/trends/benchmarks without associating the source from the survey. Once validated, these may include:

4.7.6.1. Feedback to the wing on select significant trends and proposed courses of action without compromising participant confidentiality.

4.7.6.2. Comments about criminal behavior or immediate health/welfare concerns.

4.7.6.3. If survey responses indicate an immediate health or welfare concern, MAJCOM IG personnel will make every attempt to ascertain the identity of the individual from other comment blocks (i.e. voluntarily divulging name, etc.). If the identity of the individual can be determined, contact the commander or first sergeant for the individual and request a health and welfare check.

4.7.6.4. Reports of criminal behavior will be handed over to appropriate law enforcement personnel, usually the regional Office of Special Investigations representative.

4.7.6.5. If survey responses include allegations of sexual assault, treat the allegation as an unrestricted report and comply with reporting requirements IAW AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*.

4.8. On-site Capstone Visit. The Capstone event is the final on-site visit of the UEI and the catalyst for generating a UEI report. The Capstone event is intended to last approximately one week, during which time the IG will validate and verify the CCIP, conduct Airmen-to-IG-Sessions, and independently assess unit effectiveness through task evaluations, audits and observation.

4.8.1. Grade the Wing INEFFECTIVE if either:

4.8.1.1. The inspection team believes CCIP is not accurate, adequate, or relevant. (An accurate and trusted CCIP is the cornerstone of AFIS.)

4.8.1.2. The Wing has demonstrated a chronic inability to execute the unit's primary mission.

4.8.2. Airmen-to-IG-Session-Group (ATIS-G). An ATIS-G is a highly-structured small group discussion (8-15 people), led by a MAJCOM IG facilitator specifically trained for this method. The ATIS-G is a standardized and regulated tool used by MAJCOM and AFIA for use in UEIs and MIs. In order to maintain standardization and effectiveness, wings are discouraged from employing ATIS-Gs in CCIP.

4.8.2.1. Protected Communications. Statements made during ATIS-G and ATIS-I sessions are considered protected communications (protected disclosures for DoD Civilians) as defined in AFI 90-301 for all participants except spouses. There is no legal provision for Air Force Inspectors General to offer protected communication protection to spouses. ARC Technicians will be in a military status to participate in ATIS-G and ATIS-I sessions. **(T-0)**

4.8.2.2. ATIS-G structure. ATIS-G sessions will be conducted by all MAJCOM IG teams during every UEI cycle. The SAF/IGI-approved script and structure will be used during each session.

4.8.2.3. Participants. MAJCOM IG teams will randomly choose military, DoD Civilian, and ANG State Employee participants for ATIS-G sessions. MAJCOM IG teams must coordinate names of participants with inspected units to deconflict ATIS-G attendance from other duties or scheduled days off. ATIS-G attendance is mandatory duty for military, DoD Civilians and ANG State Employees. **(T-1)** Active participation during the session is voluntary.

4.8.2.3.1. Union considerations. Depending on the content of local Collective Bargaining Agreements, the local union may have a legal right to have a representative in each ATIS-G session. This applies only when one or more participants in the ATIS-G session are subject to the bargaining agreement. ATIS-G participants, however, are not entitled to individual representatives in ATIS-G sessions. MAJCOM IG teams will coordinate with the local civilian personnel office to determine if the union desires to have representatives in ATIS-G sessions. Union

representatives will follow the same administrative and conduct rules as other participants, but will not participate in discussions.

4.8.2.3.2. Spouse considerations. Air Force commanders value the perspectives of spouses. MAJCOM IG teams will coordinate ATIS-G times for spouses. Inspection teams should use all available means to communicate available times to spouses, including, but not limited to: Key Spouse networks, Airman and Family Readiness Centers, and social media. Attendance and participation is voluntary for spouses.

4.8.2.4. MAJCOM IG teams will capture issues identified by Airmen during ATIS-Gs for SECAF consideration and report in IGEMS. Categorize issues by sub-MGA.

4.8.3. Airmen-to-IG-Session-Individual (ATIS-I). An ATIS-I is an interview between an individual unit member and a MAJCOM IG inspector. ATIS-I are considered protected communications as described in **paragraph 4.8.2.1**.

4.8.3.1. ATIS-I structure. ATIS-I sessions are used to clarify information, fact-find, or corroborate other information. There is no prescribed structure for an ATIS-I.

4.8.3.2. Participants. MAJCOM IG teams may choose military, DoD Civilian and ANG State Employee participants for ATIS-I sessions. Prior coordination is not required, but highly encouraged when interviewing unit leadership. ATIS-I session participation is mandatory for military, DoD Civilians, and ANG State Employees.

4.8.3.2.1. Union considerations. Unlike ATIS-G events, there are no specific union considerations when conducting ATIS-I events. The local union does not have a legal right to have a representative in any ATIS-I session. Participants are also not entitled to individual representatives in ATIS-I sessions.

4.8.3.2.2. Spouse considerations. Participation is voluntary for spouses.

4.8.4. On-site Audits, Evaluations, and Observations. Wing performance should play a part in determining the scope and depth of the on-site IG visit based on assessment of continual evaluation, risk and Commander's discretion. Excellent performance throughout the UEI period may reduce the depth and scope of the inspection sample. Conversely, questionable performance may require a broader or deeper inspection. MAJCOM IGs should consult with the FAM to determine requirement for an on-site audit in order to accomplish self-assessment requirement driven by external policy and/or to effectively validate the results of the UEI virtual review.

4.8.5. Inspection teams will have a handoff plan in place in the event a complainant, victim, or whistle-blower comes forward during any on-site inspection. All inspectors will have contact information immediately available for appropriately-trained complaints resolution IG members, law enforcement, SAPR representative, chaplain or other helping agency as appropriate. **(T-0)**

4.9. UEI Reports. The UEI report covers the entire UEI period. Once the MAJCOM IG report is submitted, the Wing immediately enters into the next UEI cycle. The UEI report will specifically include two distinct grades. One grade is the wing grade, the other is the "adequacy of resources" grade. The adequacy grade provides a MAJCOM Commander an assessment of the support the wing is getting from HHQ staffs. The report will not reveal any survey or ATIS-

G/I data disaggregated below the wing level. Additionally, it will comply with inspection report guidance found in **paragraph 2.18**.

4.9.1. UEI Scoring.

4.9.1.1. Scoring. To standardize UEI ratings across the Air Force and to enable Air Force-level trending, all MAJCOM IG Teams will use a standardized numerical scoring methodology to assess the effectiveness and efficiency of processes related to each Major Graded Area. The resulting score correlates with the 3-tier ratings listed in paragraph 4.9.4.

4.9.1.1.1. MAJCOM IG teams will use the UEI scoring tool provided by SAF/IGI until such time as a scoring capability is resident in IGEMS. All areas must be scored. Submit the completed UEI scoring tool to SAF/IGI and AFIA/ET prior to posting the final report in IGEMS.

4.9.1.1.2. The Team Chief may adjust the final rating at his or her discretion, however will not adjust scores to match final 3-tier rating. Scores will not be disclosed to Wings, but will be aggregated with other Wings' scores for Air Force-level trend analysis.

4.9.1.1.3. Each sub-MGA will be scored by multiple inspectors (a minimum of three different inspectors/inspection augmentees) using all available data gathered during the entire UEI cycle. Only inspectors/inspection augmentees who have been trained in UEI scoring methodology should participate in UEI scoring.

4.9.2. **UEI Rating.**

4.9.2.1. MAJCOM IG Team Chiefs will assign ratings based on the 3-tier rating system found in paragraph 4.9.4.

4.9.2.2. All MGAs and sub-MGAs must be assigned ratings.

4.9.2.3. An INEFFECTIVE rating shall be handled as follows:

4.9.2.3.1. Criticality of CCIP Effectiveness. If the MAJCOM IG rates the Wing's CCIP INEFFECTIVE, regardless of performance in other areas, the overall UEI rating is INEFFECTIVE.

4.9.2.3.1.1. Prior to 1 Oct 2016, the MAJCOM IG inspects, scores, and rates CCIP, but will not include the CCIP score/rating in the MGA 3 or overall UEI scores/ratings for a unit's first UEI.

4.9.2.3.1.2. For subsequent UEIs (and all after 1 Oct 2016), the MAJCOM IG will include the CCIP score/rating in the MGA 3 and overall UEI scores/ratings.

4.9.2.3.2. Re-inspection for INEFFECTIVE CCIP. The wing will receive a rigorous compliance-focused on-site IG visit to validate and verify (val/ver) CCIP within 90 days (180 days for ARC). The highest possible rating for this 90-day (180 days for ARC) CCIP val/ver is EFFECTIVE.

4.9.2.3.2.1. MAJCOM Commander approval is required to exceed re-inspection timelines.

4.9.2.3.2.2. If the Wing receives an INEFFECTIVE during the re-inspection, the Wing begins a shortened, 1-year (2-year for ARC) UEI cycle. If the Wing receives an EFFECTIVE, the wing returns to the normal UEI cycle (24-30 months, or 48-60 months as appropriate).

4.9.2.3.3. Re-inspection for other INEFFECTIVE ratings. If a Wing's overall rating is INEFFECTIVE, or if any MGA or sub-MGA other than CCIP is rated INEFFECTIVE, schedule an on-site IG visit within 6 months (1 year for ARC). MAJCOM Commander approval is required to exceed re-inspection timelines. The MAJCOM IG will determine whether to re-inspect all areas, or focus on only those with INEFFECTIVE ratings.

4.9.3. Team Chiefs are the final decision authority on ratings assigned during a UEI. However, Team Chiefs will not adjust numerical scores to match ratings. Team Chiefs will consider widespread and/or Critical undetected non-compliance/mission failure/leadership failure when assigning a grade to the CCIP.

4.9.4. The 3-tier rating system is based on the Commander's Duties and Responsibilities section of AFI 1-2 and the following criteria. Execution of the rating system is outlined in the UEI Handbook.

4.9.4.1. OUTSTANDING –This rating indicates the Wing meets/exceeds the criteria for an EFFECTIVE rating AND most or all of the following are consistently true:

4.9.4.1.1. Mission activities, programs and processes are executed in an increasingly cost-effective manner.

4.9.4.1.2. Results of long-term commitment to continuous process improvement are evident.

4.9.4.1.3. CCIP is institutionalized, used to measure and report improvements in all 4 MGAs, and provide actionable feedback to HHQ on manpower, funds, equipment, facilities and guidance adequacy.

4.9.4.1.4. Leaders' decisions and priorities demonstrate genuine care for their Airmen.

4.9.4.1.5. Leaders are engaged to help Airmen achieve their own goals as well as the unit's goals.

4.9.4.1.6. Widespread evidence of high proficiency, unit pride and cohesion.

4.9.4.1.7. Programs and processes are institutionalized and produce highly reliable results.

4.9.4.1.8. Programs are nearly deficiency-free, and efforts to benchmark and share lessons learned with other Wings are evident.

4.9.4.1.9. Effective Management Systems are in place and are used to maximum effectiveness at all levels.

4.9.4.1.10. Virtually all units/programs across the Wing have embraced a culture of critical self-assessment. Problems are identified, commanders are aware of issues and solid corrective action plans are in place.

4.9.4.2. EFFECTIVE – This rating indicates most or all of the following are generally true:

4.9.4.2.1. Mission requirements are met in all mission areas (Primary, AEF and mission assurance C2) and personnel are proficient.

4.9.4.2.2. CCIP provides the command chain an accurate, adequate and relevant picture of unit performance

4.9.4.2.3. Resources are managed in an efficient and compliant manner.

4.9.4.2.4. Leaders treat Airmen with respect and provide a healthy and safe work environment.

4.9.4.2.5. Management systems are present and continuous process improvement efforts are evident.

4.9.4.2.6. Programs have few significant deficiencies and many necessary waivers are in effect.

4.9.4.2.7. Risk-based criteria are often considered when allocating resources and making decisions.

4.9.4.2.8. Critical processes are documented, measured and repeatable.

4.9.4.2.9. A majority of units/programs across the Wing have embraced a culture of self-assessment. Problems are identified, commanders are aware of issues and solid corrective action plans are in place.

4.9.4.3. INEFFECTIVE – This rating indicates the Wing does not meet all of the criteria for an EFFECTIVE rating, and some or all of the following are consistently true:

4.9.4.3.1. Wing does not demonstrate ability to meet all mission requirements.

4.9.4.3.2. Evidence exists of systemic non-compliance, widespread disregard for prescribed procedures or inadequate proficiency of unit personnel.

4.9.4.3.3. The number and severity of deficiencies preclude or seriously limit mission accomplishment and/or increase risk to Airmen.

4.9.4.3.4. CCIP does not provide an accurate, adequate or relevant picture of unit performance.

4.9.4.3.5. Leaders do not treat Airmen with respect or do not provide a healthy and safe work environment, and Wing leadership fails to address these issues.

4.9.4.3.6. Resources and programs are not well managed.

4.9.4.3.7. Little to no evidence exists of continuous process improvement efforts

4.9.4.3.8. Management systems are not evident or are ineffective.

4.9.4.3.9. Most of the units/programs across the Wing have not embraced a culture of critical self-assessment. Problems are not identified, commanders are not aware of issues and solid corrective action plans are not in place.

4.9.4.4. DELETED

4.9.4.4.1. DELETED

4.9.4.4.2. DELETED

4.9.4.4.3. DELETED

4.9.4.4.4. DELETED

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4.9.4.5.6. DELETED

4.9.4.5.7. DELETED

4.10. UEI Augmentee Support to MAJCOM IG. MAJCOM/IG teams do not have fully qualified experts assigned from every AFSC, which may necessitate augmentation from qualified Subject Matter Experts (SME) assigned to the FAMs from throughout the Air Force, including from centralized locations such as the Air Force Installation and Mission Support Center or FOA such as the Air Force Civil Engineering Center. Individual ANG members are allowed to perform an Augmentation Inspector (AI) role in GMAJCOM funded Title-10 MPA status upon receipt of a validated request to ANG IG.

Chapter 5

THE COMMANDER'S INSPECTION PROGRAM (CCIP)

5.1. General Information. A validated and trusted CCIP is the cornerstone of the AFIS. The Wing IG is responsible to validate and verify self-assessment programs and independently assess the performance of organizations at and below the Wing level. The CCIP should give the Wing Commander, subordinate commanders and wing Airmen the right information at the right time to assess risk, identify areas of improvement, determine root cause and precisely focus limited resources; all aligned with the commander's priorities and on the commander's timeline. CCIP also facilitates requests for targeted assistance from the MAJCOM Commander and staff when and where needed. The CCIP will produce two key components: the Self-Assessment Program and the Wing's Inspection Program executed under the authority of the Wing IG to validate and verify commander self-assessments are accurate and timely, and independently assess effectiveness of subordinate units and programs. These components provide critical data to leadership about the adequacy of policy, training, manpower, funds, equipment, and facilities.

5.1.1. Purpose. The purpose of CCIP is to improve readiness, efficiency, discipline, effectiveness, compliance, and surety in Air Force Wings while allowing Wing Commanders the ability to assess their own unique mission sets in reference to Designed Operational Capabilities (DOC) statements, Mission Essential Task List and Universal Joint Task Lists, mission directives, unit type code (UTC) and other authoritative tasking documents. CCIP will identify a unit's ability to comply with policy and guidance issued from their MAJCOM or HAF. Specifically, the directives that are wasteful and those that are valuable but resource limitations prevent compliance. CCIP will help the Wing commanders reduce the risk of undetected non-compliance. **(T-1)**

5.1.2. Commander's Authority to Inspect. IAW 10 USC § 8583 and AFI 1-2, all commanders appointed by G-series orders and Civilian Directors of Military Organizations are required to inspect their organizations. Commanders will inspect to improve unit performance, readiness, efficiency, effectiveness military discipline and quality of life for their Airmen. **(T-0)**

5.2. CCIP Requirements. CCIP is mandatory for wings defined in this instruction in **paragraph 2.2**. **(T-1)** CCIP includes both a self-assessment component led by commanders and an inspection component led by the Wing IG. **(T-1)** CCIP will inspect wing-wide and subordinate unit effectiveness, as well as assessing cross-unit programs as directed by the Wing Commander. **(T-1)** Commanders will determine the appropriate scope, scale, timing and methodology to most effectively accomplish the objectives of CCIP IAW this instruction. **(T-3)**

5.2.1. CCIP Key Components (see **Figure 5.1**).

5.2.1.1. Self-assessment program. At a minimum, commanders will utilize MICT to report compliance and communicate risk to the chain of command and appropriate staffs. **(T-1)** Augment with additional self-assessment programs and methods as necessary.

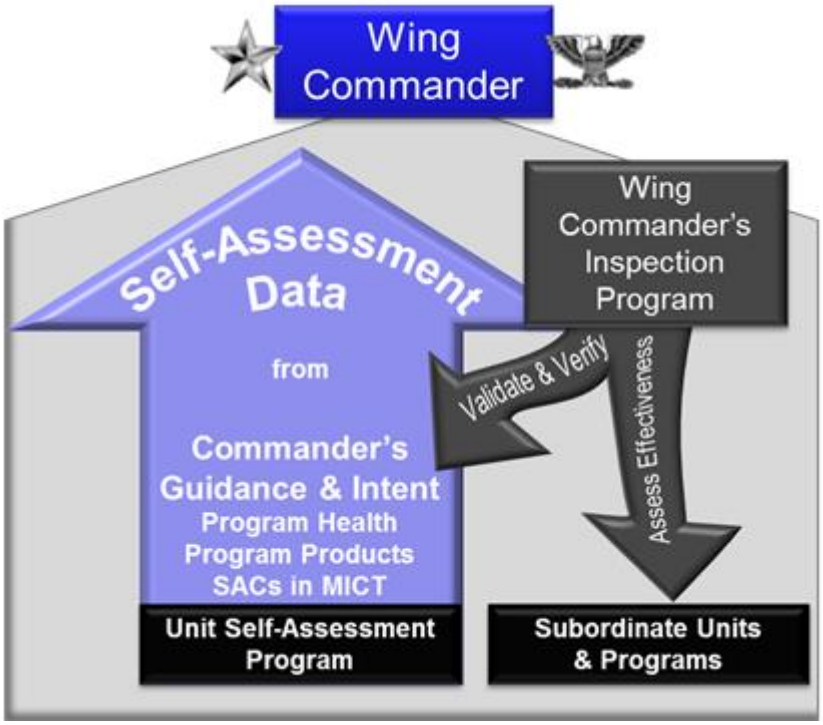
5.2.1.1.1. Nuclear-capable unit Commanders must also establish a self-assessment program to evaluate nuclear mission areas, as applicable. **(T-1)**

5.2.1.2. Wing inspection program. Executed by the Wing IG under the authority of the wing commander. The purpose is to validate and verify subordinate commander self-assessments to ensure they are accurate and timely. The Wing IG will independently assess effectiveness of subordinate units and programs and will utilize IGEMS to plan, conduct and close-out inspections.

5.2.1.2.1. Nuclear-capable unit Wing IGs must also independently assess nuclear mission area programs as they relate to the NSI MGAs and document validated data (deficiency, RIA, strength) to the UEI MGAs in IGEMS. **(T-1)**

5.2.1.3. The Commander's Inspection Management Board (CIMB). The CIMB will review CCIP deficiencies, root causes and CAPs, and upcoming CCIP events. **(T-1)**

Figure 5.1. Commander's Inspection Program.



5.3. CCIP Methodology. The Wing IG will execute the CCIP on behalf of the Wing Commander. **(T-1)** This guidance is not meant to limit the commanders' approach to effective management. The Wing IG should be the principal advisor for inspections and a focal point for the WIT enable efficient reporting to the commander/director.

5.3.1. The CCIP Manager will develop an annual inspection plan approved by the Wing Commander. **(T-3)** The annual inspection plan must include all applicable programs in **Table 5.1** and **Table 5.2**. **(T-1)** If agreements are made between host and tenant wings that result in one wing relying on another wing to accomplish the requirements in **Table 5.1** and/or **Table 5.2**, the Wing IG will capture the arrangement in an MOA, base support agreement, or other document. **(T-2)** Additional inspections should focus on individual organizations, programs and processes considered high-risk or of particular interest to the Wing Commander. The annual plan should include at least one no-notice inspection.

5.3.1.1. The annual inspection plan for nuclear-capable units must include a plan to evaluate nuclear mission areas as they relate to the NSI MGAs. **(T-1)**

5.3.2. The CCIP Manager will develop a risk-based sampling strategy to accompany the annual inspection plan. The strategy should be focused on those areas important to the Wing Commander. It should include products and sources of information for use as objective indicators of unit or program performance. Integrating and analyzing multiple sources enables a comprehensive understanding of unit effectiveness and efficiency. **(T-1)** These sources include, but are not limited to:

5.3.2.1. Status reports/Status of Resources and Training System (SORTS)/ AEF UTC Reporting Tool (ART)/ Defense Readiness Reporting System (DRRS).

5.3.2.2. Wing Quality Assurance (QA) programs.

5.3.2.3. Wing Standardization/Evaluation.

5.3.2.4. Wing Safety assessment and inspection results.

5.3.2.5. Other self-assessment program results.

5.3.2.6. Wing IG reports.

5.3.2.7. Individual Medical Readiness (IMR) Wing reports.

5.3.2.8. Personnel Reliability Assurance Program (PRAP) status meeting minutes.

5.3.2.9. Personal observations.

5.3.2.10. Climate surveys.

5.3.3. Inspection methods. Wing IG may use any and all legal and appropriate inspection methods available. However, Wing IGs will refrain from conducting exact copies of MAJCOM ATIS-G and UEI Surveys. MAJCOM and AFIA IG teams must use these Air Force-wide inspection methods, and any replication by Wing IG teams will only reduce their effectiveness in the long term. **(T-1)**

5.3.4. CCIP ratings. CCIP will assess and report using the same four MGAs and sub-MGAs as the UEI. **(T-1)** See **Attachment 4** for a listing of all MGAs and sub-MGAs. Wing IGs are encouraged to use the five-tier rating system found in **paragraph 4.9.4**.

5.4. Self-Assessment Program Guidelines. Commanders are responsible for unit self-assessment, not IGs. Led by unit commanders, IAW 10 USC § 8583 /G-Series orders, and AFI 1-2, *Commanders Responsibilities*, self-assessment provides commanders with a means for internal assessment of a Wing's overall health and complements external assessments.

5.4.1. Self-Assessment programs should include a wide variety of internal assessments or evaluations. At a minimum, commanders must utilize applicable Self-Assessment Communicators (SACs) in MICT. **(T-1)** However, because SACs only communicate the highest risk areas, Commanders are encouraged to include additional measures as directed by superior Commanders, functional directives, or proven lessons and experience.

5.4.2. Commanders will ensure all applicable HAF and MAJCOM SACs are assessed by appropriate members. **(T-1)**

5.4.2.1. New or updated SACs are produced quarterly (Jan 1, Apr 1, Jul 1, Oct 1). Commanders have 30 days (2 UTA cycles for ARC) to assess new or updated SACs. **(T-1)** SACs are used by commanders and policy makers to make real-time decisions.

5.4.2.2. Commanders will appoint a Self-Assessment Program Manager at the Wing, Group and Squadron level. **(T-3)**

5.4.2.3. Each program manager will utilize MICT to record self-assessments. Each program manager will identify individual assessors for each SAC based on the types of questions asked in the SAC. **(T-3)** Program managers will not delegate wing-level questions to individual assessors. **(T-2)**

5.4.2.4. Wings will use Deficiency Cause Codes listed in **Attachment 7** when conducting observation resolution within MICT. **(T-1)**

5.4.3. Wing-authored SACs. SACs for local supplements may be created but must follow the hierarchy and naming conventions found in **Chapter 2**. Specifically, they may not contain any higher-echelon guidance found in AFIs or MAJCOM supplements. **(T-1)**

5.4.4. Wing-authored Local Checklists. These checklists are fundamentally different from SACs and are not constrained by SAC policies found in **Chapter 2**. Their use is optional. Refer to **paragraph 2.17.2.4** for additional guidance on their use.

5.5. Inspection Guidelines. The following guidance will be used to help Wing commanders and their Wing IG develop a sound inspection plan. This guidance is purposefully broad to allow commanders to shape their inspection programs to meet their needs and resource constraints.

5.5.1. Commanders will determine the amount of notice given for inspections, in line with the intent to evaluate daily effectiveness while reducing the wasteful practice of inspection preparation. **(T-3)**

5.5.2. Wing IGs will consolidate inspections to avoid redundancy, and eliminate inspections which are not mission-essential and whose benefits do not outweigh their costs. Do not inspect non mission-essential items/areas that detract from mission readiness and waste time and initiative. **(T-3)**

5.5.3. SAC validation. SAC responses are assumed to be truthful and timely. Periodically though, Wing IGs will validate or audit assessments for accuracy and timeliness. **(T-1)** This audit normally involves physically confirming responses with the assessor.

5.5.4. Vertical Inspections. Unit inspections are commonly referred to as vertical inspections since they typically stay within command lanes. Vertical inspections are usually conducted at the squadron or group level.

5.5.5. Horizontal Inspections. Program inspections are commonly referred to as horizontal inspections since they cut across units and command lanes throughout the Wing. Programs evaluated during horizontal inspections will be evaluated to AFI standard, By-Law requirement, or other governing policy. At a minimum, Wing IGs must inspect all By-Law programs contained in **Table 5.1** A MOU/MOA or other equivalent written documentation (e.g. email between two commanders) must be established (and signed between respective parties) to identify specific inspection responsibilities by wing/wing equivalents. **(T-0)** Wing

IGs will refer to the **SAF/IGI Portal** page to ensure compliance with the most current information for **Table 5.1**. **(T-0)**

5.5.5.1. Tenant wings are responsible to inspect ALL By-Law programs to the highest level which they are responsible unless a MOA/MOU or equivalent written documentation is established. **(T-0)**

5.5.5.2. All By-Law validated data will be input into the By-Law section of IGEMS for each By-Law separately. **(T-1)** The comments box in IGEMS will annotate which MGA, and if appropriate which sub-MGA applies. **(T-1)** For Host units the comments must include any Tenant units that are covered by MOU/MOA. **(T-1)** For Tenant units who have an established MOU/MOA with a host unit the comments section must at a minimum reference the MOA/MOU for each respective By-law. **(T-1)** Functional Areas must appropriately be assigned to By-Law validated data, and will not state "By-Law Program." **(T-1)**

5.5.6. The Wing Commander will determine the closure authority for deficiencies for Wing IG identified deficiencies. **(T-1)** Deficiencies levied against higher headquarters will be handled IAW **paragraph 2.19.6**. **(T-1)**

5.5.6.1. The Wing Commander will ensure deficiencies are closed when CAPs are fully implemented and validated. **(T-1)**

5.5.7. Nuclear-capable units should conduct inspections that assess nuclear mission area program compliance and proficiency in accordance with the NSI MGAs. Any validated data (deficiency, RIA, strength) will be assessed to the UEI MGAs and documented as such however; no overall unit grade (e.g. SAT/UNSAT) is required.

5.5.7.1. In the event a WG/CC determines an unsatisfactory condition exists, as described in CJCSI 3263.05B, or surety is at risk, the WG/CC should notify the appropriate levels of command and refer to AFI 13-503, *Nuclear-Capable Unit Certification, Decertification and Restriction Program*.

5.6. Commander's Inspection Management Board (CIMB).

5.6.1. The intent of the CIMB is to synthesize CCIP data and results. Wing IGs should attempt to migrate the discussion from historical, descriptive performance data to predictive data, with the goal to graduate the dialogue to prescriptive data. In other words, instead of focusing on historical performance ("here's what we did"), the CIMB should evolve to prescribing what actions the wing should take ("here's what we should do") in order to improve performance in all four MGAs towards the Wing Commander's vision and priorities.

5.6.2. The Wing CIMB will meet monthly (quarterly for ARC). **(T-3)** The focus of the CIMB is to *reduce risk of undetected non-compliance*, to *manage the risk from known areas of non-compliance*, and to ensure the wing inspection plan meets the commander's requirements.

5.6.3. CIMB should consider the status of key open inspection items, to include progress and updates on CAPs, estimated close-out date, mitigating circumstances, recommendations for closure (if warranted) and external assistance required in order to posture the Wing Commander for prescriptive actions to improve the wing. Group Commanders brief their

CCIP status to include deficiencies, CAPs and issues affecting upcoming scheduled MAJCOM inspections and any requested SAVs. **(T-3)**

5.6.4. Preparations for the CIMB include pulling applicable observation reports from MICT, IGEMS open deficiencies, identifying trends and deficiencies requiring external coordination (Joint-Base support, functional coordination, FAM, etc.). A review of internal and external inspections captured utilizing a risk-based sampling strategy and commander's intent will provide background for and guide the discussion.

5.6.5. Required attendees at the CIMB. The board is chaired by the Wing Commander (or the Vice-Wing Commander if the Wing Commander is not available). Group Commanders, Wing staff agency chiefs, and Squadron Commanders will attend. **(T-3)**

5.6.6. Problem-solving responsibility and the corrective action process reside at the lowest appropriate command level, not with the IG's staff.

5.6.7. CIMB Brief. The CIMB will include the following: **(T-3)**

5.6.7.1. CCIP dashboard (tailored report of the key metrics the Wing Commander values and synthesized prescriptive inspection data, SAC review, questions, deficiencies/severity, and/or observations/trends).

5.6.7.2. Key open deficiency review.

5.6.7.3. Self-assessment observations review (break out by unit, top 5 observations and concerns).

5.6.7.4. Upcoming events (UEI on-sites, inspection calendar, and gatekeeper events).

5.6.7.5. Group Commander Objectives and Feedback.

5.6.7.6. Wing Commander Objectives and Feedback.

5.6.7.7. All By-Law programs, their FY inspection status, based on the annual inspection plan, and all open By-Law deficiencies.

5.7. Commander's Inspection Report (CCIR). Though a continual process, the CCIP culminates annually with the publishing of the Wing Commander's CCIR. This is the Wing Commander's assessment of the wing's readiness and compliance, written in the framework of the four MGAs and sent to the their MAJCOM Commander (gaining MAJCOM Commander for ANG wings). **(T-1)**

5.7.1. Frequency. Wing Commanders will ensure reports are sent within 90 days (180 days for ARC, and annually thereafter) of taking command, at the one year point in command, but not later than the anniversary of the first report, and after 2 years of assuming command, not later than the anniversary of the second report. **(T-1)**

5.7.2. Content. At a minimum, the CCIR will include the Wing Commander's assessment of the four MGAs over the reporting period using the CCIR template at **Attachment 10**. **(T-2)** CCIRs should normally not exceed two pages total.

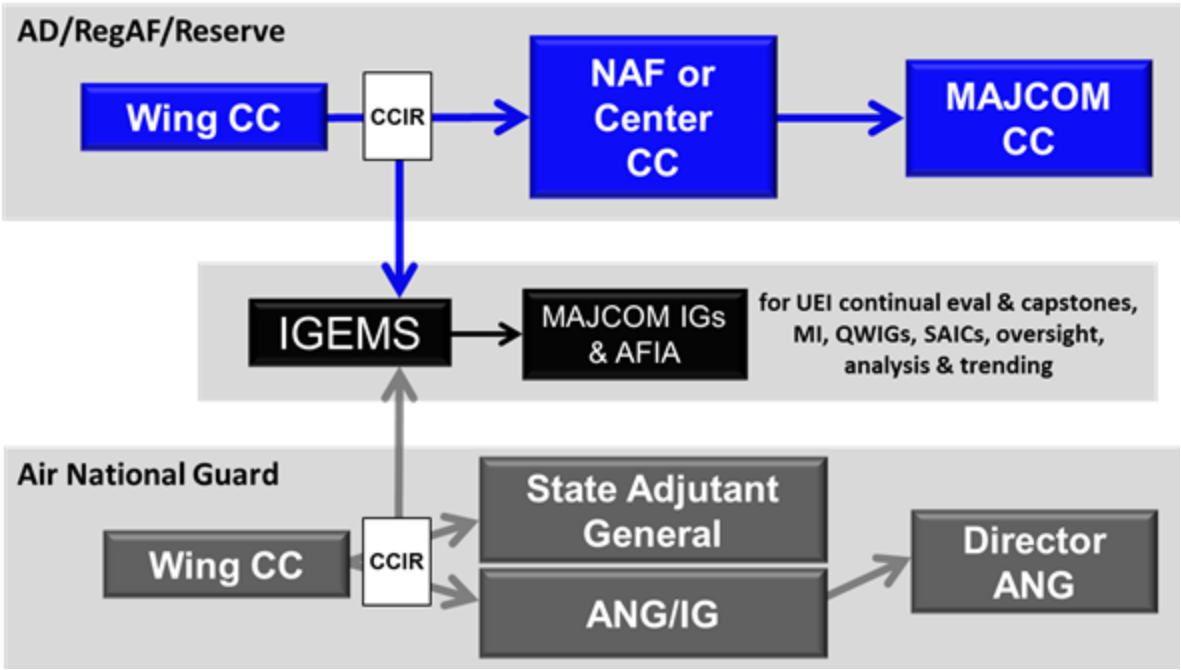
5.7.3. Routing. Wing Commanders will send their CCIR to the MAJCOM Commander IAW Figure 5.2 or as directed in the MAJCOM Supplement. **(T-2)** MAJCOM IGs will receive a courtesy copy of the CCIR as shown in **Attachment 10**. **(T-1)**

5.7.3.1. ANG Wing commanders will forward their CCIR through their state staff to the State Adjutant General, and to ANG/IG. ANG/IG will forward the CCIR to ANGRC Commander and Director, ANG and applicable GMAJCOM IG. **(T-1)**

5.7.3.2. Wing Commanders will publish CCIRs in IGEMS or IGEMS-C, as applicable, within 30 days after transmitting the report. **(T-1)**

5.7.3.3. Field Operating Agencies and Direct Reporting Units will submit CCIRs to HAF/SAF parent organizations and input into IGEMS.

Figure 5.2. CCIR Routing (T-2).



5.8. Wing Inspection Team (WIT). The WIT consists of SMEs who augment Wing IG to conduct CCIP inspections under the authority of the Wing Commander. WIT members are not assigned to the IG office; rather WIT augment the IG team as an additional duty. Specific duties include providing inputs for scenario development, inspecting assigned areas/functions, validating self-assessment, evaluating scenarios, participating in the hot wash and providing inputs to the inspection report.

5.8.1. IG duty is a position of high public trust. Personnel selected to be WIT members should possess attributes of the highest professional standards and moral character. In addition to these qualities, the WIT member should demonstrate adherence to the Air Force core values, be able to maintain a security clearance commensurate with the duties required and present good military bearing and appearance. WIT members are not required to meet eligibility requirements in **Chapter 9**.

5.8.2. There is no rank or experience requirement for WIT members.

5.8.3. The Wing IG will develop and oversee Wing-specific training to ensure all WIT members are properly trained as inspection augmentees and sworn-in by oath. **(T-1)** This will be documented and filed IAW the Air Force Records Disposition Schedule in AFRIMS and IGEMS as appropriate. **(T-1)**

5.8.3.1. The Wing IG will ensure Wing IG instructors develop and teach all Wing-specific training for Wing inspectors and inspection augmentees. **(T-1)**

5.8.3.2. DELETED

5.8.3.3. DELETED

5.8.3.4. DELETED

5.8.3.5. DELETED

5.8.4. WIT members may be in a position to receive protected communication. In the event this occurs, the WIT member will inform the Airman the disclosure meets the requirement as a protected communication. **(T-1)** The WIT member will then report the full conversation to an IG trained complaints resolution and has access to ACTS. **(T-1)**

5.9. Roles and Responsibilities.

5.9.1. **Wing Commander will:**

5.9.1.1. Establish, execute and sustain a Wing CCIP. **(T-0)**

5.9.1.2. Designate the Wing IG as the CCIP Manager. **(T-1)**

5.9.1.3. Identify and apportion manpower to administer an effective CCIP. **(T-1)**

5.9.1.4. Establish and staff a Wing IG office to accomplish the duties outlined in **paragraph 5.9.2**. **(T-1)** Follow guidance in **Chapter 9** regarding personnel selection and appointment. **(T-2)** Consider using the office manning templates located in **Attachment 5**.

5.9.1.5. Provide appropriate training/training opportunities to military and civilian personnel to obtain the technical or administrative expertise in order to assist with CCIP requirements. **(T-1)**

5.9.1.6. Establish and maintain a self-assessment program led by subordinate commanders IAW this AFI and chain of command guidance. **(T-1)**

5.9.1.7. Designate a wing self-assessment program manager and ensure they are trained. **(T-1)**

5.9.1.8. Approve the wing inspection plan. **(T-3)**

5.9.1.9. Chair CIMBs. **(T-1)**

5.9.1.10. Report CCIP results to the MAJCOM Commander IAW **paragraph 5.7.1**, using the template at **Attachment 10**. **(T-2)**

5.9.2. **The Wing IG is responsible for the following duties**:

5.9.2.1. Overall management and administration of CCIP. **(T-1)**

5.9.2.1.1. Develop a wing inspection plan and risk-based sampling strategy based on the Wing Commander's guidance to enable a reliable assessment of the Wing. As a minimum, Wing IGs will validate or audit SACs for accuracy and timeliness; include all required inspections in **Table 5.1** and exercises in **Table 5.2** IAW **paragraph 5.3.1**. **(T-1)**

5.9.2.1.2. Oversee, plan and execute wing inspection program. **(T-1)**

5.9.2.1.3. Administration of IGEMS. **(T-1)**

5.9.2.1.4. Report inspection results to the Wing Commander. Post deficiencies and final inspection reports in IGEMS. See **Attachment 11** for a Report Template. **(T-1)**

5.9.2.1.4.1. Accomplish inspection debriefing. **(T-3)**

5.9.2.1.4.2. Receive feedback from WIT members after inspection completion. **(T-3)**

5.9.2.1.4.3. Consolidate WIT inputs during inspection Hot Wash. **(T-3)**

5.9.2.1.4.4. Validate and consolidate report inputs. **(T-1)**

5.9.2.1.4.5. Publish inspection reports. **(T-1)**

5.9.2.1.5. Monitor progress of continual evaluation of subordinate units. **(T-3)**

5.9.2.1.6. Track benchmarked programs/procedures identified during inspection. **(T-3)**

5.9.2.1.7. Monitor deficiencies and suspense dates. Notify the Wing Commander of deficiencies identified by subordinate organizations requiring external assistance. **(T-3)**

5.9.2.1.8. Track and report completion of RCA and appropriate actions for IG identified deficiencies. **(T-1)**

5.9.2.1.9. Ensure representative data is collected for all major graded areas. **(T-3)**

5.9.2.1.10. Develop and manage a CCIP dashboard for the Wing commander, utilizing MICT and other appropriate reporting tools to provide real-time data on Wing programs and inspections. **(T-3)**

5.9.2.1.11. Manage wing CIMB. **(T-2)**

5.9.2.1.12. Brief all new commanders within 30 days (ARC 90 days) of assuming command. At a minimum, discuss the commander's requirement to leading their unit self-assessment program IAW **paragraph 5.4**, the wing's CCIP, any wing and/or MAJCOM IG business rules, upcoming releasable IG events and their possible impact to their unit, any specific unit performance data to date, and any trending data or concerns. **(T-1)**

5.9.2.1.13. Use CIMBs to review and track all By-Law deficiencies. Track deficiencies until closure. **(T-3)**

5.9.2.2. Validating and verifying the wing self-assessment program. **(T-2)**

5.9.2.2.1. Develop and direct the CCIP to validate and verify the self-assessment program within all subordinate organizations and functions with the specific goal of informing the Wing Commander of areas of non-compliance. **(T-1)**

5.9.2.3. Provide the commander with an independent assessment of Unit and Wing Programs. **(T-1)**

5.9.2.3.1. Develop and direct the CCIP to provide the wing commander an independent assessment of unit and program effectiveness. **(T-1)**

5.9.2.3.2. Develop, plan and execute wing inspections. **(T-1)**

5.9.2.3.2.1. Develop realistic, relevant exercise scenarios and scenario objectives. **(T-1)** Commanders may consider using Response Training and Assessment Program (RTAP), a tool for designing emergency response exercises and evaluation of the installation's emergency response capability in an all threats, all hazards environment. (**https://cs3.eis.af.mil/sites/OO-SG-AF-83/default.aspx**)

5.9.2.3.2.2. Review wing plans. **(T-3)**

5.9.2.3.2.3. Conduct pre-inspection planning meeting to de-conflict scenario issues. **(T-3)**

5.9.2.3.2.4. Publish special instructions for wing inspections. **(T-3)**

5.9.2.3.2.5. Execute White Cell duties (as required). **(T-3)**

5.9.2.3.2.6. Conduct virtual and on-site inspections using appropriate inspection methods (e.g., observation, task evaluation, audit, interview and focus group). **(T-1)**

5.9.2.3.3. Identify CCIP trends for resolution. **(T-3)**

5.9.2.4. Administration of MICT/IGEMS. **(T-1)**

5.9.2.4.1. Manage and delegate all MICT administrative permissions within the wing. **(T-1)**

5.9.2.4.2. Develop and provide guidance for subordinate organizations (group, squadron, other staff agencies) self-assessment programs to support the wing self-assessment program. **(T-3)**

5.9.2.4.3. Develop MICT guidance ("business rules") for subordinate organizations (group, squadron, other staff agencies) for MICT data entry. **(T-3)**

5.9.2.4.4. Ensure Wing organizations appropriately identify workcenters to receive SAC suggestions via Checklist Identification Management Tool (CIMT). **(T-1)**

5.9.2.4.5. DELETED

5.9.2.4.6. Act as the wing's liaison with the MAJCOM MICT Lead Manager. **(T-3)**

5.9.2.4.7. DELETED

5.9.2.4.8. DELETED

5.9.2.4.9. Schedule wing self-assessment/MICT/IGEMS training and provide training and assistance to subordinate units, as requested. **(T-3)**

5.9.2.4.10. Provide initial and recurring MICT training for commanders, Wing administrators and SAC assessors. **(T-3)**

5.9.2.5. Oversee the wing's gatekeeping/scheduling process. **(T-1)**

5.9.2.5.1. The Wing Gatekeeper, in coordination with the MAJCOM Gatekeeper, will deconflict outside agency inspections/visits from wing inspection schedule. **(T-1)**

5.9.2.5.2. Schedule inspections. **(T-1)**

5.9.2.5.2.1. Coordinate and implement an annual inspection/exercise schedule. Gatekeepers will utilize the Air Force Gatekeeper website to input wing inspection schedules. **(T-1)**

5.9.2.5.2.2. Review wing flying/maintenance/operations schedules. **(T-3)**

5.9.2.5.2.3. Coordinate exercise schedule with base agencies. **(T-1)**

5.9.2.5.2.4. Liaison between IG & wing/outside organizations for inspection coordination. **(T-1)**

5.9.2.5.2.5. Coordinate inspection schedules with other wing activities. Gatekeepers will integrate, synchronize or deconflict wing-level activities to reduce/avoid redundancy. **(T-1)**

5.9.2.5.2.6. Unit commanders, through their respective IG office, must provide real-world/exercise mission schedules to the MAJCOM IG. **(T-1)** This enables external agencies to appropriately schedule and conduct inspections (e.g. OSVs) throughout the course of the UEI cycle. OSVs conducted by the MAJCOM are based upon the wing calendar to the maximum extent possible.

5.9.2.5.3. The Wing IG will schedule, plan and execute wing-level exercises IAW Wing Commander direction and guidance found in **Table 5.2**. **(T-0)** Wing IGs will refer to the SAF/IGI AF Portal page to ensure compliance with the most current information for **Table 5.2**. **(T-0)**

5.9.2.5.3.1. Exercises listed in **Table 5.2** will be accomplished by every Air Force Wing at the prescribed frequency. **(T-0)** Wing commanders may choose to execute additional exercises to increase readiness and to train their Airmen under a wide variety of stressful situations that may be specific to their location and mission set. To maximize effectiveness of training, host Wings should make every attempt to include tenant units in exercise participation.

5.9.2.5.3.2. IGs will refer to the **SAF/IGI Portal page** at **https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1351F40FB5E044080020E329A9** to ensure they are inspecting the most current inspection requirements. **(T-0)**

Table 5.2. Air Force Installation Mission Assurance Exercise Requirements (https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t0ECF2BB84B791E82014BB6D8AF780572&channelPageId=s6925EC1351F40FB5E044080020E329A9)

5.9.2.6. Complaints resolution. (as required)

5.9.2.6.1. Analyze & investigate IG complaints IAW AFI 90-301. **(T-0)**

5.9.2.6.2. Analyze & investigate Fraud, Waste, and Abuse Complaints IAW AFI 90-301. **(T-0)**

5.9.2.7. Office Management.

5.9.2.7.1. Appoint Director of Inspections, Director of Complaints Resolution, Superintendent, Scheduler/Inspection Planner, and others, as appropriate (see **Attachment 5**). **(T-1)**

5.9.2.7.2. Develop and adapt the inspection team composition based on mission sets within the Wing. **(T-1)**

5.9.2.7.3. Provide training/certification for Wing IG and WIT members. **(T-1)**

5.9.2.7.4. Assemble and lead the WIT to perform wing inspections. **(T-3)**

5.9.2.8. Other Duties

5.9.2.8.1. Provide training and assistance to subordinate organizations. **(T-3)**

5.9.2.8.2. Assist MAJCOM IG, ANG/IG and SAF/IG with urgent data queries, including but not limited to SIIs and CIIs. **(T-1)**

Chapter 6

AIR FORCE NUCLEAR INSPECTION PROGRAMS

6.1. Nuclear Weapons Technical Inspections (NWTI). Nuclear weapon systems require special consideration because of their political and military importance, their destructive power, and the potential consequences of a nuclear weapon incident. NWTIs are an integral part of the AFIS and are considered a snapshot within a wing's UEI cycle. Additionally, NWTIs are performance and compliance-based inspections and are conducted to evaluate a unit's ability to manage nuclear resources while complying with all nuclear surety standards (reference DODD 3150.02, DoD Nuclear Weapons Surety Program). CJCSI 3263.05B is the governing instruction for the conduct of NWTIs. In instances where CJCSI 3263.05B specifies responsibilities for "Service," MAJCOMs fill that role. The Nuclear Surety Inspection (NSI) is the Air Force inspection used to satisfy requirements of an NWTI. Air Force inspection teams will conduct NSIs in accordance with CJCSI 3263.05B and reference this instruction for additional Air Force-specific inspection requirements. If there is conflict between CJCSI 3263.05B and this instruction, CJCSI 3263.05B takes precedence. (T-0) See paragraph 1.5.9.6 and Attachment 3 for NWRM inspection guidance.

6.2. Nuclear Surety Inspector Eligibility, Training and Certification. In addition to the requirements of CJSCI 3263.05B and **Chapter 9**, to fulfill inspection data collection, MAJCOM/IGs will provide training and certification status, IG experience level and number of NSIs conducted to AFIA for tracking and trending.

6.3. Nuclear-Capable Unit Operational Certification and Operational Restriction. Refer to AFI 63-125, *Nuclear Certification Program* and AFI 13-503, *Nuclear-Capable Unit Certification, Decertification and Restriction Program.*

6.4. Initial Nuclear Surety Inspection (INSI). The INSI is the culminating step both in the Operational Certification Process for certifying a unit as nuclear-capable as well as certifying new equipment and/or systems requiring nuclear certification. The MAJCOM, in coordination with HQ AFSEC/SEW, will determine the need for conducting an INSI based upon AFI 63-125 and AFI 13-503 requirements. MAJCOMS will assign a READY or NOT READY rating based on inspection criteria developed by applicable functional(s). In order to meet Oversight and Core Team responsibilities, MAJCOM IGs will notify AFIA/NI at least 60 calendar days prior to inspection execution (refer to **paragraph 6.14.2** and **8.2**). MAJCOM IGs will notify Nuclear Enterprise agencies of the inspection conclusion using **Attachment 6**.

6.4.1. For units not nuclear-certified, conduct an INSI prior to employing, storing, assembling, maintaining or transporting War Reserve (WR). Conduct an NSI within 180 calendar days of the unit receiving an INSI READY rating. Unless waived by the MAJCOM Commander, the READY rating expires 180 calendar days after the unit receives the READY rating.

6.4.2. For currently certified nuclear-capable units programmed to receive a new weapon system/delivery system, conduct an INSI of operations and maintenance supporting the new system prior to receipt. Conduct an NSI within 180 calendar days of the unit receiving an INSI READY rating. Unless waived by the MAJCOM Commander, the READY rating expires 180 calendar days after the unit receives the READY rating.

6.4.3. INSIs may be conducted in phases. If phased INSIs are conducted, the responsible MAJCOM will prepare an inspection plan identifying all required areas to be inspected by phase and forward the plan to HQ AFSEC/SEW for review and approval. A READY rating must be achieved and maintained for the phase of the INSI under evaluation before evaluating the next phase. All phases must be rated READY prior to assuming nuclear operations. Unless waived by the MAJCOM Commander, a phased READY rating expires 180 calendar days from issuance. Conduct a NSI, on all portions of the unit's nuclear mission, to include the addition of all phases, within 180 calendar days of final INSI completion.

6.5. Nuclear Surety Inspection (NSI). An NSI assesses a unit's ability to accomplish its assigned nuclear weapons mission and produce reliable nuclear weapons in a safe and secure environment in compliance with applicable directives. Additionally, an NSI inspects a unit's capability to safely and reliably receive, store, secure, assemble, transport, maintain, load, mate, lock/unlock, test, render safe and employ nuclear weapons. Missile launch crews, aircrews, command post controllers and release teams must demonstrate (through performance-based assessments, testing, etc.) their knowledge of weapon acceptance procedures, nuclear weapon system safety rules, and nuclear weapon control order handling and authentication procedures. MAJCOMs will assign overall unit ratings and MGA adjectival ratings as specified in CJCSI 3263.05B for NWTIs. In order to meet Oversight and Core Team responsibilities, MAJCOM IGs will notify the AFIA/NI at least 60 calendar days prior to inspection execution (refer to **paragraph 6.14.2** and **8.3**). MAJCOM IGs will notify Nuclear Enterprise agencies of the inspection conclusion using **Attachment 6**.

6.5.1. Frequency of NSIs. NSIs will be scheduled IAW CJCSI 3263.05 Enclosure D. Waivers beyond the 24-month certification cycle will be submitted by the MAJCOM Commander to agencies required by CJCSI 3263.05B. Waiver requests will include the new NSI date. In addition, the MAJCOM Commander will provide informational copies to the CSAF and recipients listed in **Table A6.2, Group 1**.

6.5.2. Sequencing with other inspections. MAJCOMs may conduct NSIs sequentially with other inspections.

6.6. Re-inspection

6.6.1. When the unit receives an overall UNSATISFACTORY rating, the deficient areas that caused or contributed to the overall UNSATISFACTORY rating must be re-inspected using one of the following methods, as determined by the Team Chief:

6.6.1.1. Re-inspect prior to termination. The team chief may conduct an "on-the-spot" re-inspection prior to terminating the inspection. If the on-the-spot re-inspection indicates the deficiency is non-systemic and is sufficiently corrected to permit operations, a follow-up inspection is not required.

6.6.1.1.1. The adjectival rating for the "on-the-spot" re-inspected area(s) will not exceed ACCEPTABLE. If all deficient areas are successfully re-inspected, the overall unit rating will be UNSATISFACTORY (Re-inspected to SATISFACTORY).

6.6.1.1.2. Do not re-inspect prior to termination if the Team Chief determines "on-the-spot" re-inspection is inappropriate, or if:

6.6.1.1.2.1. The failure is due to a systemic problem or a general lack of proficiency within the unit.

6.6.1.1.2.2. Suspension of nuclear weapon operations is in the best interest of nuclear safety, security, or reliability.

6.6.1.2. Re-inspect after termination. In instances where re-inspection prior to termination is not appropriate as determined by the Team Chief or re-inspected area(s) are not sufficiently corrected, the MAJCOM IG will schedule an Re-inspection NLT 90 days from termination of the NSI.

6.6.1.2.1. Re-inspection rating. If all deficient areas are successfully re-inspected, the overall unit rating for this Re-inspection will be RE-INSPECTED TO SATISFACTORY. Assigning MGA adjectival ratings will be at the discretion of the MAJCOM. Unless an MGA was inspected to the same level/depth of a full-scale NSI, adjectival ratings should be limited to ACCEPTABLE, MARGINAL or UNACCEPTABLE. Document re-inspection results IAW **Attachment 6** and forward to **Table A6.2, Group 1** addressees.

6.7. Reporting Criteria. For INSIs, NSIs, site-visits and re-inspections, reports will only identify Benchmarks, Strengths, Deficiencies, and RIAs. MAJCOM IGs will ensure that RIAs are not used to document procedural deviations or non-compliance; they should be used to recommend a more efficient or effective course of action (see **paragraph 2.19**).

6.7.1. Non-surety deficiencies. Document non-surety deficiencies in the non-surety section of the NSI report. In general, deficiencies are categorized as non-surety if the deficiency's referenced policy is neither a primary nuclear policy document, a supplement to a primary nuclear policy document or referenced within a primary nuclear policy document. For example, a deficiency against the Wing IG for failing to comply with AFI 90-201, would typically be considered a non-surety deficiency. However, a deficiency against AFMAN 31-108 or a MAJCOM Supp to AFMAN 31-108 would typically be considered surety related and categorized in the Security MGA. The IG Team Chief will make the final determination of whether a deficiency is surety or non-surety.

6.8. NSI Inspector Surety Tenets.

6.8.1. Inspectors will use applicable instructions, technical orders (T.O.), etc. as the inspection standard for the documentation, operation, process, and procedure observed or otherwise inspected. Absent direct observation, authoritative documentation (e.g., maintenance logs) takes precedent. The IG Team Chief bases conclusions on facts collected through direct observation (e.g., commission or omission of an act during a technical operation) or authoritative documents. Inspectors may consider testimonial inputs, but assertions usually do not carry the same weight as direct observation or documentary evidence.

6.8.2. No NSI compliance credit is given after inspector intervention. Inspectors will intervene to ensure safety, security, and reliability of WR. When inspector intervention drives eventual unit compliance, the inspected unit does not earn credit for compliance for the purposes of the NSI.

6.8.3. When determining the impact severity of missed tests/inspections, the IG Team Chief will consult with SMEs to determine the reliability impact of a specific omitted/improper test/inspection.

6.8.4. IGs cannot postulate that a follow-on test(s) and inspection(s) will be accomplished or identify possible malfunction. IG recognizes there are follow-on tests and inspections that have a very high probability of detecting possible malfunctions that went undetected by the omitted test and inspection. However, designed-in redundancy must be weighed against CJSCI 3263.05, C-3.c. Regardless if all follow-on tests and inspections are accomplished as required, IGs should not postulate the inevitability that such future tests and inspections would identify any malfunctions induced by defects that the omitted test and inspection is designed to uncover.

6.9. DoD NWTI MGAs. This Instruction does not replicate the information contained in CJCSI 3263.05B. The criteria below add Air Force-specific inspection specifications and requirements to existing DoD criteria:

6.9.1. Management and Administration.

6.9.1.1. Management. Evaluate leadership, guidance, communication, and attitude of unit commander and key supervisors. When assessing management, consider whether deficiencies are the result of individual error or reflect management or supervisory training/experience gaps.

6.9.1.2. Administration.

6.9.1.2.1. Evaluate weapons loading and management to include loading standardization, certification, training programs and schedules.

6.9.1.2.2. Evaluate re-entry system mating management to include standardization, training and certification programs and maintenance plans, as required.

6.9.1.2.3. Evaluate status of approved security or safety waivers, exemptions, deviations and exceptions.

6.9.1.2.4. Munitions Control. Evaluate Munitions Control in the planning, coordinating, directing and controlling munitions/weapons activities IAW applicable AFIs.

6.9.1.2.5. Munitions/maintenance plans and scheduling. Evaluate IAW applicable Air Force publications.

6.9.1.2.6. Evaluate the certification processes and documentation of unit certified/qualified personnel (e.g., maintainers, aircrew, missile combat crew members, vehicle operators, etc) assigned to duties involving nuclear weapons.

6.9.1.2.7. Munitions Accountable Systems Officer and Nuclear Reporting Section. Evaluate all aspects of the daily accountability, reporting and custody of the unit's nuclear weapons, components, spares (base and military) and Combat Ammunition System managed Nuclear Weapon Related material IAW applicable Air Force Publications.

6.9.2. **Technical Operations.**

6.9.2.1. Evaluate each type of assigned weapon(s) or weapon system(s) units are tasked to support to assess safety, security, reliability and technical performance. These evaluations are limited to those operations on which personnel maintain certification and operations directed by CJCSI 3263.05B. All record actions and reporting normally associated with the operation will be evaluated. MAJCOM IGs will determine the scope and definitive start/stop of technical operations. In order to minimize the inspection footprint and mirror day-to-day unit operations, this inspection activity evaluates unit certified teams performing NWTI-required technical operations with minimal QA and other unit leadership presence.

6.9.2.2. Table 5.2. Air Force Installation Mission Assurance Exercise Requirements. For all technical operations and/or task evaluations the MAJCOM IGs will brief items in paragraphs 6.9.2.2.3.1. thru 6.9.2.2.3.7. to all personnel to be evaluated prior to the start of the evaluation. Units may be required to submit team assignment documents, duty rosters, unit committed munitions lists, maintenance capability letters, etc., to the MAJCOM IG before team arrival to expedite team selection. Consider individual Career Field Education Training Plans, Training Business Area, Load Training and Certification Document (AF IMT Forms 2435), PRP status, and work shifts and ARC personnel when making team selections (maintain team integrity to the maximum extent possible).

6.9.2.2.1. Unit assessors, QA, and weapons standardization are also subject to evaluation. The MAJCOM IG may task these personnel to perform an evaluation of a maintenance operation within their area of responsibility. MAJCOM IGs will clearly identify technical operations and/or task evaluations that require QA participation and evaluation of the QA function.

6.9.2.2.2. During evaluation of any nuclear-certified procedure, the MAJCOM inspectors are to inspect the performance of only those individuals/teams required by the applicable T.O. or guiding instruction for the procedure. Intervention, participation or influence by any other personnel (e.g., QA, Unit Weapons Officer, unit leadership, etc.) may be cause to terminate the procedure if, in the judgment of the Inspector, the outside assistance calls into question the technical proficiency or knowledge of the individual/team under evaluation. The environment in which technical operations are conducted demonstrates technical proficiency and standardization of the unit training program. When technical operations are conducted using training weapons, units may simulate some aspects of security, entry control, approved explosive loading site plans, and/or other operations that cannot be reasonably conducted.

6.9.2.2.3. As a minimum, the MAJCOM IG task in-brief will include:

6.9.2.2.3.1. Inspectors will stop an operation or task only after all reasonable opportunities to detect the deficient condition have passed or if conditions are detected that would jeopardize personnel or weapon safety, security, weapon system reliability, and/or cause equipment damage.

6.9.2.2.3.2. All personnel who perform in process inspections (IPIs), or provide technical help IAW AFI 21-series guidance will be included in all evaluations.

6.9.2.2.3.3. If required, QA or unit supervisors may observe the operation; however, inputs will be limited to preventing actual safety, security or reliability errors.

6.9.2.2.3.4. If an abnormal situation presents itself and it is not covered in technical data, consult with your supervision. The MAJCOM IG will expect a full assessment of the nature of the problem and what actions are taken to correct or report the problem.

6.9.2.2.3.5. MAJCOM IGs may review all paperwork generated as a result of the technical operation or task evaluations.

6.9.2.2.3.6. MAJCOM IGs will approve all simulations and deviations prior to the start of the technical operation or task to include all previously complied with steps.

6.9.2.2.3.7. MAJCOM IGs are not on PRP, therefore, inspectors cannot be a part of a TWO-PERSON team. Inspectors will not intentionally violate the TWO-PERSON concept.

6.9.2.3. Weapons maintenance technical operations. Evaluate applicable technical operations designated in CJCSI 3263.05B, for which the unit is tasked in their Maintenance Capability Letters and Unit Committed Munitions Lists. For comparable operations evaluate only one weapon system type. Certain operations listed individually may be combined for the purpose of inspection. Inspectors will approve the starting and stopping configuration before the operation.

6.9.2.4. Loading and Mating. MAJCOM IGs will evaluate a unit's ability to conduct a complete weapons upload and post-load procedures assessing technical proficiency and standardization. Additionally, MAJCOM CCs may direct evaluation of download procedures. Loading operations must encompass each type and upload position (internal and external), as weapon system applicable. When loading operations are conducted in a load training facility, use simulations as appropriate.

6.9.2.4.1. For custodial units supporting non-US delivery organizations, include the US technical load monitor and associated training activities.

6.9.2.4.2. DELETED

6.9.3. Tools, Test, Tiedown and Handling Equipment.

6.9.3.1. Air Force registered motor vehicles and vehicular equipment. Evaluate vehicle management control, accountability and maintenance practices for ensuring nuclear-certified vehicles and vehicular equipment are maintained in a safe and serviceable condition. Evaluate vehicle operator/using organization's ability to perform applicable operator's maintenance and documentation requirements on nuclear-certified vehicles and vehicular equipment to ensure safe and serviceable condition.

6.9.3.2. Equipment. Evaluate unit equipment management to ensure only nuclear certified software, testers/cables and equipment is used in support of the nuclear mission. Evaluate equipment is being maintained in a serviceable condition, current equipment calibration dates and equipment limitations/restrictions are adhered to. Document any

supply issues which impact the ability to obtain replacement parts, tools, and equipment required to operate, maintain, and sustain the nuclear weapon systems.

6.9.4. Condition of the stockpile.

6.9.4.1. Sample size. Examine at least 25% of the active/inactive coded assets and associated bolsters, containers, components, and records in igloo storage, in long term storage facilities and/or weapon storage vaults to ensure they are stored in accordance with weapons-specific T.O.s. MAJCOM IG teams will select resources to be inspected.

6.9.4.2. Retirement assets. Examine at least 10% of weapons coded for retirement and associated records to ensure safe and secure storage in accordance with applicable explosive, nuclear safety and nuclear security criteria, weapons-specific T.O.s and retirement unit requirements contained in T.O. 11N-35-51, *General Instructions Applicable to Nuclear Weapons.*.

6.9.4.3. Ensure weapons are stored in a safe and reliable configuration and in accordance with applicable directives. (i.e., properly grounded, chocked, immobilized.) Ensure weapons have proper spacing, storage compatibility, and are within explosive and active material limits. If defects are discovered on weapons, components or equipment during stockpile walkthroughs, ensure evaluation against applicable technical publication, technical order, or instruction and ensure appropriate corrective actions are taken and documented. Ensure the weapons inspection record card information matches the asset/container markings (P/N, Drop Numbers, S/N, ALTs, etc) for all weapons; active/inactive and retired inspected.

6.9.4.4. For assets with storage bags, sample a number of bags to ensure all required items are located in the storage bag and properly packaged and or sealed. Ensure the weapons inspection record card information matches the asset/container markings (P/N, Drop Numbers, S/N, ALTs, etc.) for all weapons; active, inactive and retired inspected.

6.9.5. Storage and maintenance facilities.

6.9.5.1. Evaluate roads in storage areas, between storage and loading or missile launch areas.

6.9.5.2. Evaluate nuclear-certified hoists to ensure, at a minimum, hoists are serviceable, authorized, and have received mandatory load testing and/or safety related inspections.

6.9.6. Security.

6.9.6.1. Evaluate unit compliance with DOD S-5210.41M_ AFMAN 31-108 and other required security standards for protecting WR weapons and weapon systems. Security inspection sub-areas and inspection methodology are depicted in **Attachment 6, Table A6.1**. Performance-based criteria, where designated, is the primary means of the inspection. Compliance with existing requirements is assessed through a risk-based sampling strategy, and where practical, in conjunction with exercise events and/or task evaluations. Compliance with established requirements is considered when determining the overall security area rating.

6.9.6.2. MAJCOMs will supplement this section to ensure their specific operating environments and elements of the published Defense Intelligence Agency (DIA) *Nuclear*

Security Threat Capabilities Assessment (NSTCA, 2005-2015) are addressed while ensuring safe exercise conditions to meet exercise objectives.

6.9.6.3. Weapon denial and recapture exercise planning:

6.9.6.3.1. MAJCOM IGs, working with their staff functional counterparts and AFIA, will develop realistic nuclear weapon security exercise scenarios to determine a unit's ability to meet the Nuclear Weapons Security Standards (NWSS). The MAJCOM IG team will determine the exercise scenario and coordinate scenario with DTRA during DNSIO planning.

6.9.6.3.2. Risk Management and safety procedures will be used in planning and execution of security exercises at all levels of command. When exercises are collocated within operational areas, care will be exercised to avoid scenarios that could be interpreted as an actual hostile situation that might cause accidental injury or illness to personnel or jeopardize the security of nuclear resources.

6.9.6.3.3. At IG discretion, exercise scenarios resulting in the opposing force (OPFOR) gaining access to simulated nuclear weapons may automatically trigger the recapture or recovery exercise, as applicable. Inspectors will ensure both the OPFOR and exercise controllers know the "adversary intentions" for the planned attack (e.g., sabotage weapon, destruction, theft, etc.).

6.9.6.3.4. All participants will apply appropriate Information Security (INFOSEC) and Operations Security (OPSEC) measures to safeguard exercise information, tactics, techniques, and procedures (TTP). Likewise, the results of NSIs security exercises, or other like inspections under the auspices of the IG, will be appropriately classified, rated, critiqued, and reported for cross-tell purposes within the nuclear community.

6.9.6.3.5. OPFOR Planning. Exercise scenarios will portray an OPFOR that replicates adversaries identified in the published DIA NSTCA. Likewise, OPFOR capabilities will be matched as best as possible IAW this document to evaluate the unit's integrated effort to meet the NWSS. Ensure distinct separation of exercise play area from real world mission areas using visual identification tools (safety vest/belts, exercise controllers), safety briefings for trusted agents and normal exercise Command and Control (C2) communication announcements. All OPFOR, exercise controllers, and IG trusted agents will be under the operational direction of the inspecting IG.

6.9.6.4. Evaluate EOD integration into Weapon Recapture and Recovery planning to ensure checklists, equipment, and training supports unit concept of operations in instituting CJCSI 3261.01C, *(U) Recapture And Recovery Of Nuclear Weapons* and PPD 25 procedures, as applicable.

6.9.6.5. Evaluate weapon denial and recapture exercises IAW CJCSI 3263.05B.

6.9.6.5.1. Determine the effect (outcome) of executed security action(s) and response (performance), in conjunction with the impact of unit compliance with technical criteria and contribution of support forces and supporting security systems, as applicable, (see **Attachment 6, Table A6.1**) to determine if the NWSS was met.

6.9.6.5.2. Modeling and simulation. As available and applicable, the inspector may use computer modeling, simulation, etc. as a viable measuring tool for developing response force scenarios based on the published DIA NSTCA.

6.9.7. Safety.

6.9.7.1. Compliance with explosive safety standards, explosives and active material limits, Hazards of Electromagnetic Radiation to Ordnance, and Weapons System Safety Rules.

6.9.7.2. Nuclear surety program**.** Evaluate compliance, programs, implementation and management thereof per AFI 91-101, *Air Force Nuclear Weapons Surety Program*.

6.9.7.3. Assess Air Force Fire Emergency Services (FES) flights utilizing CJCSI 3263.05B requirements and the FES Assessment Program (FESAP).

6.9.7.4. Nuclear weapons intrinsic radiation safety program. Conduct a limited spot-check inspection of the Intrinsic Radiation Safety Program to ensure controls are in place and personnel practice as low as reasonably achievable concepts when practical.

6.9.8. Supply support. Document any supply issues which impact the ability to obtain replacement parts, tools, and equipment required to operate, maintain, and sustain the nuclear weapon systems.

6.9.9. Nuclear Weapon Personnel Reliability Assurance Program (PRAP). The PRAP includes both Personnel Reliability Program (PRP) and Arming Use of Force (AUOF). Evaluate PRAP as applicable IAW DoDI 5210.42, CJCSI 3263.05, AFMAN 13-501 and AFI 31-117. Assess the overall effectiveness of the unit's implementation of PRAP by focusing on processes and procedures through observation, scenarios, and interviews.

6.9.9.1. PRAP processes, not records reviews, will be the primary focus. Records review will only be accomplished as part of scenario based performance objectives or to investigate a potential finding/discrepancy during the process/procedural review.

6.9.9.2. Inspectors will assess the certification, continuing evaluation, removal from PRAP duties, return to duty, training and management processes using scenario-based exercises, formal and informal interviews, and observing day-to-day operations to validate/verify processes employed by the unit/installation.

6.9.9.3. Program inspection will validate/verify PRAP is functioning as a Commander's program in assuring only those personnel who have demonstrated the highest degree of individual reliability for allegiance, trustworthiness, conduct, behavior, and responsibility are allowed to perform duties associated with nuclear weapons.

6.9.10. Logistics Movement. Evaluate all units supporting or having responsibility for logistics movement of nuclear weapons by observing weapon breakout, transfer/transport, loading, unloading, and custody transfer procedures of representative types of weapons. Receipt/verification and preparation for shipment technical operations may be evaluated in conjunction with the logistics movement if it benefits the unit. The team should conduct the inspection (other than an INSI) during missions involving WR weapons when available. Evaluate:

6.9.10.1. Convoy operations. Includes operational movements to or from launch facilities and weapon movement activities to include security support. For Intercontinental Ballistic Missile units, the capability to transfer/transport, load/unload, tiedown and transfer custody of weapons for payload transfer missions may be evaluated as a logistics movement.

6.9.10.2. Prime Nuclear Airlift Force (PNAF) Support. Evaluate PNAF support plans, security support, and logistics movement IAW applicable AFIs for PNAF certified units and installations supporting nuclear airlift missions. Logistics airlift units must demonstrate ability to safely and properly load, transport, unload, and transfer custody of weapons. **Note:** For PNAF units, security support will be evaluated for aircrew security actions during the PNAF movement as required by the applicable AFIs.

6.10. Air Force NSI MGAs. In addition to the MGAs outlined in CJCSI 3263.05B, the following MGAs will also be inspected, as applicable:

6.10.1. Nuclear Control Order Procedures. Evaluate command post, aircrew, Permissive Action Link/Code Management System lock/unlock teams, and missile crew responses to nuclear control orders as well as effectiveness of applicable C2 functions IAW HHQ directives.

6.10.2. Use Control. Evaluate Permissive Action Link/Code Management System, Command Disablement System, Weapons Render Safe and Continuation Procedures, Positive Enable System and Active Protection System operations per CJCSI 3260.01C, *Joint Policy Governing Positive Control Material and Devices*, Joint Nuclear Weapons Publication System technical orders, and other applicable HHQ directives. The scope of the task evaluation may range from the interview of individuals with the responsibility for conducting command disablement operations and/or render safe procedures to demonstration using weapons trainers and/or supported weapons systems..

6.10.2.1. Award an UNACCEPTABLE rating when the unit's failure to follow authorized procedures for receipt, storage, control, destruction and issue of sealed authenticators or class 3 code management system/weapon coding equipment results in: loss of positive inventory control, unauthorized destruction or unauthorized issue of required materials; or incorrect codes/documents being positioned/installed in weapons/weapon control panels.

6.11. Actions on Defense Threat Reduction Agency (DTRA) Defense Nuclear Surety Inspection Oversight (DNSIO) Inspections.

6.11.1. Throughout the conduct of DNSIOs, the MAJCOM IG team will meet with the DTRA team to discuss inspection activities and potential deficiencies in regards to inspection execution.

6.11.2. DNSIO Reports. MAJCOM IGs will respond to DTRA in accordance with instructions contained within the DNSIO report. Courtesy copy AFIA/OV of all responses to DTRA DNSIOs.

6.12. Corrective Action Reports (CARs).

6.12.1. In addition to requirements in paragraph 2.19 and CJCSI 3263.05B Enclosure F, MAJCOMs will courtesy copy AFIA/OV on traffic to Joint Staff/J33 confirming closure of

NWTI CRITICAL and SIGNIFICANT deficiencies. MAJCOM IGs will attach a copy of the applicable CAP. CARs will be classified as CONFIDENTIAL, at a minimum.

6.13. NSI Core Team.

6.13.1. NSI Core Team Roles. (See **paragraph 8.3**). The NSI Core Team will integrate with MAJCOM/IG teams for all NSIs creating a single inspection team under the direction of the MAJCOM/IG Team Chief. To ensure standardization, the AFIA Core Team team chief will serve as the overall inspection deputy team chief. MAJCOMs should consider utilizing core team members as MGA leads.

6.13.2. Planning. Inspections will be deconflicted using Gatekeeper. At least 30 calendar days prior to a scheduled inspection execution, the MAJCOM IG Team and Core Team will begin collaboration on a draft SOE. For no-notice or minimal-notice NSIs, a tentative SOE will be drafted 30 days prior and finalized with the inspected unit (and ANG/IG, for ANG unit) upon formal notification.

6.13.2.1. Ensure the SOE includes all CJCSI 3263.05B and MAJCOM NSI requirements, inspector task assignment (area of responsibility), and any inspection-unique circumstances or requirements.

6.13.2.2. At least 15 calendar days prior to inspection execution, the MAJCOM IG Team and Core Team will review and approve the inspected unit simulations and deviations and provide DTRA a copy when required by CJCSI 3263.05B.

6.14. Air Force NSI Oversight Team.

6.14.1. Air Force NSI Oversight Team Roles and Responsibilities. (See **paragraph 8.2**).

6.14.2. DELETED

6.14.3. Planning. The Air Force NSI Oversight Team may request MAJCOMs provide an approved SOE prior to inspection execution (e.g., INSIs).

6.14.4. Report. The NSI Team Chief will provide a draft copy of the report to the oversight team chief prior to the formal outbrief with the inspected unit.

6.15. Adjudication. Third party adjudication will occur for all types of nuclear surety inspections when differences exist between inspecting teams and oversight teams when such differences will affect the final overall rating of the unit. An adjudicated decision on the unit's overall rating will be reached before out-briefing the unit. Adjudication efforts will consult, and may solicit inputs/positions from, all applicable resources available, within the nuclear enterprise. Adjudication decisions will be resolved at the lowest level possible. Either the MAJCOM IG Team Chief or the NSI Oversight Team Chief may enter an overall unit inspection rating into Level 1 adjudication, if needed.

6.15.1. Level 1 Adjudication. In the event the MAJCOM IG Team and the NSI Oversight Team cannot agree on an overall inspection rating, the MAJCOM IG and AFIA Commander will collectively adjudicate the overall rating decision and provide that decision to the MAJCOM IG Team Chief. The MAJCOM report will reflect the overall rating stemming from this decision, but will neither include, nor disclose, elements of disagreement between the teams. The MAJCOM IG or the AFIA Commander may enter an overall unit inspection rating into Level 2 adjudication, if needed.

6.15.2. Level 2 Adjudication. If a Level 1 adjudication decision cannot be reached by the MAJCOM IG and AFIA Commander, TIG will adjudicate an overall rating decision and provide that decision to the SECAF and MAJCOM Commander. The MAJCOM Commander will communicate TIG's final overall rating to the MAJCOM IG. The MAJCOM report will reflect the overall rating stemming from this decision, but will neither include, nor disclose, elements of disagreement. The AFIA oversight report will include the details of the adjudication effort, to include the dissenting opinion(s).

6.15.3. Based on TIG and A10 (NOB Secretariat) recommendation and SECAF/CSAF approval, adjudication insights may be included with other IG-related issues as agenda items at the NOB. All adjudication decisions decided below TIG will be included as agenda items at the next NSI process review.

6.15.4. In all cases, the MAJCOM Commander will retain unit certification authority.

6.16. NSI Reports and Messages.

6.16.1. Classification and Marking. Classify and mark all NSI, INSI, site-visit, and re-inspection reports and messages IAW CJCSI 3263.05B, CG-W-5, *Joint DOE/DoD Nuclear Weapons Classification Guide*, TCG-WPMU-3, *Joint DOE/DOD Topical Classification Guide for Weapon Production and Military Use***,** and Executive Order 13526, *Classified National Security Information*. (Reference **paragraph 2.18.1**)

6.16.1.1. IAW CJSCI 3263.05B, NWTI reports, in whole or in part, shall not be released outside the DoD channels without the express approval of the Joint Staff.

6.16.2. Executive summary. MAJCOM IGs will send an executive summary to all recipients in Table A6.2, Group 1 within 24 hours of IG team debrief of inspected unit. Use **Table A6.2** as a template.

6.16.3. Formal report. Document NSI, INSI, and Re-inspection results in a report and distribute to all recipients in **Table A6.2, Group 1** within 30 days of inspection outbrief of the unit. Distribute the report to agencies in **Table A6.2, Group 2** as necessary. MAJCOM IGs will ensure agencies not included in Groups 1 or 2 but identified as OPRs for corrective actions are included in the report distribution. MAJCOM IGs will annotate in their final MAJCOM IG inspection report any associated DTRA inspection or AFIA oversight participation.

Chapter 7

JOINT BASE INSPECTIONS

7.1. Purpose. This chapter provides general guidance for conducting inspections at a Joint Base (JB) where the Air Force is either the supporting or the supported Component. MAJCOM supplements to this publication will include MAJCOM-specific guidance for JB inspections within their command.

7.2. Definitions.

7.2.1. The "Supporting Component" is the component is responsible for providing installation support for the JB and geographically separated locations that transferred via the MOA. functions transferred to them from one or more supported components. For JBs with the Air Force serving as the lead service, all RegAF and Reserve Air Force units on the JB are considered part of the Supporting Component.

7.2.2. The "Supported Component" is a component identified in BRAC 2005 as transferring installation support functions to another component at a JB. For JBs with the Air Force serving as the lead service, all Active and Reserve Army, Navy, Marine Corps and other non-Air Force DoD units on the JB are considered Supported Components. On non-Air Force led JBs, all Air Force units residing on the installation are considered part of the Supported Component, Active or Reserve.

7.2.3. A "Tenant" is defined as all DoD agencies/activities, ANG units and all non-DoD entities on a JB. Working Capital Fund units not performing installation management functions are also classified as tenants.

7.2.4. "Installation Support" is any of the twelve categories of services and support activities. These are identified in the Cost Performance Visibility Framework (CPVF) quarterly. JBs are resourced to provide installation support to the DoD developed Joint Base Common Output Level Standards (JB-COLS) performance standards. Examples include Command Support, Community Services, Emergency Management, Environmental, Facilities Investment, Facilities Operations, Housing, Human Resources Management, Information Technology Services Management, Logistics Services, Operational Mission Services and Security Services.

7.2.5. JB-COLS are output or performance level standards established by the DoD for installation support using a common framework of definitions, outputs, output performance metrics, and cost drivers for each installation support function. These standards provide a description of the capability associated with the particular installation support function. These output levels apply to all DoD Components, including DoD tenants, at JBs. A JB, through the Joint Management Oversight Structure (JMOS), can request a deviation from the output level. Only a senior-level DoD function, the Installations Capabilities Council, is authorized to approve deviations from JB-COLS.

7.2.6. Joint Base Implementation Guidance (JBIG). The BRAC 2005 Joint Basing recommendations require detailed guidance to ensure that DoD implements recommendations in a way that expeditiously achieves the optimal level of long-term savings, while preserving or enhancing DoD's warfighting capabilities. The JBIG, to include

all supplemental guidance, directs DoD Components to implement joint basing under a common framework. **(T-1)** It establishes the JMOS and confirms that all installation support is transferred to the supporting Component to take full advantage of the efficiencies available from consolidation. Realizing the unique nature of our installations, the guidance establishes a governing framework to justify and approve variances to the guidance, ensures all Component equities are represented, and expeditiously resolves challenges to the fundamental improvement in the management of infrastructure resources.

7.2.7. Memorandum of Agreements, in terms of the JBIG, is the binding document for each JB that describes the organization structure, resourcing, output levels, dispute resolution and other agreements developed between the Components. The JB Implementation Plan is included in the MOA. The MOA, signed by the Component Vice-Chiefs of Staff, defines the relationships between Components, and commits the supporting Component to delivery of the approved output levels.

7.2.8. All IGs must be aware that other support agreements are possible at the local level and fall under the following categories: **(T-2)**

7.2.8.1. Intra-Service agreements are Air Force to Air Force, to include AFRC and ANG.

7.2.8.2. Inter-service are Air Force to other DoD Components.

7.2.8.3. Intra-governmental agreements are Air Force to other non-DoD Federal activities.

7.2.8.4. Agreements supporting Air Force to other non-Federal activities, excluding private or commercial enterprises.

7.2.9. The Supporting Component ensures compliance with JBIG and MOA requirements. However, if a Supported Component is not satisfied with the installation support operations, either for personnel or equipment, the Supported Component may elect to improve resourcing to meet their particular mission needs at their own expense and after coordination with Supporting Component for bed-down support requirements. **(T-3)**

7.3. Command Relationships.

7.3.1. Base organization and Installation Support (IS).

7.3.1.1. A standing JMOS ensures fairness for the JB process by providing oversight of MOA compliance, dispute resolution, and equitable allocation of funding requirements to the responsible entities. The JMOS then serves as a decision chain for JB-specific performance issues, and includes service installation management leaders and organizations at every echelon. A JB Partnership Council is the foundation of the JMOS with the following key roles: Review semi-annual CPVF reports prior to submission to Office of the Secretary of Defense (OSD) and Service HQs and resolve IS delivery issues. It does not replicate routine JB decision processes or management functions.

7.3.1.2. Air Base Wing (ABW)/Group or Air Force Element responsibilities are organize, train and equip functions, and apply to Airmen assigned to JBs. Organize responsibilities include Command Authorities IAW Uniform Code of Military Justice (UCMJ), DRRS, SORTS, ART, IMR Management, Backfill Management, and Military Personnel Management (Performance Reports/Decorations and Functional/Quarterly Awards). Training responsibilities include Expeditionary/Readiness Training and Force

Development (Training, Education). Equip responsibilities include Deployment/DOC Statement Equipment and Readiness Training Equipment.

7.3.1.3. The JB commander (JBC) has the authority and responsibility for effectively using available resources for planning, organizing, directing, coordinating, and controlling the delivery of installation support as detailed in the MOA. The JBC is synonymous with the Air Force term "installation commander," and the JBC exercises the authority traditionally associated with the installation commander on non-JB Air Force installations. Consequently, the JBC is the commander who has authority and control over JB real property and is responsible for directing installation management and support functions IAW the MOA and the established JB-COLS requirement.

7.3.1.3.1. There may be instances in which the JBC's authority and the authority of other commanders on the installation are concurrent. All supporting component and supported commanders retain the inherent authority to provide for the health, morale and welfare of their assigned personnel and for the good order and discipline of their units. Commanders also retain UCMJ authority and administrative control over military personnel under their command (assigned Component), regardless of whether the military personnel are being operationally directed by the JBC. However, unlike other commanders on the installation, the authority of the JBC extends to the entire installation by virtue of his or her position as the installation commander. A list of authorities and responsibilities assumed by the JBC are set out in the MOA and in paragraph 4.1.4. of the *DoD Supplemental Guidance for Implementing and Operating a Joint Base* (as indicated, the list is illustrative and not exhaustive).

7.3.1.4. Business Office (BO). BOs are part of some JB developmental solutions. As such, the BO consolidates responsibilities for agreement management, such as an Inter-Service Support Agreement. The BO does not have responsibility for any roles customarily assigned to a traditional Air Force Mission Support Groups or Weapon Storage Areas, but is the action office (or supporting office) for "other duties as assigned" that may include demographic data gathering, significant event calendar management, Economic Impact Assessment, and the Joint Land Use Study.

7.4. Inspections.

7.4.1. Air Force IGs will inspect Airmen using Air Force inspection requirements whether the Air Force is the supporting or supported service at the JB. **(T-1)** When an Air Force supporting unit is providing service to an Air Force supported unit, the inspection standards stem from Air Force guidance. When an Air Force supporting unit is providing service to a supported unit from another service (Army, Navy, etc.), the inspection standards stem from JB-COLs. **(T-1)**

7.4.1.1. CCIP. Air Force commanders on a JB will administer their CCIP in accordance with **Chapter 5** of this instruction. **(T-1)**

7.4.1.2. JB Wing IGs will ensure MAJCOM Gatekeepers are kept apprised of Navy and Army inspection activities on the installation. **(T-2)** Wing IGs will also ensure Navy and Army leadership at the JB are kept apprised of Air Force inspection activities at the installation. **(T-3)**

7.4.2. Each JB has installation variances based on size, location, mission, etc., which make each inspection unique. Additionally, MOAs between services, organizations, and entities are fluid, complicating the IG's inspection planning efforts. In order to execute the most effective JB inspections across the spectrum of functional disciplines, a thorough inspection planning process is required. ARC units located at JBs will be notified of regularly scheduled inspections with a minimum one year notice. **(T-2)**

7.4.3. At JB locations where the Air Force is the supporting component, the Emergency Management (EM) program will be inspected IAW **Table 5.2** of this instruction. At JB locations where another Service is the supporting component, the owning MAJCOM will develop specific criteria for the lead RegAF unit IAW the unit's role (if any) in the installation EM program.

7.4.4. Inspection Rating. Fundamentally, the Air Force portion of the inspection remains unchanged—the IG will inspect any Airman, Air Force process, program or function. The IG will inspect and rate each distinct unit IAW the IG's risk-based sampling strategy. **(T-2)** For example, at JB Lewis-McChord, the 627th Air Base Group will receive a rating and the 62d Airlift Wing will receive a separate and distinct rating. At JB McGuire-Dix-Lakehurst (JBMDL), the 87th Air Base Wing will receive a unique rating, as will the 305th Air Mobility Wing, and the 621st Contingency Response Wing.

7.4.5. IGs will ensure that any non-Air Force issues uncovered during the inspection that affect Air Force unit compliance are addressed in the report and passed to SAF/IGI for resolution. SAF/IGI will work with the other Service IG(s) and the Intermediate Command Summit to resolve the issue. The final Air Force report may provide a comprehensive assessment on how the other Service's installation support impacts the Air Force mission, but it will not deliver a rating to the other Services.

7.4.6. IGs will comply with guidance contained in the JBIG and any MOAs affecting the inspected unit. When conflict between supporting and supported Services at the JB arise that cannot be resolved locally, the MAJCOM IG will notify SAF/IGI, who then attempts to resolve the matter with Service counterparts. **(T-2)**

7.4.7. When the Air Force is the supporting component at a JB, the Wing IG will ensure the supported component leadership is invited to participate in all appropriate local exercises (e.g., active shooter, natural disaster, etc.). **(T-2)** When the Air Force is the supported component, the Wing IG will ensure participation IAW Air Force JB leadership intent. **(T-3)**

7.5. Responsibilities.

7.5.1. SAF/IGI. Deficiencies that negatively impact Air Force processes, equipment and/or personnel, but are not "owned" by the Air Force through delegation of installation support leadership, are the responsibility of SAF/IGI for resolution once up-channeled by AFIA and the MAJCOM IG Team Chief in the IG report.

7.5.2. AFIA. Invite appropriate non-Air Force inspectors to the annual Gatekeeper scheduling conference. This maximizes calendar efficiencies for the JBs and provide a more positive, interactive and authoritative inspection.

7.5.2.1. Coordinate with other Service IGs to establish a joint inspection schedule.

7.5.3. MAJCOM IG Team Chief.

7.5.3.1. The Team Chief is responsible for final approval of the JB inspection plan.

7.5.3.2. For deficiencies that negatively impact Air Force processes, equipment and/or personnel, but are not "owned" by the Air Force, the Air Force IG Team Chief annotates the issue(s) in the Air Force inspection report. Additionally, the Team Chief will debrief the issue(s) to senior Air Force leadership at the inspected unit, as well as the senior supporting component leadership at the inspected installation. **(T-2)** The MAJCOM IG Team Chief will then forward the issue requiring resolution to AFIA (this process is similar to a write-up against another HHQ). AFIA will work with SAF/IGI to resolve the issue. **(T-1)**

Chapter 8

THE AIR FORCE INSPECTION AGENCY (AFIA) PROGRAM ELEMENTS

8.1. AFIA provides independent inspection, evaluation, and analysis to advance the continuous improvement of mission effectiveness at all Air Force levels. Its mission set includes: NSIs, Inspection Oversight, Directed Inspections (DIs), MIs and UEIs. Additionally, when directed, AFIA evaluates and reports on high-impact, high-visibility programs that are of significant interest to SECAF, CSAF, or SAF/IG. AFIA provides medical inspectors to support UEIs Air Force-wide, as required.

8.2. Air Force Inspection Oversight

8.2.1. AFIA Oversight and Evaluation Team (AFIA/OV). AFIA/OV conducts oversight assessments to provide independent validation and verification of Air Force inspections and promote standardization across the enterprise. They provide feedback to SAF/IG and MAJCOM Commanders on the efficiency, effectiveness and consistency of MAJCOM IG teams conducting inspections of all types (i.e. NSIs, UEIs, MIs, etc.) Feedback is derived from over-the-shoulder observation of inspection planning (when able) and execution, focusing on the quality, standardization, objectivity, thoroughness and conduct of the MAJCOM IG team.

8.2.1.1. AFIA/OV will selectively determine which non-nuclear inspections to oversee with the goal of providing each MAJCOM IG feedback across the spectrum of inspection activity over a 24-month period. **(T-1)** AFIA/OV will provide oversight or observers at all MAJCOM-conducted NSIs and select INSIs and nuclear-focused OSVs, to include all re-inspections. **(T-1)** The AFIA/CC will be the final authority on the selection of nuclear-focused OSVs and INSIs. **(T-1)** Oversight assessments may be conducted with minimal or no-notice.

8.2.1.2. AFIA will coordinate each visit with the respective MAJCOM IG Gatekeeper and will honor the IG trusted agent system to protect the minimum or no-notice aspect of the inspection.

8.2.1.3. The Oversight team will maintain a minimal footprint and be as nonintrusive to the MAJCOM or wing inspection as possible. Oversight inspectors are authorized to intervene in an inspection for reasons of safety, security, or critical non-compliance if the MAJCOM IGs fail to take appropriate actions to correct the situation. Additionally, with respect to nuclear surety, AFIA/OV inspectors will intervene if the safety, security, or reliability of a weapon is in jeopardy.

8.2.1.4. MAJCOM IG will provide AFIA/OV access to current inspection SOEs, IGEMS/IGEMS-C, MICT for the inspected unit, qualification/training and composition of MAJCOM IG team to include augmentees, and any deliverables requested from the inspected unit. AFIA/OV will request this access once they inform MAJCOM IGs of their intention to conduct an oversight assessment.

8.2.1.5. The Oversight Team Chief will brief the MAJCOM IG Team Chief on AFIA/OV's role in the inspection process and ensure the unit leadership is briefed accordingly.

8.2.1.6. During the course of the inspection, MAJCOM IGs will allow AFIA/OV inspectors to be present for all in-briefs and out-briefs (including executive sessions), daily IG meetings, deficiency validation sessions with the inspected unit, and any discussions/validations with MAJCOM FAMs or SMEs. Oversight inspectors will be afforded access to all inspection events to include ATIS-I/G interviews and all exercise areas and technical operations where authorized by EAL. MAJCOM IG Team Chiefs will immediately notify the Oversight Team Chief of any potential CRITICAL deficiencies.

8.2.1.7. The MAJCOM IG Team Chief will provide the AFIA/OV Team Chief a draft copy of the NSI report prior to the unit out-brief.

8.2.1.8. Upon inspection conclusion, the AFIA/OV Team Chief will provide a separate non-collaborative report, routed through AFIA Commander and TIG to SECAF (NSIs only), MAJCOM Commander and MAJCOM IG within 30 days from the MAJCOM IG final report release. **(T-1)** Final oversight reports will be filed in IGEMS. **(T-1)** The oversight report provides an assessment of the MAJCOM IG team and their conduct of the inspection. Specific areas to be addressed in each report include:

8.2.1.8.1. Concurrence or non-concurrence with the MAJCOM IG overall assessment.

8.2.1.8.2. An independent perspective of the unit's nuclear surety (NSIs only).

8.2.1.8.3. An independent perspective of the unit's CCIP (UEIs only)

8.2.1.8.4. Contentious issues (for NSIs include areas requiring level 1 or 2 adjudication IAW **paragraph 6.15**).

8.2.1.8.5. Composition of the qualification and training of MAJCOM inspection team to include augmentees.

8.2.1.8.6. Implementation and understanding of policy and guidance.

8.2.1.8.7. Adequacy of MAJCOM IG validation.

8.2.1.8.8. Sufficiency of MAJCOM IG team's deliberative process.

8.2.1.8.9. Sufficiency of MAJCOM IG report to include non-documented/reported unit deficiencies.

8.2.2. DELETED

8.2.3. AFIA reviews MAJCOM IG closure responses to CRITICAL, SIGNIFICANT and repeat Minor nuclear surety deficiencies identified in NWTI and previously identified DTRA DNSI reports. **(T-1)** AFIA assesses sufficiency of MAJCOM actions taken to correct these deficiencies. **(T-1)**

8.2.4. AFIA/OV promotes AFIS and NSI standardization by identifying and sharing IG performance trends, benchmarks, strengths and deficiencies through inspector general cross-tell venues.

8.3. Air Force NSI Core Team

8.3.1. Air Force NSI Core Team (AFIA/NI). A core team of certified NSI inspectors centralized at AFIA will integrate with the MAJCOM IG Teams on all scheduled and no-notice NSIs used to operationally certify and verify nuclear-capable units. The Core Team will also support NSI re-inspections and select INSIs (see **paragraph 6.14**).

8.3.2. The Core Team provides expertise across various nuclear surety MGAs as outlined in **Chapter 6**. The Core Team will support NSIs across the nuclear-capable MAJCOMs (AFGSC, AMC and USAFE).

8.3.3. The Core Team will combine with the MAJCOM IG Team to form a single unit, under the direction of the MAJCOM IG Team Chief. The MAJCOM IG Team Chief retains the authority as the on-scene director and is responsible for determining the inspection grade and completing the inspection report to the MAJCOM Commander. The Core Team will provide the Deputy Team Chief and is responsible for advising the Team Chief on Air Force-wide nuclear inspection standardization.

8.3.4. Primary objectives of the Core Team are to improve standardization of NSIs, elevate the MAJCOM IG Team's inspector experience and expertise and contribute to NSI lessons learned and trend analysis processes. Additionally, Core Team members will support the semi-annual NSI process review, the NSI inspector training and certification program, applicable conferences and meetings held throughout the nuclear enterprise, and/or duties assigned by AFIA Commander.

8.3.5. The MAJCOM IG Team Chief and the Deputy Team Chief from the Core Team are responsible for developing full team complement consisting of permanent party, Core Team members, and required SME augmentees.

8.4. DRU and FOA MIs/UEIs. AFIA/ET conducts MIs and UEIs of selected Air Force HAF/MAJCOM staffs, Direct Reporting Units, Field Operating Agencies and Named Activities. UEIs will be conducted every 24-30 months IAW **Chapter 1**, **2** and **4**. MIs will be conducted IAW Chapters 1-3. FOAs and DRUs will be selected for an MI or UEI according to an analysis of their Mission Directive and an assessment of whether they are a policy making or executing agent. Organizations that are predominantly policy making will be selected for MIs. The TIG will be the final approval authority for inspection type selection.

8.4.1. Inspection Scope. Inspected units may rely on host unit support for management of some programs. Since the host wing is subject to inspection by their own MAJCOM, AFIA will not inspect the host; however, AFIA will assess the adequacy of host Wing support to the inspected unit. On the other hand, if program support is provided by a FOA's parent organization, the program management by the parent is subject to inspection by AFIA.

8.5. AFIA Medical Inspector Support to MAJCOM IGs. AFIA/SG will provide IG-certified medical core team inspectors at each UEI for wings with medical units.

8.5.1. MAJCOM IGs and AFIA will use the Air Force Inspection Scheduling Process.

8.5.2. AFIA/SG and MAJCOM IGs will coordinate the scope and length of the medical component of the UEI NLT 30 days before the 1st day of the Capstone.

8.5.3. AFIA/SG will determine the AFIA/SG core team composition and size.

8.5.3.1. AFIA/SG and MAJCOM IGs will coordinate augmentation to the medical core team.

8.6. Active Duty (AD) Military Treatment Facilities (MTF) Accreditation Requirements. Active Duty MTFs must update their electronic application whenever significant changes occur. **(T-0)**

8.6.1. AD bedded MTFs must update their electronic application upon notification from the Joint Commission (TJC), which occurs at 9, 18, and 27 month intervals from their anniversary date. TJC also requires an annual self-assessment, formerly Periodic Performance Review via electronic submission, now titled Intracycle Monitoring/Focus Standard Assessment (ICM/FSA). Reminder notifications for ICM/FSA submission requirements are provided per email to the MTF Commander 15 months prior to the accreditation anniversary date and due dates are posted on the Connect site.

8.6.2. AD non-bedded MTFs will be notified by the Accreditation Association of Ambulatory Health Care (AAAHC) 180 Days prior to their accreditation survey. They must submit a new application which must be received no later than 90 days prior to their re-accreditation survey date. During the term of accreditation, AAAHC also requires written notification within 30 days of any significant organizational, operational or financial changes that can occur. **(T-0)**

8.7. IG Team Support. Other AFIA inspectors may supplement MAJCOM IG teams during inspections of field units. AFIA inspectors do not write a separate report. Rated inspectors with current medical and physiological training prerequisites may fly as observers in unit aircraft when appropriate to their inspection role. Reference **paragraph 8.5.** for AFIA/SG inspectors.

8.8. Contingencies and Combat. AFIA inspectors may deploy to forward locations and field HQs during contingency and/or combat operations to observe processes and recommend solutions to readiness problems beyond the control of the local Air Force field commander. These visits require approval by the appropriate unified command. This is not an inspection, but is an opportunity for an independent and impartial Air Force-level team to analyze systemic readiness problems that may need HAF or higher-level attention. Refer also to War Mobilization Plan, Volume 1, Annex O.

8.9. Directed Inspection (DI). This high-priority inspection will normally be executed by AFIA and other SAF/IG personnel. If necessary, TIG may request assistance from MAJCOM IGs via their commanders to conduct this inspection. The DI is usually time-sensitive and the deficiencies and recommendations are of significant interest to the Air Force, members of Congress, or the general public. The MAJCOM Commander may direct his/her IG to perform a DI when necessary, or may request AFIA's assistance.

8.10. The AFIA Analysis Division. Will collect, monitor, analyze and report on key inspection data from across the USAF and compile the data into meaningful information to support Air Force Senior Leader decision making.

8.10.1. Support SAF/IG with analysis for SECAF/CSAF level briefings.

8.10.2. Provide Air Force-wide inspection analysis for *TIG Brief*.

8.10.3. Report on inspection trends to SAF/IG and other senior leaders across the Air Force.

8.11. TIGIRS Lead Command. AFIA acts as Lead Command for all components of the TIGIRS family of systems. The components are IGEMS, MICT, and AF Gatekeeping.

8.11.1. Develops, validates, prioritizes and documents all requirements for each component. Provides all IGEMS and MICT requirements to the TIGIRS Program Office (AFPEO EIS/HIBI).

8.11.2. Monitors the activities of the TIGIRS Program Office to modify, sustain and support each component.

8.11.3. Acts as the single voice of the customer to communicate and represent user issues and concerns to the TIGIRS Program Office.

8.11.4. Directs the operational testing of upgrades to each TIGIRS component.

8.11.5. Manages the TIGIRS program, to include reporting status to AFIA/ET, AFIA Commander and SAF/IG; identifying and resolving program issues; and identifying and programming for the resources required to support the upgrade and sustainment of each component.

8.11.6. AFIA will act as the MICT MAJCOM Lead for all FOAs, DRUs and Named Agencies.

8.11.7. AFIA will coordinate a TIGIRS Strategic Plan for TIG signature. The strategic plan should provide long-term (1-3 year) direction for incremental changes to IGEMS and MICT. The Strategic Plan shall be an annual agenda item in the AFIS Governance Process.

8.12. TIG Brief. AFIA publishes *TIG Brief* (Air Force Recurring Publication [AFRP] 90-1) which provides authoritative guidance and information to Commanders, IGs, inspectors, and Air Force supervisors and leaders at all levels of command. Anyone may submit articles to AFIA/ET. Articles should relate to anticipated or actual problems, recommendations to improve management, safety, security, inspection or operational techniques, cross tell of lessons learned, best practices, or contemporary issues of interest to the Air Force.

8.13. Air Force Gatekeeper Program. AFIA/ETO will act as the lead agent for the Air Force Inspection Scheduling Process.

8.13.1. Manages the Air Force Gatekeeping Program website IAW **paragraph 2.9.1**.

8.13.2. Coordinates all inspections with MAJCOM Gatekeepers in accordance with **paragraph 2.9.1**.

8.13.3. Plans and executes the annual Gatekeepers' inspection scheduling conference.

8.14. By-Law Reporting. AFIA/ETO will collect MAJCOM data (via IGEMS By-Law Section) from each of the By-Law inspection requirements performed during the reporting period (See **Attachment 3**). The following reports will be generated by AFIA/ETO:

8.14.1. The bi-annual Air Force Personnel Accountability report for DoD IG. Data will continue to be collected on non-reporting years for the Consolidated By-Law Report .

8.14.2. The annual Federal Voting Assistance Program (FVAP) report for DoD IG.

8.14.3. The annual Air Force Sexual Assault and Prevention Response (SAPR) report for SAF/MRM.

8.14.4. The annual Transition Assistance Program report for the SECAF.

8.14.5. The annual Consolidated By-Law report for TIG. This report will include By-Law inspection data, extracted from IGEMS, on programs listed in **Table 5.1** for the SECAF, CSAF, MAJCOM/CCs, and MAJCOM/IGs. **(T-1)**

8.14.6. The quarterly Consolidated By-Law report for TIG. This report will include By-Law inspection data, extracted from IGEMS, on programs listed in **Table 5.1** for the MAJCOM Commanders and MAJCOM/IGs. **(T-1)**

8.15. Wounded, Ill and Injured (WII) Reporting. AFIA/ETO will serve as the lead agent for WII inspections. AFIA/ETO will:

8.15.1. Manage the Air Force WII inspection process in accordance with **Attachment 8**.

8.15.2. Act as the liaison between the Air Force Personnel Center (AFPC) Wounded Warrior Division and MAJCOM IGs to ensure Air Force WII inspection requirements are met.

8.15.3. Manage the Air Force Wounded Warrior Inspection website.

8.15.4. Act as the Service representatives to the Assistant Secretary of Defense for Health Affairs on WII housing inspections.

8.15.5. Generate the annual Air Force WII Inspection report for members of Congress on the Appropriations and Armed Services Committee.

8.16. Inspection System Training. AFIA/ETT manages and administers the Inspector General Training Course (IGTC), the Nuclear Surety Inspectors Course (NSIC) and Inspection Augmentee Training. **(T-1)** AFIA/ETT will develop, manage and administer new inspector courses as required. **(T-1)** AFIA/ETT will develop a UEI scoring methodology module for the IGTC course. **(T-1)** This module will include practical scenario driven training on UEI scoring. **(T-1)** AFIA/ETT will also provide course materials for the scoring methodology module to MAJCOM IGs to facilitate inspection augmentee training. **(T-1)**

8.17. Radioactive Material Permit Inspections (Unannounced).

8.17.1. The authority of Air Force activities to acquire, receive, possess, use, store, transfer, transport, distribute, or dispose of radioactive materials (RAM) regulated by the US Nuclear Regulatory Commission (US NRC) is granted through the United States Air Force (USAF) Master Materials License (MML) issued to the Air Force Radioisotope Committee, Air Force Medical Support Agency (AFMSA/SG3PB), by the US NRC.

8.17.2. Condition 12 of the MML requires that Air Force instructions, policies, and directives governing the use of licensed material be consistent with the US NRC's regulations. AFI 40-201, *Managing Radioactive Materials in the USAF*, Attachment 6, establishes Air Force RAM Permit inspection and enforcement policy consistent with the US NRC's Inspection Manual **Chapter 280**, *Materials Inspection Program*. RAM Permit inspections are TIG-directed and identified as item #71 in **Attachment 2**. The AFIA RAM Inspector will comply with Gatekeeper deconfliction as required in **paragraph 2.9**.

Chapter 9

IG FORCE DEVELOPMENT AND MANAGEMENT

9.1. Air Force Inspector General Duty. IG duty is a position of high public trust. Personnel selected for an Air Force Inspector General assignment are functional experts selected from Air Force Specialty Codes (AFSCs) across the Air Force. They possess attributes of the highest professional standards and moral character; demonstrate potential for future service and continued promotion; and provide credibility for those Airmen, family members, and civilians who seek IG assistance. In addition to these qualities, Airmen selected for IG service will:

9.1.1. Have broad, contemporary Air Force assignment experience and background that reflects outstanding performance. NSI inspectors must have nuclear experience or experience applicable to current systems in their respective MAJCOM prior to assignment as an inspector. All nuclear munitions inspectors will have prior nuclear maintenance experience. **(T-1)**

9.1.2. Display moral attributes and personal traits that demonstrate adherence to Air Force Core Values. **(T-1)**

9.1.3. Be able to attain and hold a security clearance commensurate with the duties required as an IG inspector. **(T-1)**

9.1.4. Have no record of civil conviction except for minor offenses. **(T-1)**

9.1.5. Have neither conviction by court-martial nor any general officer letters of reprimand in the official military personnel file. **(T-1)**

9.1.6. Present good military bearing and appearance. **(T-1)**

9.1.7. Wing IG (87GXX). Wing IG will be an O-5/GS-14 or higher. **(T-1)** Appointing authorities are highly discouraged from selecting IGs lower than the rank of O-5/civilian equivalent. Only in extreme circumstances should an appointing authority select a non-field grade officer to lead the IG section. IG sections led by non-field grade officers or enlisted IGs are not perceived by complainants or inspectees to have the same ability as field grade officers to: 1) address command issues such as command climates, abusive/hostile environments or other misconduct by leadership in the unit; or 2) inspect and report on the full spectrum of unit effectiveness.

9.1.8. Wing Director of Inspections (87IXX) will be an O-4/civilian equivalent or higher. **(T-1)**

9.1.9. Wing Inspections Superintendent (8IXXX) will be an E-8 to E-9 or civilian equivalent. **(T-3)** The Wing Commander may waive this requirement on a case-by-case basis, if qualified candidates are not available, to the rank of E-7. For ANG units waivers must be coordinated with ANG/IG.

9.1.10. MAJCOM and Wing IG Inspectors (other than those positions listed above). MAJCOM and Wing IG members will be senior captains (captains with more than 7 years commissioned service) or above or civilian equivalent. Enlisted IGs must be TSgt 7-level or above. Waivers may be granted by the affected level (MAJCOM or Wing) Commander on a case-by-case basis if qualified candidates are not available. MAJCOM NSI inspector

positions may be Key Nuclear Billets based on the requirement for experienced nuclear enterprise expertise that can immediately be effective upon assignment. Additionally, MAJCOM NSI inspector positions should have the highest assignment priority for continuity of the NSI inspector position. **(T-3)** The above requirements do not apply to WIT members. WIT requirements are found in **paragraph 5.8** and Complaints Resolution IG requirements are found in AFI 90-301.

9.2. MAJCOM IG Team Chiefs. Colonel/civilian equivalent IG Team Chiefs will be nominated and selected by the MAJCOM Commander. Lt Col/civilian equivalent Team Chiefs will be selected by the MAJCOM IG with the concurrence and assistance of the MAJCOM Commander.

9.3. DELETED

9.3.1. DELETED

9.3.2. DELETED

9.3.3. DELETED

9.3.4. DELETED

9.4. Inspector General Training. Inspector General training and certification is vital to ensure the experience criteria necessary to develop a sufficient professional IG cadre. All IG Airmen will be familiar with the appropriate training required within their AFSC series or career area, complete appropriate education and training commensurate with their grade, and develop proficiency of occupational and institutional competencies commensurate with their grade to enhance their IG duty performance. All members are responsible for using resources to become aware of opportunities for development and advancement after leaving the IG. **(T-1)**

9.4.1. Senior IG Personnel Training. MAJCOM IGs will attend the 1-day Executive IG Course at the Pentagon within 180 days of being appointed. MAJCOM IG Deputies and MAJCOM IG Superintendents may attend at the discretion of the MAJCOM IG. Other IG senior officers, civilian equivalents and SNCOs are nominated by their MAJCOM IG in order to attend on a space-available basis. MAJCOM IGs will submit requests for training to SAF/IGI.

9.4.2. Mandatory Inspector Training. All inspectors will complete mandatory training prior to certification. IG inspectors must be certified within 6 months of being assigned to the IG. **(T-1)** MAJCOM POCs will schedule students for MAJCOM or Wing track as required.

9.4.2.1. USAF Inspector General Training Course (IGTC). AFIA/ET will post the IGTC schedule on the USAF IG World Classroom site. **(T-2)** All inspectors in IG billets will complete the IGTC. **(T-1)** For special circumstances (on-site, out-of-cycle training) contact the AFIA Enterprise Support Training Division Chief. IGTC course materials can be found at the USAF IG World Classroom site to aid in the development of MAJCOM and Wing-specific training. MAJCOM IG Training POCs will schedule students for applicable MAJCOM or Wing IGTC as required.

9.4.2.1.1. IG inspectors who have previously attended IGTC IGI track are not required to repeat the training.

9.4.2.1.2. IG inspectors cross-flowing from Complaints Resolution to Inspections must attend IGTC. **(T-1)**

9.4.2.1.3. It is recommended MAJCOM/IGs, MAJCOM/IG deputies, WG/IGs and WG/IG deputies should attend both IGI and IGQ tracks. The commander will ensure the personnel serving in these positions attend the proper course. **(T-2)**

9.4.2.1.4. Inspectors will be in the grades of O-3 and above (with a minimum of seven years commissioned experience) and are eligible for award of Special Experience Set "10" after IGTC completion (T-1). Enlisted inspectors will be in the grades of E-6 and above (with a minimum 7-skill level) and are eligible for award of Special Experience Identifier (SEI) "010" after IGTC completion (T-1).

9.4.2.2. MAJCOM-Specific training. MAJCOM/IGs will develop MAJCOM-specific training. This training will provide specialized team, functional area, host-nation, or unit-specific training to inspectors. In addition to this training inspection augmentees will receive AFIA inspection augmentee training posted on the USAF IG World Classroom Site. MAJCOM instructors develop local training material to supplement, but not replace AFIA material. AFIA will perform periodic audits of MAJCOM and Wing IG training. **(T-2)** All MAJCOM inspectors and MAJCOM inspection augmentees will attend MAJCOM-specific training prior to performing inspection duties. **(T-2)**

9.4.2.3. Wing-Specific training. Wing IGs will develop Wing-specific training. **(T-2)** This training will include MAJCOM-specific training and will provide specialized team, functional area, host-nation, or unit-specific training to inspectors. In addition to this training inspection augmentees will receive AFIA inspection augmentee training. AFIA and MAJCOM IGs will perform periodic audits of Wing IG training. **(T-2)** All Wing inspectors and inspection augmentees (WIT) will attend wing-specific training prior to performing inspection duties. **(T-3)**

9.4.2.4. Field observation. An over-the-shoulder by a certified inspector to evaluate inspection methodology and IG character attributes. All inspectors will complete a field observation prior to certification. **(T-2)** All inspectors and inspection augmentees will complete a field observation prior to performing unsupervised inspection duties. **(T-2)**

9.4.2.4.1. UEI field observation. An over-the-shoulder evaluation of an individual during a UEI Capstone or on-site visit, or CCIP to be a certified non-nuclear inspector. IGs will determine the scope and scale. **(T-3)**

9.4.2.4.2. NSI field observation. An over-the-shoulder of an individual during a NSI or nuclear-focused on-site visit for MAJCOM, AFIA inspectors and MAJCOM inspection augmentees responsible for inspecting CJCSI 3263.05B. MAJCOM/IGs will determine the scope and scale. **(T-1)**

Figure 9.1. UEI Inspector Certification Training Requirements.

Figure 9.1 UEI Inspector Certification Training Requirements					
	IGTC	MAJCOM Training	IG Exec Course	WG Training	Field Observation
SAF IG	X		X		Recommended[4]
AFIA inspector	X	X			X
MAJCOM IG	X	X	X		X
MAJCOM IG deputy	X	X	Optional[4]		X
MAJCOM IG superintendent	X	X	Optional[4]		X
MAJCOM Inspector assigned to IG	X	X			X
WG/IG	X			X	X
WG/IG deputy	X			X	X
WG inspector assigned to IG	X			X	X
Notes: X denotes requirement to attend training.					

Figure 9.2. NSI Inspector Certification Training Requirements.

Figure 9.2 NSI Inspector Certification Training Requirements						
	IGTC	MAJCOM Training	IG Exec Course	AF NSIC	DTRA NWTIC	NSI - Field Observation
SAF IG	X		X	X	X	recommended
AFIA/CC	X	X		X	X	X
AFIA deputy	X	X		X	X	X
AFIA inspector	X	X		X	X	X
MAJCOM IG	X	X	X	X	X	X
MAJCOM IG deputy	X	X	optional	X	X	X
MAJCOM IG superintendent	X	X	optional	X	X	X
MAJCOM Inspector assigned to IG	X	X		X	X	X
Notes: X denotes requirement to attend training.						

9.4.2.5. Air Force Nuclear Surety Inspector Course (NSIC). Air Force specific training for MAJCOM, AFIA and SAF/IG Inspectors whose duties include inspecting CJCSI 3263.05B requirements. MAJCOM Inspectors must attend NSIC to be certified as a Nuclear inspector. **(T-1)**

9.4.2.6. Nuclear Weapons Technical Inspections Course (NWTIC). DTRA provided training. It is required for MAJCOM, AFIA and SAF/IG Inspectors whose duties include inspecting CJCSI 3263.05B requirements. MAJCOM Inspectors must attend in accordance with CJCSI 3263.05B to be certified as a Nuclear inspector. **(T-0)** Prior to attending NWTIC, individuals must complete the Nuclear Weapons Surety (NWS) CBT hosted by Defense Nuclear Weapons School (DNWS). **(T-0)**

Figure 9.3. Inspection Augmentee UEI/NSI Training Requirements.

Figure 9.3 Inspection Augmentee UEI/NSI Training Requirements			
	MAJCOM Training	WG training	Field Observation
MAJCOM Augmentee	X		X
Wing Augmentee (WIT)		X	X
Notes: X denotes requirement to attend training.			

9.4.3. DELETED

9.4.4. HAF-directed specialized inspector training requirements are now listed in **Attachment 3**.

9.4.5. Inspectors and inspection augmentees who have not inspected in the previous 6 months will re-accomplish MAJCOM-specific training prior to participating in an inspection. **(T-3)**

9.4.6. Optional Training. NSI Inspectors are highly encouraged to attend other nuclear and/or inspection courses to add breadth and depth to their nuclear experience.

Figure 9.4. Oath for Personnel Assigned to or Augmenting the IG.

I, _____, having been assigned as an Inspector General (or member of a MAJCOM/Wing Inspection Team), do solemnly swear (or affirm) that I accept the special obligations and responsibilities of the position freely, that I will uphold the standards for Inspectors General prescribed by Law and regulations and that I will discharge inspection (or investigation) duties without prejudice, bias or partiality on behalf of the commander. [So help me God.]

9.5. Inspector General Certification. See **paragraph 2.5.1** and its sub-paragraphs.

9.6. Civilian Inspector General Requirements. In accordance with civilian personnel rules and regulations, commanders or command IGs may hire Air Force civilians to serve as IG personnel. Hiring authorities must ensure that these employees, like their uniformed counterparts, understand the nature of IG work. **(T-1)** MAJCOM IGs must understand that civilian employees who perform IG duties have access to sensitive and confidential IG information and hold a position of high public trust. To protect those who seek assistance from the IG and to safeguard the integrity of the IG system, civilian employees performing IG duties must display moral attributes and personal traits that demonstrate adherence to Air Force Core Values. Comply with **paragraph 2.5.5.** when considering utilizing bargaining unit employees for IG duty. **(T-1)**

9.6.1. During the hiring process, hiring authorities will screen potential civilian employee candidates, to include current IGs applying for another IG position. **(T-2)** These elements are incorporated into hiring announcements and civilian position descriptions. Failure to maintain attributes in paragraphs **9.6.2.4.**, **9.6.2.5.** and **9.6.2.6** below serves as grounds for

revocation of IG certification, credentials, and possibly termination or removal from government service.

9.6.2. Civilians selected for IG inspections duty will:

9.6.2.1. Be a citizen of the United States. **(T-1)**

9.6.2.2. Be in the grade of GS–11 or above. Team chiefs will be in the grade of GS-13 or above. **(T-1)**

9.6.2.3. Have broad, contemporary Air Force experience and background that reflects outstanding performance. Civilian NSI inspectors must have prior nuclear experience. Civilians inspecting technical operations will also be required to have a nuclear munitions background. This experience is crucial to gain and maintain credibility with Airmen and civilians when conducting IG functions. **(T-1)**

9.6.2.4. Display moral attributes and personal traits that demonstrate adherence to Air Force Core Values. **(T-1)**

9.6.2.5. Be able to attain and hold a security clearance commensurate with the duties required as an IG inspector. **(T-1)**

9.6.2.6. Have no record of civil conviction except for minor offenses. **(T-1)**

9.7. Air Force Inspector General Duty Badge. The IG Duty Badge is required for wear by any Air Force personnel performing official duties and assigned to an IG Office after completing IGTC. The badge may be issued by the individual's unit of assignment. The badge will be worn IAW the placement configuration in AFI 36-2903. If a personnel's CAFSC has a previously awarded duty badge that is required to be worn in the first position (Security Forces, Fire Protection, and some Missile career fields), then the IG badge will be worn in the second position. (T-1)

9.7.1. IG billets include those at the SAF, AFIA, MAJCOM, and Wing. It does not authorize MAJCOM augmentees or Wing Inspection Team members to wear the badge or any reprinted likeness in the performance of their duties. This includes team IG badges, papered credentials, or any form of identification.

9.7.2. The badge is authorized to be printed or embossed on the aircrew name tag IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and worn on the Flight Duty Uniform (FDU). An IG patch, as approved by the unit's MAJCOM, may be worn on the right sleeve. Either the nametag or an IG patch is mandatory. **(T-1)** Both nametag and IG patch are authorized.

9.7.3. The IG badge, while assigned to an IG billet, takes precedence to other duty badges with exception to those described in **paragraph 9.7**.

9.8. Wear criteria. The IG Duty Badge is worn by assigned IG personnel only under the following conditions:

9.8.1. Upon completion of formalized training. If assigned to IG PRIOR to 1 Aug 14, the badge shall be worn without IGTC. **(T-1)** If assigned to IG On/After 1 Aug 14, the badge shall be worn only after completing IGTC. **(T-1)** WIT does not wear the IG badge in any format (i.e. picture, clip-on badge, patches, etc.) **(T-1)** WIT wear a wing created badge **(T-3)**.

9.8.2. Authorized Inspector General assigned to a Wing, MAJCOM, or the SAF/IG billeted position.

9.8.3. The badge will be presented in a formal ceremony following certification and affirmation of the IG oath. **(T-3)**

9.8.4. The badge is not authorized for continued wear when no longer assigned to an authorized IG position. The only exception is the IG Duty Badge may be worn during the member's retirement ceremony. **(T-1)**

9.8.5. The badge is not authorized for continued wear when withdrawn by Wing CC/IG, MAJCOM CC/CV/IG, or SAF/IG for cause, including a failure to meet Air Force standards or IG standards as articulated in paragraph 9.1.

GREGORY A. BISCONE, Lieutenant General,
USAF
The Inspector General

Attachment 1

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AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*, 25 Sep 09

AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Environment*, 7 Jul 11

AFMAN 10-2504, *Air Force Incident Management Guidance for Major Accidents and Natural Disasters*, 13 Mar 13

AFMAN 10-2605, *Education, Training and Exercise Competencies for Counter-Chemical, Biological, Radiological and Nuclear Operations*, 30 Jun 08

AFMAN 15-129V1, *Air and Space Weather Operations – Characterization*, 6 Dec 11

AFMAN 15-129V2, *Air and Space Weather Operations—Exploitation*, 07 Dec 11

AFMAN 32-1007, *Readiness and Emergency Management Flight Operations*, 30 May 13

AFMAN 33-282, *Computer Security (COMSEC)*, 27 Mar 12

AFMAN 33-363, *Management of Records*, 1 Mar 08

AFMAN 65-506, *Economic Analysis*, 29 Aug 11

AFMAN 91-201, *Explosives Safety Standards*, 4 Mar 14

AFPD 10-7, *Information Operations*, 4 Aug 14

AFPD 10-24, *Air Force Critical Infrastructure Program (CIP)*, 28 Apr 06

AFPD 10-25, *Emergency Management*, 26 Sep 07

AFPD 14-1, *Intelligence Surveillance, and Reconnaissance (ISR) Planning, Resources, and Operations*, 2 Apr 04

AFPD 16-7, *Special Access Programs*, 19 Feb 14

AFPD 32-70, *Environmental Quality*, 20 Jul 94

AFPD 36-26, *Total Force Development*, 27 Sep 11

AFPD 36-60, *Sexual Assault Prevention and Response (SAPR) Program*, 14 Apr 11

AFPD 65-5, *Cost and Economics*, 5 Aug 08

AFPD 90-2, *Inspector General-The Inspection System*, 26 Apr 06

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AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*, 2 Feb 12

T.O. 11N-35-51, *General Instructions Applicable to Nuclear Weapons*

CG-W-5, *Joint Nuclear Weapons Classification Guide*

CJCSI 3260.01C, *Joint Policy Governing Positive Control Material and Devices*, 30 Jun 11

CJCSI 3261.01B, *Recapture and Recovery of Nuclear Weapons*, 3 Nov 08

CJCSI 3261.01C, *(U) Recapture And Recovery Of Nuclear Weapons*

CJCSI 3263.05B, *Nuclear Weapons Technical Inspections*, 17 Nov 14

Comprehensive Emergency Management Plan (CEMP) 10-2 Template

DOD 3150.2-M, *DoD Nuclear Weapon System Safety Program Manual*, 31 Jan 14

DOD S-5210.41-M, *The Air Force Nuclear Weapon Security Manual*, 25 Apr 13

DOD 5240.1-R, *Procedures Governing the Activities of DoD Intelligence Components that Affect United States Persons*, 7 Dec 1982

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DODD 1332.35, *Transition Assistance for Military Personnel*, 9 Dec 1993

DODD 3020.26, *Department of Defense Continuity Programs*, 9 Jan 09

DODD 3020.40, *DoD Policy and Responsibilities for Critical Infrastructure*, 21 Sep 12

DODD 3150.02, *DoD Nuclear Weapons Surety Program*, 24 Apr 13

DODI 1000.04, *Federal Voting Assistance Program* (FVAP), 13 Sep 12

DODI 1100.22, *Policy and Procedures for Determining Workforce Mix*, 12 Apr 10

DODI 2200.01, *Combating Trafficking in Persons (CTIP)*, 15 Sep 10

DODI 3020.45, *Defense Critical Infrastructure Program (DCIO) Management*, 21 Apr 08

DODI 3020.52, *DOD Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Preparedness Standards*, 18 May 12

DODD 4715.1E, *Environmental Safety and Occupational Health (ESOH)*, 19 Mar 05

DODI 4715.6, *Environmental Compliance*, 24 Apr 96

DODI 4715.17, *Environmental Management Systems*, 15 Apr 09

DODI 5210.89_AFI 10-3901, *Minimum Security Standards for Safeguarding Biological Select Agents and Toxins*, 22 Jun 10

DODI 6055.06, *DOD Fire and Emergency Services (F&ES) Program*, 21 Dec 06

DODI 6495.02, *Sexual Assault Prevention and Response Program Procedures*, 28 Mar 13

DODI 6055.05, *Occupational and Environmental Health*, 14 Oct 14

DODI 6055.01, *DOD Safety and Occupational Health Program*, 14 Oct 14

DODI 6055.17, *DoD Installation Emergency Management (IEM) Program*, 28 Mar 13

DODM 5105.21-V1, *Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Information and Information Systems Security*, 19 Oct 12

DODM 5105.21-V2, *Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Physical Security, Visitor Control, and Technical Security*, 19 Oct 12

DODM 5105.21-V3, *Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Personnel Security, Industrial Security, and Special Activities*, 19 Oct 12

DODM 5200.01V1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 Feb 12

DODM 5200.01V2, *DoD Information Security Program: Marking Of Classified Information*, 24 Feb 12

DODM 5200.01V3, *DoD Information Security Program: Protection Of Classified Information*, 24 Feb 12

DODM 5200.01V4, *DoD Information Security Program: Controlled Unclassified Information (CUI)*, 24 Feb 12

DODM 5210.42 , *Nuclear Weapons Personnel Reliability Program (PRP)*, 13 Jan 15

DoD IG Security and Counterintelligence Inspection Guidelines

HAF Mission Directive (MD) 1-20, *The Inspector General*, 26 Sep 13

HQ USAF 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*, 10 Jun 2013

Executive Order 12196, *Occupational Safety and Health Programs for Federal Employees*, 26 Feb 80

Executive Order 12333, *United States Intelligence Activities*, 4 Dec 1981

Presidential Policy Directive (PPD)-8, *National Preparedness*, 30 Mar 11

Executive Order 12333 as amended by EO 13284(2003), 13355(2004) and 13470(2008)

Executive Order 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, 24 Jan 07

Executive Order 13526, *Classified National Security Information*, 3 Jan 07

Title 10 United States Code § 8020, *Inspector General*, 27 Sep 14

Title 10 United States Code § 8583, *Requirement of Exemplary Conduct*, 3 Jan 12

Title 10 Unoted States Code § 1102, *Medical Quality Assurance*, 6 Jan 97

Accreditation Council for Graduate Medical Education, Policies and Procedures, 1 Jul 13

Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, 28 Feb 03

National Defense Authorization Act (NDAA) FY2008, House Record (H.R.) 4986, Section 1662, *Access of Recovering Service Members to Adequate Outpatient Residential Facilities*

National Environmental Policy Act of 1969

National Response Framework (NRF), May 13

Federal Continuity Directive 1 (FCD 1), Oct 12

Federal Continuity Directive 2 (FCD 2), Feb 08

Department Of Defense Initial Guidance for BRAC 2005 Joint Base Implementation, 22 Jan 08

Fire Emergency Services Assessment Program (FESAP)

Law of Armed Conflict (LOAC)

Prescribed Forms

There are no prescribed forms for this publication.

Adopted Forms

AF Form 55, *Employee Safety and Health Record*

AF Form 623, *Individual Training Record Folder*. **Note:** Maintain and dispose of IAW AFI 36-2201, *Air Force Training Program*

AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*

AF IMT 847, *Recommendation for Change of Publication*

AF Form 2435, *Load Training and Certification Document*

AF Form 4349, *Record of Intelligence Evaluation*

AF Form 4350, *Certificate of Intelligence Qualification*

Abbreviations and Acronyms

AAAHC—Accreditation Association for Ambulatory Health Care

ABW—Air Base Wing

AFCEC —Air Force Civil Engineering Center

ACTS —Automated Case Tracking System

AEF —Air and Space Expeditionary Force

AFE —Aircrew Flight Equipment

AFH—Air Force Handbook

AFI—Air Force Instruction

AFIA —Air Force Inspection Agency

AFIS —Air Force Inspection System

AFMAN —Air Force Manual

AFMOA —Air Force Medical Operations Agency

AFNWC —Air Force Nuclear Weapons Center

AFOSH —Air Force Occupational Safety and Health

AFOSI —Air Force Office of Special Investigations

AFPD—Air Force Policy Directive

AFPEO—Air Force Program Executive Office

AFRIMS —Air Force Records and Information Management System

AFSC —Air Force Specialty Code

AFSEC —Air Force Safety Center

AFSFC—Air Force Security Forces Center

AFSO21—Air Force Smart Operations

AG —Auditor General

ANG —Air National Guard

AOC—Air Operations Center

ARC—Air Reserve Component, including both the Air National Guard and the Air Force Reserve

ART —AEF Reporting Tool

AW —Airlift Wing

BMC —Basic Mission Capable

BO — Business Office

BRAC —Base Realignment and Closure

BSAT —Biological Select Agents and Toxins

BW —Bomb Wing

C2 —Command and Control

CAP —Corrective Action Plan

CARS —Corrective Action Report Status

CBRN —Chemical, Biological, Radiological, and Nuclear

CBRNE—Chemical, Biological, Radiological, Nuclear, and High Yield Explosives

CC —Commander

CCIP —Commander's Inspection Program

CCIR —Commander's Critical Information Requirements

CCIR —Commander's Inspection Report

CE —Civil Engineering

CFM —Career Field Manager

CFR —Code of Federal Regulation

CII —Command Interest Item

CIMB —Commander's Inspection Management Board

CJCS —Chairman of the Joint Chief of Staff

CJCSI —Chairman of the Joint Chiefs of Staff Instruction

CMR —Combat Mission Ready

COCOM—Combatant Command

COOP—Continuity of Operations

COR —Contracting Officer Representative

CP —Command Post

CPVF —Cost Performance Visibility Framework

CSAF —Chief of Staff of the Air Force

CV —Vice Commander

DAF —Department of the Air Force

DAU —Defense Acquisition University

DEV —Deviations

DFR —Deficiency Fix Rate

DI —Directed Inspection

DIA—Defense Intelligence Agency

DIG—Deputy Inspector General

DISA —Defense Information Systems Agency

DNSIO - Defense Nuclear Surety Inspection Oversight

DOC—Designed Operational Capability

DoD —Department of Defense

DODD —Department of Defense Directive

DODI —Department of Defense Instruction

DOE —Department of Energy

DRF —Disaster Response Force

DRRS —Defense Readiness Reporting System

DRU —Direct Reporting Unit

DT —Development Team

DTRA —Defense Threat Reduction Agency

EAL —Entry Authority List

EAP —Emergency Action Plan/Procedures

EM—Emergency Management

EO—Executive Order

EOD —Explosive Ordnance Disposal

EPA —Environment Protection Agency

ESOH —Environment, Safety, and Occupational Health

FAM —Functional Area Manager

FAR—Federal Acquisition Regulation

FD—Force Development

FES —Fire Emergency Services

FESAP —FES Assessment Program

FM —Financial Management

FOA —Field Operating Agency

FOIA —Freedom of Information Act

FOUO —For Official Use Only

FRI —Federal Recognition Inspection

FSA —Focus Standard Assessment

FVAP—Federal Voting Assistance Program

FW—Fighter Wing

FWA —Fraud, Waste and Abuse

FY —Fiscal Year

GAO —Government Accountability Office

GMAJCOM —Gaining Major Command

GSU —Geographically Separated Unit

HQ USAF or HAF —Headquarters Air Force, includes the Secretariat and the Air Staff

HQ —Headquarters

HHQ—Higher Headquarters

HIPAA—Health Insurance Portability and Accountability Act

IAW —In Accordance With

IBDSS—Integrated Base Defense Security System

ICD—Intelligence Community Directive

ICM —Intracycle Monitoring

IE —Installation, Environment, & Logistics

IG —Inspector General

IGAB —Inspector General Advisory Board

IGAP —Inspector General Advisory Panel

IGEMS —Inspector General Evaluation Management System

IGI —Inspections Directorate

IGQ —Complaints Resolution Directorate

IMR —Individual Medical Readiness

INFOSEC—Information Security

INSI—Initial Nuclear Surety Inspection

IO—Intelligence Oversight

ISC—Inspection System Council

ISR —Intelligence, Surveillance and Reconnaissance

ISWG —Inspection System Working Group

J36 —Joint Staff 36

JA —Judge Advocate

JB —Joint Base

JB-COLS —Joint Base Common Output Level Standards

JBC —Joint Base Commander

JBIG —Joint Base Implementation Guidance

JCAS —Joint Close Air Support

JMOS —Joint Management Oversight Structure

KWP—Key Work Process

LIMFAC—Limiting Factor

MAJCOM —Major Command

MGA —Major Graded Area

MICT —Management Internal Control Toolset

MML —Master Materials License

MR —Manpower & Reserve Affairs

MTF —Military Treatment Facility

MTT —Mobile Training Team

MUMG —Munitions Maintenance Group

MUNS —Munitions Squadron

MUNSS —Munitions Support Squadrons

MW —Missile Wing

NAF —Numbered Air Force

NATO —North Atlantic Treaty Organization

NCO—Non-Commissioned Officer

NDAA —National Defense Authorization Act

NISPOM —National Industrial Security Program

NLT —No Later Than

NOB —Nuclear Oversight Board

NSI —Nuclear Surety Inspection

NSN —National Stock Number

NSTCA —Nuclear Security Threat Capabilities Assessment

NWRM —Nuclear Weapons Related Materiel

NWSS—Nuclear Weapons Security Standard

NWTI—Nuclear Weapons Technical Inspection

OCA —Original Classification Authority

OCR —Office of Collateral Responsibility

OIG —Office of the Inspector General

OMB —Office of Management and Budget

OPFOR—Opposing Force

OPR—Office of Primary Responsibility

OPSEC —Operations Security

OSD —Office of the Secretary of Defense

OSHA —Occupational Safety & Health Administration

PA —Privacy Act

PA —Public Affairs

PMEL —Precision Measurement Equipment Laboratory

PNAF —Prime Nuclear Airlift Force

POC —Point of Contact

PPR —Periodic Performance Review

PRG—Process Review Group

PRP—Personnel Reliability Program

PWS—Performance Work Statement

QA—Quality Assurance

RAM —Radioactive Materials

RBSS —Risk Based Sampling Strategy

RCA —Root Cause Analysis

RegAF —Regular Air Force

RF—Response Force

RIA—Recommended Improvement Area

RIP —Ready Intel Program

RTAP —Response Training and Assessment Program

SAC—Self-Assessment Communicator

SAF —Secretary of the Air Force (Secretariat)

SAP —Special Access Program

SAPR —Sexual Assault Prevention and Response

SAV —Staff Assistance Visit

SE —Safety

SECAF —Secretary of the Air Force

SEI —Special Experience Identifier

SERE —Survival, Evasion, Resistance, and Escape

SEW —Weapons Safety Division

SF—Security Forces

SG—Surgeon General

SII —Special Interest Item

SIM —Simulations

SIO —Senior Intelligence Officer

SME—Subject-Matter Expert

SOE —Schedule of Events

SORTS—Status of Resources and Training System

SSO—Special Security Office

STRIKEVAL —Strike Evaluation

TAG —The Auditor General (SAF/AG)

TAP—Transition Assistance Program

TFI—Total Force Integration

TIG —The Inspector General (SAF/IG)

TIGIRS —The Inspector General's Inspection Reporting System

TJAG —The Judge Advocate General

TJC —The Joint Commission

T.O. –Technical Order

TSART—Tanker Strategic Aircraft Generation Team

TTP —Tactics, Techniques, and Procedures

(U) ——Unclassified

UCMJ —Uniform Code of Military Justice

UEI —Unit Effectiveness Inspection

USAFE —United States Air Forces in Europe

USC —United States Code

US NRC —US Nuclear Regulatory Commission

USSTRATCOM —United States Strategic Command

UTC —Unit Type Code

VAP —Voting Assistance Program

WII —Wounded, Ill, and Injured

WIT —Wing Inspection Team

WR —War Reserve

Terms

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

Abuse —Intentional wrongful or improper use of Air Force resources. Examples include misuse of grade, position, or authority that causes the loss or misuse of resources such as tools, vehicles, computers, or copy machines.

Access —Close physical proximity to a nuclear weapon in such a manner as to allow the opportunity to tamper with or damage a nuclear weapon.

Air Force Smart Operations (AFSO21) —An objective assessment of key Air Force processes focused on improvement. AFSO21 tools and techniques are applied to promote process improvement, eliminate waste, and create a feasible action plan.

By—Law Inspection – As applicable to AFIS, a by-law inspection is 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-Air Force authority or to SAF/IG for compilation into a single report and further up-channeling; for the purposes of this Instruction and AFIS, all applicable by-laws are listed in **Table 5.1** and are to be accomplished by the Wing IG.

Benchmark —A noteworthy strength, process, unit member, or organization that stands out above others that should be benchmarked, become the new standard, or become a source where

another unit can contact or refer to in order to make themselves better; may exist at the wing, MAJCOM and/or Air Force-wide levels.

Checklist Identification Management Tool (CIMT) —A tool within MICT used to assist in identifying units and applicable self-assessment communicators, accordingly.

Continual Evaluation—Functional or process owner oversight. It is a meaningful and timely feedback mechanism between process owners and the chain of command, Wing IGs, functional oversight agencies (MAJCOM, FOA, ANG, HAF Functional Managers, Centers), and MAJCOM IGs at any point. The routine monitoring of WG and MAJCOM performance indicators informs AFIS.

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 3263.05B.

Deficiency —An inspection finding that has been validated against established guidance.

Defense Nuclear Surety Inspection Oversight — An inspection conducted by DTRA that provides the CJCS with an independent assessment on each NWTI Team's ability to adequately conduct a NWTI.

Denial —The affect achieved by security systems and devices that prevent a potential intruder or adversary, as described in the NSTCA threat, from gaining access to a nuclear weapon.

Deviation (DEV) —An acknowledged departure from established guidance.

Federal Recognition Inspection (FRI) —An inspection conducted to confirm that a unit (the organized militia of a State) meets the qualifications prescribed for the organization and composition of the ANG.

Finding —An identified difference between an existing condition and a commonly accepted practice/condition.

Fraud —Any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force 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:

Nuclear mission area —Any aspect of a unit that directly or in-directly supports a nuclear mission and can be inspected IAW CJCSI 3263.05B.

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 Air Force 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.

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

Functional Area Manager (FAM) – As used throughout this Instruction, the term "FAM" refers to the individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing, analysis, and execution activities which are crucial to the management and execution of our Air Force readiness programs (see AFI 10-401, paragraph 12.2).

Gaining MAJCOM (GMAJCOM) – The MAJCOM responsible for inspecting an ANG unit

IN COMPLIANCE – The rating given that indicates a program or operation complies with governing directives and supports mission accomplishment. Deficiencies may exist but do not impede mission accomplishment.

IN COMPLIANCE WITH COMMENTS – The rating given that indicates a program or operation complies with most, but not all, governing directives and does not meet some mission requirements. Deficiencies exist that impede or limit mission accomplishment

Initial Nuclear Surety Inspection (INSI) – An inspection to evaluate a unit's readiness to assume or resume a nuclear mission; or to evaluate and certify new or significantly modified maintenance and storage facilities or significant changes to weapons systems or portions thereof.

Inspector - as the term applies to this Instruction, an Inspector is a person who is assigned by the commander or IG to inspect IAW guidance contained in this Instruction and according to the commander's intent

Integrated – Those inspections that are conducted by and under the purview of the IG; these inspections will be conducted by the IG (when the expertise is organic to the IG team) or by a subject-matter expert working for the IG as an inspector augmentee; the Functional is responsible for identifying inspection requirements to the IG for inclusion in Attachment 3.

Investigator - as the term applies to this Instruction, an Investigator is a person who is assigned by a commander or IG to carry out a formal inquiry or investigation in order to find, uncover and assess the details pertaining to the inquiry or investigation; see AFI 90-301 for further information

Key Work Processes (KWPs) – linked activities with the purpose of producing a stated output/outcome. These activities rarely operate in isolation and must be considered in relation to other processes that impact them.

Limited Inspection – An inspection with a reduced scope and scale. Limited inspections do not reset the clock for maximum inspection intervals.

Limiting Factor (LIMFAC) – A factor or condition that, either temporarily or permanently impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, mispositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc.

Major Graded Area (MGA) – Key processes, procedures, or requirements based on by-law requirements, executive orders, DoD directives (DODD), Air Force, MAJCOM, or applicable Air National Guard Instructions.

Minimal-Notice Inspection – An inspection conducted with less than 45 days notice to the inspected organization.

Minor Deficiency – A validated deficiency that does not meet the definition of a Critical or Significant Deficiency but requires corrective action.

Mission Assurance – The process to protect or ensure the continued function and resilience of capabilities and assets—including personnel, equipment, facilities, networks, information, and information systems, infrastructure, and supply chains in any operating environment or condition.

No-Notice Inspection – An inspection conducted with less than 72 hours notice to the inspected organization.

Non-Air Force Deficiency – A deficiency documented by the MAJCOM IG(s) against an agency external to the Air Force (Joint Staff, Army, Navy, DISA, DTRA, OSD, etc.)

NOT IN COMPLIANCE – The rating given that indicates a program or operation does not comply with key elements of governing directives; significant deficiencies exist that could result in legal liabilities, penalties, or significant mission impact.

Nuclear Security Threat Capabilities Assessment (NSTCA) – A Joint Intelligence Study of the capabilities and intentions of a variety of actors to gain unauthorized physical access to a US nuclear weapon.

Nuclear-Capable Unit – A unit or an activity assigned responsibilities for employing, assembling, maintaining, transporting, or storing WR nuclear weapons, their associated components and ancillary equipment.

Nuclear Surety Inspection (NSI) – A compliance-based inspection conducted to evaluate a unit's ability to manage nuclear resources while complying with all nuclear surety standards.

Recommended Improvement Area (RIA) – An identified process, product, or capability which could be improved by a suggested course of action. RIAs will not be used in lieu of minor deficiencies. (T-1)

Regular Air Force (RegAF) – Regular Air Force is the component of the Air Force that consists of persons whose continuous service on active duty in both peace and war is contemplated by law, and of retired members of the Regular Air Force.

Repeat Deficiency – A deficiency recorded on the most current inspection that still exists from the previous like-inspection. 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.

Response Training and Assessment Program (RTAP) – A comprehensive training, exercise, performance assessment, and evaluation program controlled by commanders that provides installations a tool to optimize cross-functional emergency response in an all hazards environment.

Risk – As used throughout this Instruction, risk refers to the temporary acceptance by a commander (or civilian equivalent) the cost or consequence of non-compliance with a mandate, directive, instruction or other authoritative guidance; risk also includes a commander's (or civilian equivalent's) inherent right to choose appropriate courses of action and make informed decisions based on priorities and available resources (training, funds, equipment, facilities, guidance or manpower); in the broad sense of using the term "risk" in this Instruction, it applies in the context of compliance and command as expressed in AFI 1-2 and does not necessarily apply to any one specific area, including but not limited to safety, fiscal or operational risk; in cases where perceived or real conflict of defining risk may negatively impact a commander's ability to comply with AFI 1-2, then coordination via the AFIS governance process will resolve the issue

Risk Based Sampling Strategy (RBSS) – As used throughout this Instruction, RBSS is the methodology employed by IGs to inspect those areas deemed most important by commanders (or civilian equivalents) and FAMs that require an independent assessment by the IG

Risk Management – As used throughout this Instruction, risk management refers to commanders (or civilian equivalents) making decisions based on a thorough assessment of the risks (as defined in this Instruction) associated with being non-compliant; risk management involves the identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks; commanders may assume, avoid, retain or transfer risk in the proper management of future events

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 3263.05B.

Simulation (SIM) – Imitating essential features or capabilities, e.g. as an aid to training or inspecting.

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.

Strength – An area that far exceeds compliance directives or mission requirements and/or expectations.

Virtual Inspection – An inspection (or part of an inspection) conducted through the gathering and analysis of metrics, reports and other data without on-site inspection.

Waste – The extravagant, careless, or needless expenditure of Air Force funds or the consumption of Air Force property that results from deficient practices, systems controls, or decisions. The term also includes improper practices not involving prosecutable fraud. NOTE: Consider wartime and emergency operations when explaining possible waste. For example, legitimate stockpiles and reserves for wartime needs, which may appear redundant and costly, are not considered waste.

White Cell – Comprised of subject matter experts that act as exercise/inspection proctors. Their role is to provide input and simulation injects under the direction of the Wing IG regarding environment, scenario and operational ability that keep the exercise/inspection on course in an effort to measure a desired objective.

White Space – For the purposes of this instruction, "white space" is defined as available time on a unit's calendar that unit leadership can utilize to best suit their needs without hindrance from higher headquarters.

Wing – For the purposes of this instruction, the term "Wing" refers to an organization which has a CCIP, and upon which a Unit Effectiveness Inspection (UEI) is conducted. Throughout this instruction, the term "Wing" is a substitute for the following terms: Wing, DRU, Field Operating Agency (FOA), and Wing-equivalent. MAJCOM Commanders will determine which organizations should be considered "Wing-equivalents" for the purpose of the Air Force Inspection System.

Wing Inspection Team (WIT) – Refers to a team of subject matter experts that augment the Inspector General staff while executing a CCIP. For clarity, the term "Wing Inspection Team" will be used even when the unit is a Wing-equivalent, DRU, or FOA. Duty assignment to the WIT is normally an additional duty. (T-1)

Attachment 2

LIST OF AUTHORIZED INSPECTIONS

A2.1. Table A2.1 contains the list of authorized inspections. Any recommended changes must follow the Air Force Governance Process as described in **paragraph 2.21.2**.

A2.2. Gatekeepers and IGs will refer to the **SAF/IGI Portal** page at **https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1351F40FB5E044080020E329A9** to ensure reference is made to the most current information available for **Table A2.1**. **(T-0)**

Table A2.1. List of Authorized Inspections (https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t0ECF2BB84B791E82014BB6D8AF780572&channelPageId=s6925EC1351F40FB5E044080020E329A9).

Attachment 3

AIR FORCE INSPECTION REQUIREMENTS

A3.1. Inspection Requirements. **Table A3.1** contains inspection requirements that, according to the HAF Functional staff, indicate areas of *highest risk* where undetected non-compliance puts Airmen, the commander, the Service or our nation at significant risk. HAF Functional staffs may submit changes to **Table A3.1** by utilizing the AFIS Governance Process (See **paragraph 2.21.2**).

A3.1.1. **MAJCOM IG teams will:**

A3.1.1.1. Use **Table A3.1** to build a sample strategy for each organization; sample strategy should include select elements of the Wing IG inspection plan.

A3.1.1.2. Inspect all items in **Attachment 3** either virtually or on-site sometime during the UEI cycle; this can include a val/ver of Wing IG inspection results.

Table A3.1. Air Force Inspection Requirements (https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t0ECF2BB84B791E82014BB6D8AF780572&channelPageId=s6925EC1351F40FB5E044080020E329A9).

Note: IGs will refer to the SAF/IGI Portal page at https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1351F40FB5E044080020E329A9 to ensure they are inspecting the most current inspection requirements. (T-0)

Attachment 4

UEI AND CCIP MAJOR GRADED AREAS.

Table A4.1. AFIS Major Graded Areas Breakout.

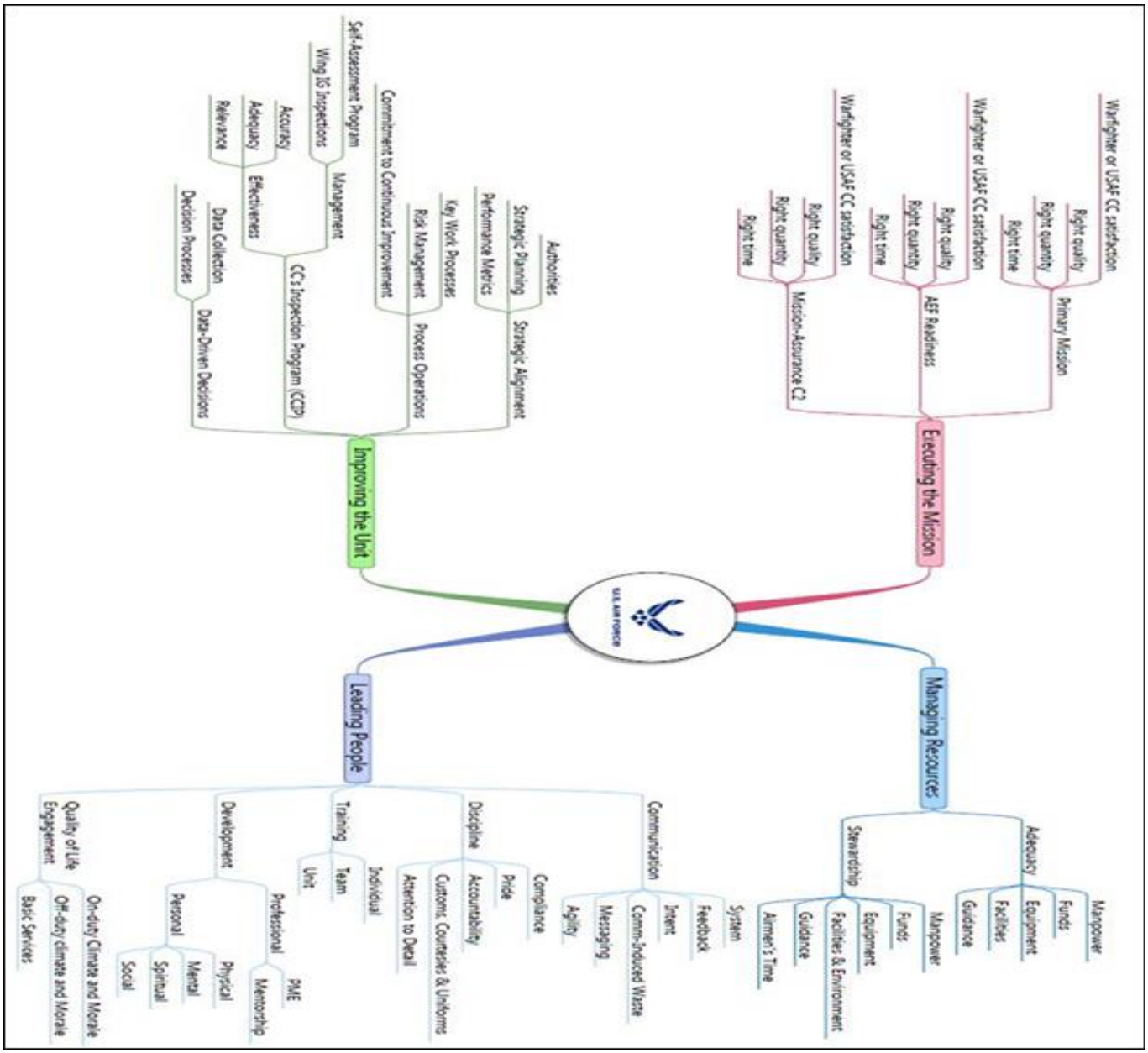
MGA 1: Managing Resources - Managing Resources will show that Commanders have considered risk in the stewardship of entrusted resources given to them from higher echelon commanders to ensure effective and efficient mission accomplishment. Those resources include: manpower, funds, equipment, facilities and environment, guidance, and Airmen's time. At the same time, this MGA will show that higher echelon commanders are ensuring adequate resources are provided to subordinate commanders. Likewise, subordinate commanders must inform higher echelon commanders of resource shortfalls.		
1.1. Adequacy - Higher echelon commanders are responsible for providing adequate resources to each subordinate commander so that their wings can accomplish its mission.		
	1.1.1. Manpower	
	1.1.2. Funds	
	1.1.3. Equipment	
	1.1.4. Facilities	
	1.1.5. Guidance	
1.2. Stewardship - Commanders are entrusted with resources to accomplish their Wing's mission. Commanders must consider risk in their stewardship of scarce resources to ensure effective and efficient mission accomplishment.		
	1.2.1. Manpower	
	1.2.2. Funds	
	1.2.3. Equipment	
	1.2.4. Facilities and Environment	
	1.2.5. Guidance	
	1.2.6. Airmen's Time	
MGA 2: Leading People - Leading People shows that an established and maintained effective communication process is in place and ensures unit members are well disciplined, trained and provided opportunities for personal and professional development. Wing leadership and supervisors should also foster leading by personal example, paying attention to the welfare and morale of their subordinates, as well as, enforcing cultural standards on conduct, performance, and discipline as outlined in AFI 1-1. Additionally, include the unit climate which fosters good order and discipline, teamwork, cohesion and trust. A healthy climate ensures members are treated with dignity, respect, and inclusion, and does not tolerate harassment, assault, or unlawful discrimination of any kind.		
2.1. Communication - Communication will show a developed two-way vertical and lateral communication system which is agile enough to respond to changes in the environment in a timely manner. In order to develop understanding, intent, and trust communication systems must be able to transmit the Commander's goals, priorities, values, and expectations, while also encouraging feedback.		
	2.1.1. System	
	2.1.2. Feedback	

	2.1.3. Intent	
	2.1.4. Comm-Induced Waste	
	2.1.5. Messaging	
	2.1.6. Agility	
2.2. Discipline - Discipline will show a cultivated culture of compliance and accountability while promoting unit and mission pride. Command climate, customs and courtesies, uniform wear, physical fitness, and attention to detail are some indicators of the overall discipline of a unit.		
	2.2.1. Compliance	
	2.2.2. Pride	
	2.2.3. Accountability	
	2.2.4. Customs, Courtesies and Uniforms	
	2.2.5. Attention to Detail	
2.3. Training - Unit training should take a building block approach. Individuals must be proficient in career-field specific skills before incorporating those skills into team and unit training. Unit training spanning the entire scope of the unit mission should include total force, joint, or partner-nation opportunities whenever possible. Training should replicate the distributed, chaotic and uncertain nature of expected operating environments.		
	2.3.1. Individual	
	2.3.2. Team	
	2.3.3. Unit	
2.4. Development - Deliberate processes of preparing Airmen through the Continuum of Learning with the required competencies to meet the challenges of current and future operating environments. The unit should have a process to promote institutional development which results in leadership, management, and warrior ethos proficiency. Development of an individual is two-fold: professional and personal.		
	2.4.1. Professional	
		2.4.1.1. PME
		2.4.1.2. Mentorship
	2.4.2. Personal	
		2.4.2.1. Physical
		2.4.2.2. Mental
		2.4.2.3. Spiritual
		2.4.2.4. Social
2.5. Quality of Life Engagement - Quality of Life Engagement will show that Commanders and supervisors are engaged in the lives of their subordinates, where appropriate, to improve quality of life and promote unit morale. Additionally, it will be evident that Commanders and supervisors are aware of both on- and off-duty factors affecting the culture and morale of their units.		
	2.5.1. On-duty Climate and Morale	
	2.5.2. Off-duty Climate and Morale	
	2.5.3. Basic Services	

MGA 3: Improving the Unit - Continuous process improvement is a hallmark of highly successful organizations. Wasteful, ineffective or unsafe ways of doing business cannot be tolerated. Units should show a fostered culture of innovation and its members should be encouraged to challenge inefficiencies. A process for identifying and fixing deficiencies should be established and followed. Data-driven decisions and management of risk while also ensuring the unit's authorities, missions, plans and goals stay strategically aligned are good indicators of unit improvement. A robust self-assessment program incorporated in the CCIP will identify the root cause of deficiencies and enable sharing of benchmark/best practices with other organizations. The CCIP should also be able to report the discipline of the force, effectiveness, efficiency, and readiness of the Wing.		
3.1. Strategic Alignment - Strategic alignment includes aligning authorities with mission requirements. Vision and mission statements should lead to strategic plans that include yearly calendars and annual budgets. Performance metrics should also be established and monitored to enable data-driven decisions. In addition, metrics should be reviewed in light of updated mission requirements to ensure the unit is measuring relevant mission outputs.		
	3.1.1. Authorities	
	3.1.2. Strategic Planning	
	3.1.3. Performance Metrics	
3.2. Process Operations - Process operations should show that leaders are aware of critical processes, and constantly seek to improve and standardize those processes to produce more reliable results. Additionally, units should remove any bottle-necks or limiting factors and ensure risk management principles are applied during daily operations. All risks, including safety and risks to personnel, should be considered when analyzing and improving processes.		
	3.2.1. Key Work Processes	
	3.2.2. Risk Management	
	3.2.3. Commitment to Continuous Improvement	
3.3. Commander's Inspection Program (CCIP) - A robust commander's inspection program finds deficiencies and improves mission readiness. Part of this effort must be a self-assessment program where individual Airmen report their compliance with guidance. An independent verification of those reports provides commanders with additional confidence in their validity. The findings from self-assessments and inspections should drive a root-cause analysis which feeds back into the processes described in the strategic alignment sub MGA.		
	3.3.1. Management	
		3.3.1.1. Self-Assessment Program
		3.3.1.2. Wing IG Inspections
	3.3.2. Effectiveness	
		3.3.2.1. Accuracy
		3.3.2.2. Adequacy
		3.3.2.3. Relevance
3.4. Data-Driven Decisions - Commanders are expected to make data-driven decisions. When constraints do not allow, commanders may be forced to make decisions with limited data, and are expected to use experience, judgment and all available resources to guide them.		
	3.4.1. Data Collection	
	3.4.2. Decision Processes	

MGA 4: Executing the Mission - Commanders hold the authority and responsibility to act and to lead their units to accomplish the mission. Air Force commanders have threefold mission execution responsibilities: primary mission, Air Expeditionary Force (AEF) readiness, and mission assurance command and control. Commanders must apply good risk management, accept risk and manage resources to adjust the timing, quality, and quantity of their support to meet the requirements of the supported commander.		
4.1. Primary Mission (s) - This is the mission described in the Mission Directive, Designed Operational Capability statement, or specified by order of a superior commander. This may be a day-to-day, in-garrison mission, or it may be an expeditionary, deployed mission.		
	4.1.1. Warfighter or USAF Commander satisfaction	
	4.1.2. Right Quality	
	4.1.3. Right Quantity	
	4.1.4. Right Time	
4.2. AEF Readiness - The AEF model provides an adaptable, agile force, able to respond to dynamic worldwide events. Airmen should have been developed and trained in order to support AEF taskings.		
	4.2.1. Warfighter or USAF Commander satisfaction	
	4.2.2. Right Quality	
	4.2.3. Right Quantity	
	4.2.4. Right Time	
4.3. Mission Assurance Command and Control - Within the scope of their authority, the wing, at all times, should be able to maintain the ability to command and control against all relevant threats and hazards to assure mission success.		
	4.3.1. Warfighter or USAF Commander satisfaction	
	4.3.2. Right Quality	
	4.3.3. Right Quantity	
	4.3.4. Right Time	

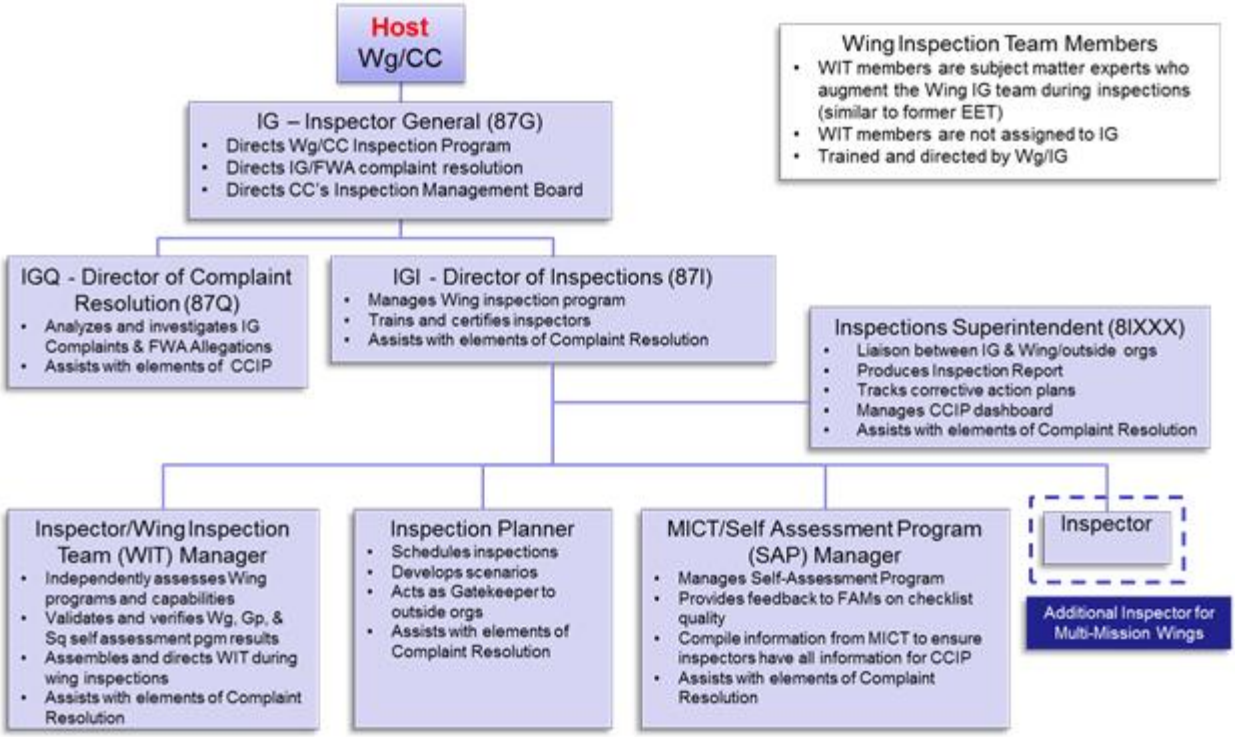
Figure A4.1. AFIS Major Graded Areas.



Attachment 5

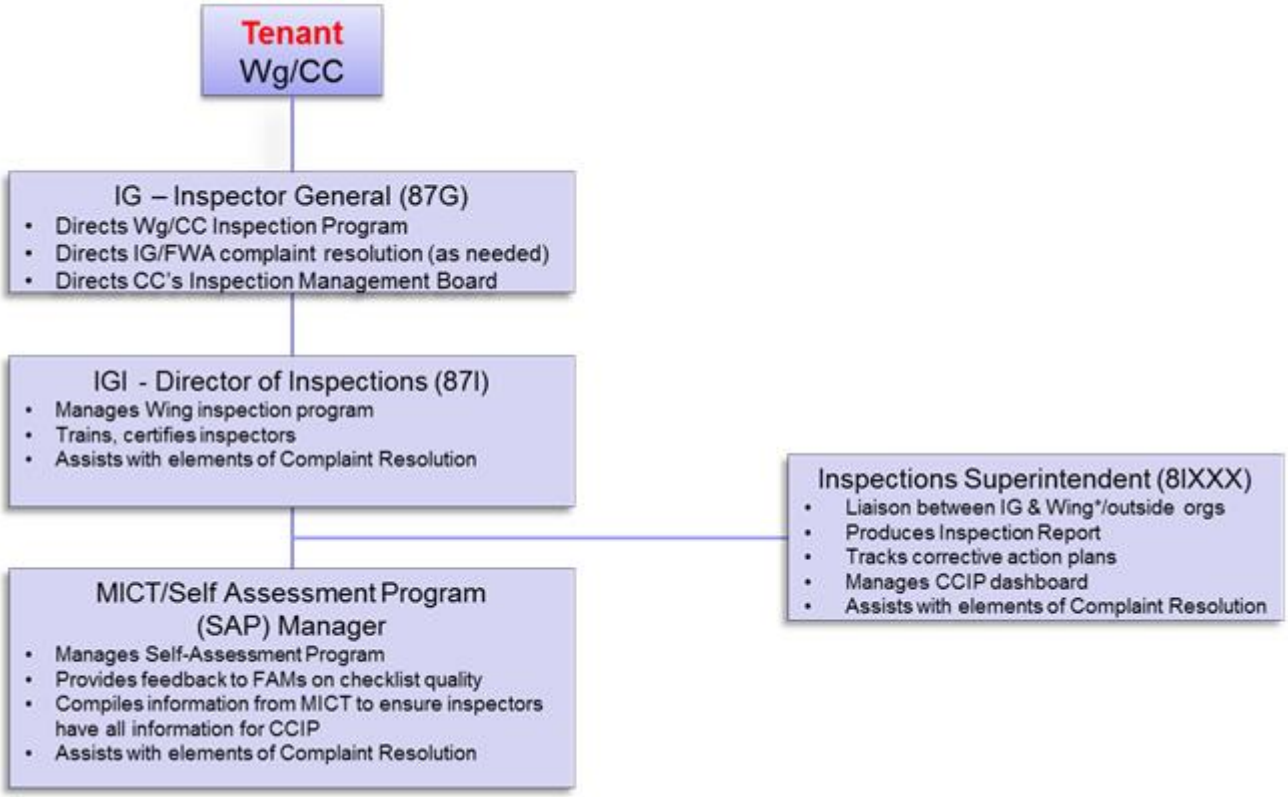
WING INSPECTOR GENERAL OFFICE TEMPLATES

Figure A5.1. Notional Host Wing - Single and Multi Mission (T-3).



Note: Commanders may modify this template to meet the needs of their wing based on mission, available manpower, prioritization and/or higher headquarters direction.

Figure A5.2. Notional Tenant Wing or Wing Equivalent (T-3).



Note: Commanders may modify this template to meet the needs of their wing based on mission, available manpower, prioritization and/or higher headquarters direction.

Figure A5.3. Notional Wing IG Position Duties and Responsibilities (T-3).

IG – Inspector General (87G)

- Advises Wg/CC on Complaints/Fraud, Waste & Abuse issues
- Directs Wg'sCommander's Inspection Program (CCIP)
  - Validates & verifies Wg self assessment pgm results
  - Independently assess Wg effectiveness with accountable, structured Wg/CC inspection pgm
  - Creates a CCIP dashboard for the Wg/CC
  - Notifies Wg/CC of discrepancies identified by subordinate orgs requiring external assistance
  - Runs Commander's Inspection Management Board
  - Approves/publishes inspection reports
- Assists MAJCOM/HHQ w/ urgent data queries, including Special & Command Interest Items

IGQ - Director of Complaint Resolution (87Q)

- Analyzes & investigates IG complaints
  - Conducts Initial Interview
  - Reviews Complaint
  - Accomplishes Log Entry
  - Appoints Inquiry Officer
  - Ensures Inquiry Officer Completes Duties
  - Compiles Report for Wg Inspector for complaint
  - Out-brief complainant on results
  - Provides non-complaint activities assistance
- Analyzes & investigates Fraud, Waste, & Abuse Complaints
  - Conducts Initial Interview
  - Reviews complainant
  - Accomplishes Log Entry
  - Completes AF Form 102
  - Appoints Inquiry Officer
  - Ensures Inquiry Officer completes duties
  - Compiles report for Wg inspector
  - Out-brief results to complainant
- Responds to DoD Hotline Complaints
- Collects substantiated adverse information on Majors and Lieutenant Colonels and enters in ACTS
- Assists with elements of CCIP

IGI - Director of Inspections (87I)

- Oversees, plans, and executes Wg inspection program
  - Develop annual inspection plan
  - Monitors progress of continuous evaluation of subordinate units
  - Ensures representative data is collected for all major graded areas
  - Schedules no-notice and short-notice inspections
  - Accomplishes Inspection "Hot Wash" Briefing
  - Reviews inspection reports
- Manages Wg CIMB, provides periodic updates to Wg/CC
- Provides training/certification for Wg/IG and WIT members, as required
- Independently assesses Wing programs and capabilities
- Validates and verifies Wg, Gp, & Sq self assessment pgm results
- Assists with elements of Complaint Resolution

IG Superintendent (8IXXX)

- Manage CCIP dashboard for the Wg/CC providing real-time data on Wg prgms & inspections
- Monitor discrepancies & suspense updates
- Independently assesses Wing programs and capabilities
- Validates and verifies Wg, Gp, & Sq self assessment pgm results
- Drafts Inspection Report
  - Receives feedback from WIT members after inspection completion
  - Validates & consolidates inputs
  - Develops report
  - Coordinates report w/ CCIP Director
  - Provides report to CCIP Director for signature
- Liaison between IG & Wg/outside organizations for inspection coordination
- Track corrective action plan w/inspected organization
- Track benchmarked programs/procedures identified during inspection
- Assists with elements of Complaint Resolution

INDIRECT: Indirect work involves those tasks that are not readily identifiable with the work center's specific product or service. The major categories of indirect work are Administers Civilian Employee, Administers Officer, Administers Enlisted Personnel, Directs Work Center Activity, Provides Administrative Support, Prepares for and Conducts/Attends Meeting, Administers Training, Manages Supplies, Maintains Equipment, and Performs Cleanup.

Inspector(s)/Wing Inspection Team Manager

- Assemble/run WIT to perform wing inspections
- Independently assesses Wing programs and capabilities
  - Provide subject matter expertise for scenario development
  - Develops scenario
  - Review MICT self-assessment data prior to inspection
  - Distribute and collect surveys prior to inspection
  - Conduct on-site inspections
  - Conduct ATIS-G Interviews
  - Inspect assigned area/function
  - Evaluate scenario
  - Participate in Hot Wash
  - Consolidate WIT inputs during inspection Hot Wash
  - Provide inputs to report
- Validates and verifies Wg, Gp, & Sq self assessment pgm results
- Assists with elements of Complaint Resolution

Wing Inspection Team (WIT) Member

- Independently assesses Wing programs and capabilities
  - Provide inputs for scenario development
  - Inspect assigned area/function
  - Evaluate scenario
  - Participate in Hot Wash
  - Provide inputs to report
- Validates and verifies Wg, Gp, & Sq self assessment pgm results

Inspection Planner

- Independently assesses Wing programs and capabilities
- Validates and verifies Wg, Gp, & Sq self assessment pgm results
- Schedules Inspection
  - Reviews Wing flying/mx/operations schedules
  - Coordinates exercise schedule with base agencies
  - Consolidates inspections to avoid redundancy
- Develops Scenario
  - Reviews Wing Plans
  - Establishes Scenario objectives
  - Develops scenario
  - Develops script
  - Schedules WIT members
  - Conducts pre-inspection planning meeting to de-conflict scenario issues
  - Publish special instructions (SPINS)
- Conducts Scenario
  - Supervises WIT members
  - Performs as HHQ Agency (as required)
  - Evaluates Functional Areas
  - Modifies Inspection scenario
  - Coordinates w/ other base agencies
- Serves as Wg Gatekeeper
  - Deconflicts outside agency inspections/visits from Wing inspection schedule
- Assists with elements of Complaint Resolution

MICT/Self Assessment Program Manager

- Independently assesses Wing programs and capabilities
- Validates and verifies Wg, Gp, & Sq self assessment pgm results
- Manages Self-Assessment Program
  - Ensure MICT is accurate & up-to-date
  - Provide feedback to FAMs on checklist quality, SAV effectiveness and trends identified.
  - Ensure all Wing self-assessment checklists for locally developed instructions are current and updated
  - Handle all MICT administrative permissions within the Wg
  - Schedules Unit Self-Assessment /MICT/IGEMS Training
- Utilize MICT to facilitate CCIP
  - Identify CCIP trends and employ AFSO21 processes for discrepancy resolution, as required
  - Ensure CCIP inspection results are entered accurately and timely in IGEMS.
  - Compile information from MICT to ensure inspectors have all information for CCIP.
  - Trend analysis of self assessment pgm results to support Inspectors
- Assists with elements of Complaint Resolution

Note: Commanders may modify position dutiess and responsibilities to meet their intent.

Attachment 6

NUCLEAR INSPECTION MESSAGES, GUIDES, AND REPORT RECIPIENTS

A6.1. Inspection Messages and Summaries.

A6.1.1. Send executive summary messages via email. Consider message classification (see CJCSI 3263.05B), NIPRNET vs. SIPRNET, digital signature, and digital encryption protection.

A6.1.2. MAJCOMs may supplement information contained in these messages.

A6.1.3. These messages are not a substitute for a final inspection report.

A6.2. INSPECTION EXECUTIVE SUMMARY MESSAGE. (Mandatory for all inspection types, sent NLT 24 hours following unit out-brief).

Figure A6.1. Inspection Executive Summary Message.

FROM:MAJCOM IG or Team Chief

TO: MAJCOM/CC/CV (or appropriate staff)
Numbered Air Force/CC, if applicable (or appropriate staff)
SAF/IGI
All recipients in Figure A6.4, Group 1 (Nuclear Inspections only)

CC: [MAJCOM option]

SUBJECT:(U) Executive Summary Message for [unit], [inclusive dates]

1. (U) INSPECTION AUTHORITY: The [MAJCOM] IG Team has completed an inspection of the [unit and base] on [inclusive dates] according to AFI 90-201. The inspection Team Chief was [grade and name].

2. (U) INSPECTION TYPE (choose at least one): [INSI, NSI, Re-inspection]

3. (U) NOTIFICATION TYPE (choose one): [Scheduled, Minimal-notice, No-notice]

4. (U) OVERSIGHT: List oversight agencies (if any).

5. (FOUO) UNIT OVERALL INSPECTION RATING: [overall rating as applicable].

6. (FOUO) MAJOR GRADED AREA(S): List along with associated rating as applicable.

7. (U) A formal report will be available within 30 days describing the details of this inspection.

NOTE: This summary may contain information not appropriate for public release. This message will not be used as a substitute for HHQ Public Affairs or MAJCOM/PA guidance.

A6.3. AF NUCLEAR WEAPON SECURITY INSPECTION GUIDE

A6.3.1. **Utilization.** The inspection areas and items in this guide identify minimum-security standards and capabilities outlined in DOD S-5210.41-M_AFMAN 31-108. When assessing whether a unit complies with applicable technical criteria, inspectors use this guide to identify areas/items to conduct performance test(s), compliance validation, or security exercises. Inspectors also use this guide during security exercises to assess how applicable areas/items contribute to a unit's ability to meet the NWSS and provide effective response to emergencies. Inspectors will use the published Integrated Base Defense Security System (IBDSS) Capability Development Document (CDD) to inspect applicable technology listed in this guide.

Table A6.1. AF Nuclear Weapons Security Inspection Guide.

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
1. Detection and Delay			
1.1. Detection Capability/Electronic Security System (ESS)			
- ESS Program Management	P	C	E
- ESS Configuration & Integration	P	C	
- ESS Maintenance	P	C	
- System Performance Criteria (see IBDSS CDD)	P	C	E
- Approach, Perimeter & Interior Detection	P	C	E
- Video Motion/Object Detection	P		E
- Remote Visual Assessment	P		E
- Duress Alarm	P		E
- Long Range Assessment	P		E
- Annunciator & Display Equipment	P	C	E
- Remote Annunciator & Redundant Display	P		E
- Transmission Line Security	P	C	
- Periodic System Testing & Records	P	C	
- System Validation &/or Revalidation (as applicable)	P	C	
1.2. Active & Passive Delay (Area/Facility/Personnel/Vehicle)			
- Physical Barriers	P	C	
- Blast Doors, Access Hatches & Vaults	P	C	

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
- Control of Avenues of Approach & Key Terrain		C	E
- Key & Lock Control		C	
1.3. Boundary Barrier Subsystem			
- Perimeter Boundary Fencing		C	
- Clear Zone Management		C	
- Vegetation Control		C	
- Final Denial & Perimeter Defensive Positions	P	C	E
- Area Warning Signs		C	
- Area Vehicle Barriers	P	C	E
- Area Openings, Grills & Grates		C	E
- Secondary Locks & Seals		C	
- Area Public Address System	P	C	E
- Area Airborne Assault Defenses		C	E
- Area Lighting Subsystem	P	C	
1.4. Entry/Exit Control & Circulation			
- Site/Installation Entry/Exit Control	P	C	E
- Restricted Area Entry/Exit Control	P	C	E
- Limited Area Circulation Control	P	C	
- Exclusion Area Entry, Circulation & Exit Control	P	C	
- Badge Issue & Control Program	P	C	
- Automated Entry Control System (AECS) & Procedures	P	C	E
- Key & Code Control Center	P	C	
- Personnel, Vehicle, Package & Material Inspection/Searches	P	C	
- Entry Control Roster	P	C	
- Two-Person Rule Application	P	C	
- Escort Procedures	P	C	

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
2. Assessment Capabilities			
- Closed Circuit Television (CCTV) Assessment	P	C	E
- Night Vision Assessment	P	C	E
- Infrared Devices	P		E
- Thermal Imagery Assessment	P		E
- Low Light Assessment	P		E
- Ground-Based Radar Assessment	P		E
- Adversarial Tracking	P		E
3. Security Facilities Requirements			
- Site Security Control Center		C	E
- Alarm Monitor Station		C	E
- Response Force & Security Force Facilities		C	
- Power Sources (Primary, Standby & Battery)	P	C	
- Use of Hardened Fighting Position (where applicable)	P		E
- Guard Towers & Post Shelters (where applicable)		C	E
- Entry Control Facility (ECF)		C	E
- Security Gatehouse		C	E
- SF Armory (Primary & Alternate Locations)		C	E
4. Communications			
- Security Reporting & Alerting System	P	C	E
- Command, Control & Communications (C3)	P	C	E
- Secure Radio Infrastructure	P	C	E
- Static Post Telephone Network	P	C	E
- OPSEC & INFOSEC (Critical Information)	P	C	
5. Response and Denial Capabilities			
5.1. Denial Capability (Site/Area/Facility)			

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
- Lethal & Non-Lethal Denial Capabilities	P	C	
- Denial System Configuration & Integration (see IBDSS CDD)	P	C	
- Man-in-the-Loop Concept (applies to lethal systems only)	P	C	
5.2. Response Force (RF)			
- Armament & Ammunition		C	E
- Individual & Tactical Equipment	P	C	E
- RF Vehicles	P	C	E
- RF Performance (Security Exercises)	P		E
- RF Tactics, Techniques & Procedures (TTPs)	P		E
- RF Scheme of Maneuver (Team & Individual)	P		E
- RF Tactical Leadership & Supervision	P		E
- RF Job Knowledge	P	C	
5.3 Protection Against Standoff Attack	P	C	E
5.4. Performance & Integration of Support Forces	P	C	E
6. Plans, Instructions and Procedures			
6.1. Anticipate and Mitigate Functions	P		E
- Local Threat Analysis & Site Vulnerability Assessments		C	
- Counterintelligence	P	C	
- Counter-Surveillance	P	C	
- Military Deception	P	C	
- Liaison with Local Civil Authorities	P	C	
- Host Nation Intelligence, Integration, and Support	P		
7. Security Support			
- Site Plans, Programs & CONOPs		C	E
- Security Deviation Programs		C	
- Unit Training Program	P	C	
- Unit Standardization-Evaluation Program	P	C	
- Armory Operations (Primary/Alternate)	P	C	E

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
- Combat Arms, Training & Maintenance	P	C	
- Military Working Dog (MWD)	P	C	E
- Host Nation Support and Integration			E
8. Convoy and Prime Nuclear Airlift Force Security			
8.1. Motor Vehicle Convoy Operations			
- Convoy Briefing	P	C	
- OPSEC & Critical Information Management		C	
- On-Base Movements	P	C	E
- Off-Base Movements	P	C	E
- Limited Area Movement (as applicable)	P	C	E
- Posting, Leadership & Supervision	P	C	E
- Weapons & Equipment	P	C	
- Convoy Vehicles	P	C	
- Convoy Communications	P	C	E
- Convoy Configuration		C	
- Deployment & TTPs	P		E
- Host Nation Support (as applicable)	P		E
8.2. Prime Nuclear Airlift Force (PNAF) Operations			
- PNAF Area Establishment	P	C	
- Aircraft Arrival/Departure Security Procedures	P	C	E
- Entry/Exit Control	P	C	
- Entry Authorization List		C	
- Physical Security		C	
- PNAF Security Posting		C	E
- Back-Up Force(s)	P	C	E
- RF Armament & Equipment		C	E
- Tactical Supervision & Leadership	P	C	E
- Security Vehicles		C	

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
- Site Plan Execution, TTPs & Technology Application	P	C	E
- On/Off Load Security Procedures	P	C	E
- Final Denial Capability	P	C	E
9. Recapture/Recovery Operations			
- Site Plan Execution, TTPs & Technology Application	P		E
- Response Time	P	C	E
- Facility Breaching Equipment	P		E
- Back-Up Force(s)	P	C	E
- Follow-On Back Force(s)	P	C	E
- Host Nation Integration (as applicable)	P		E
- Post-Recapture/Recovery Operations	P	C	E

Table A6.2. Nuclear Inspection Report Recipients.

GROUP 1	
SAF/US 1670 Air Force Pentagon Washington, DC 20330-1670 usaf.pentagon.saf-us.mbx.saf-us-saf-us-workflow-mbx@mail.smil.mil	SAF/IGI 112 Luke Ave SW, Bldg 5683, Ste 350 Joint Base Anacostia-Bolling, DC 20032 usaf.pentagon.saf-ig.mbx.saf-ig-saf-igi-workflow-mbx@mail.smil.mil
AFIA/CC 9700 Ave G SE, Suite 340 Kirtland AFB, NM 87117-5670 AFIA.workflow@afmc.af.smil.mil	AFIA/OV 9700 Ave G SE, Suite 340 Kirtland AFB, NM 87117-5670 afia.ov@afmc.af.smil.mil
AF/SE 1400 Air Force Pentagon Washington, DC 20330-1400 usaf.pentagon.af.-se.mbx.af-se-af-se-workflow-mbx@mail.smil.mil	AFIA/ET 9700 Ave G SE, Suite 340 Kirtland AFB, NM 87117-5670 AFIA.PI@afmc.af.smil.mil
AF/A4S 1030 Air Force Pentagon, Room 4A1076 Washington, DC 20330-1030 usaf.pentagon.af-a4.mbx.af-a4-7-af-a7so-workflow-mbx@mail.smil.mil	AF/A4L 1030 Air Force Pentagon, Room 4C1065 Washington, DC 20330-1030 usaf.pentagon.af-a4.mbx.af-a4-af-a4l-workflow-mbx@mail.smil.mil

AF/A4LW 1030 Air Force Pentagon, Room 4A1062B Washington, DC 20330-1030 usaf.pentagon.af-a4.mbx.af-a4-af-a4lw-workflow-mbx@mail.smil.mil	AF/A4C 1260 Air Force Pentagon, Room 4C1057 Washington, DC 20330-1030 usaf.pentagon.af-a4.mbx.af-a4-af-a4c-workflow-mbx@mail.smil.mil
AF/A10 1488 Air Force Pentagon, Room 4E240 Washington, DC 20330 usaf.pentagon.af-a10.mbx.af-a10-af-a10-workflow-mbx@mail.smil.mil	AF/A10-A 1307 Brookley Ave, Suite 100 Joint Base Anacostia-Bolling, DC 20032 usaf.pentagon.af-a10.mbx.af-a10-af-a10-a-workflow-mbx@mail.smil.mil
AFSEC/SEW 9700 Ave G SE Kirtland AFB, NM 87117-5670 afsec.sew@afmc.af.smil.mil	AFSFC/SFO 1517 Billy Mitchell Blvd JBSA Lackland, TX 78236-0119 Afsfc.workflow@afsc.lackland.sf.smil.mil
US NCCS 5201 Leesburg Pike, Skyline 3, Ste 500 Falls Church, VA 22041-3202	Deputy Director for Global Ops (JS/J36) Attn: J-36/STOD, Rm MA872 3000 Joint Staff Pentagon Washington, DC 20318-3000 j-36.ea@js.smil.mil
DTRA/ONI 1680 Texas St SE Kirtland AFB, NM 87117-5669 dtra.belvoir.J3-7.mbx.cars-report@mail.smil.mil	AFNWC 1551 Wyoming Blvd SE Kirtland AFB, NM, 87117-5617 afnwc.ccx@afmc.af.smil.mil
USSTRATCOM/J005 Office of the Inspector General 901 SAC Blvd Suite 1H9 Offutt AFB, NE 68113-6005 J005@stratcom.smil.mil	AFGSC/IG 245 Davis Ave, Bldg T7216 Barksdale AFB, LA 71110 usaf.barksdale.afgsc.mbx.afgsc-ig-workflow@mail.smil.mil
AMC/IG 510 POW-MIA Drive, Suite 105 Scott AFB, IL 62225-5020 amc.ig-02@amc.af.smil.mil	AFMC/IG 4375 Chidlaw Road Wright Patterson AFB, OH 45433-5006 Wpmcqaig.org@afmc.af.smil.mil
USAFE/IG Unit 3050, Box 60 APO AE 09094-5060 usafe.ig@ramstein.smil.mil	ACC/IG 205 Thornell Ave, Bldg 621 Joint Base Langley-Eustis VA 23665 accigs.cominfo@langley.af.smil.mil
ANG-IGD 111 South George Mason Drive Arlington, VA 22204	AFSPC/IG 250 S. Peterson Blvd Ste 116, Peterson AFB CO 80914-3090 afspc.ig@afspc.af.smil.mil
AFRC/IG 255 Richard Ray Blvd Robins AFB, GA 31098 afrc.ig@afrc.af.smil.mil	131 BW/CC 509 Spirit Blvd, Suite 205 Whiteman AFB, MO 65305-5055 131BW.CCAIR@us.af.mil

NSI Report Recipients, GROUP 2	
2 BW/CC 109 Barksdale Blvd West, Suite 100 Barksdale AFB, LA 71110-2164 2bw.cc@barksdale.af.smil.mil	5 BW/CC 201 Summit Dr Suite 1 Minot AFB, ND 58705-5037 5bw.ccv3@minot.af.smil.mil
62 AW/CC 100 Col Joe Jackson Blvd, Suite 3100 McChord Field Joint Base Lewis-McChord, WA 98438-5000 62ccorg@amc.af.smil.mil	341 MW/CC 21 77th St North Room 144 Malmstrom AFB, MT 59402-7538 douglas.sharer@afspc.af.smil.mil
90 MW/CC 5305 Randall Ave Suite 100 F.E. Warren AFB, WY 82005-2266 90MW.CCE@warren.af.smil.mil	91 MW/CC 300 Minuteman Dr, Suite 101 Minot AFB, ND 58705-5016 91sw.xp@minot.af.sml.mil
377 ABW/CC 2000 Wyoming Blvd SE Kirtland AFB, NM 87117-5606 377abw.cp@afmc.af.smi.mil	509 BW/CC 509 Spirit Blvd Suite 509 Whiteman AFB, MO 65305-5055 509bw.cc@whiteman.af.smil.mil
39 ABW/CC Unit 7090 Box 110 APO AE 09824-0110 Genesia.anguloz@afmc.af.smil.mil	31 FW/CC Unit 6140 Box 100 APO AE 09604-0100 31fw.commandsection@aviano.af.smil.mil
52 FW/CC Unit 3680 Box 190 APO AE 09126 52fw.xp@spangdahlem.af.smil.mil	702 MUNSS/CC Unit 4565 APO AE 09214-4565 702munss.cc@usafe.af.smil.mil
701 MUNSS/CC Unit 21903 APO AE 09713-6705 701munss.cc@spangdahlem.af.smil.mil	704 MUNSS/CC Unit 6345 APO AE 09610 704munss.cc@aviano.af.smil.mil
703 MUNSS/CC Unit 6790 APO AE 09717-6790 703munss.cd@volkel.spangdahlem.af.smil.mil	307 BW/CC 1000 Davis Ave E, Bldg 6803 Barksdale AFB, LA 7110 307BW.CCworkflow.us.af.mil 307BW.workflow@us.af.smil.mil
AFNWC/NC 8601 Frost Avenue Building 20203 Kirtland AFB, NM 87117 afnwcadministrativemailbox@afmc.af..smil.mil	AFNWC/NCL 8601 Frost Avenue Building 20203 Kirtland AFB, NM 87117 afnwcnclworkflowmailbox@afmc.af.smil.mil

Attachment 7

DEFICIENCY CAUSE CODES AND EXPLANATIONS

Table A7.1. Deficiency Cause Codes and Explanations.

Category	Deficiency Cause Code Sub-Categories
Equipment/ Tools (EQ)	Adequacy of equipment/tools considered causal factor of deficiency.
	Equipment/ Tools -EQ1 Equipment reliability (e.g., inadequate equipment maintenance, equipment defect or design flaw) -EQ2 Inadequate/Unavailable equipment (not resource driven for which refer to Resource Shortfall) -EQ3 Equipment/Tool Accountability inadequate
Guidance (GD)	Guidance is considered a causal factor in the deficiency. If GD code is used, provide specific guidance cited and select GD4 or GD5 in addition to GD1, GD2 or GD3 as appropriate. Guidance includes all material that a unit is required to comply with.
	Guidance -GD1 Guidance used was inadequate or not available -GD2 Guidance used conflicted with other approved guidance -GD3 Guidance used was obsolete or not approved -GD4 Inspected unit guidance (Wing or Below) -GD5 Other than inspected unit guidance
Leadership/ Supervision (LS)	Leadership or supervision considered a causal factor in the deficiency.
	Leadership/Supervision -LS1 Supervisor/leadership involvement insufficient (Define levels; e.g., team/flight chief, Squadron (SQ), Group (GP), Wing (WG) or HHQ) -LS2 Ineffective communication -LS3 Decision making process ineffective (Risk Management)
	Work Environment -LS4 Workforce effectiveness limited by existing human relations climate -LS5 Physical working conditions not conducive to productivity -LS6 Ops Tempo/Workload

Category	Deficiency Cause Code Sub-Categories
	Use of Resources -LS7 Unit incorrectly prioritized available resources -LS8 Unit failed to adequately program resources
Resource Shortfall (RS)	Lack of resources considered causal factor of deficiency.
	Funding Shortfall -RS1 Program shortfall (Air Force level) -RS2 Program shortfall (MAJCOM level) -RS3 Program shortfall (wing/installation level) -RS4 Parent unit withheld funding (applies to any unit through which funds are allocated/distributed superior to the unit in question)
	Personnel Shortfall -RS5 Assigned personnel less than accepted CONUS/OCONUS manning averages -RS6 Insufficient personnel due to TDY/deployment -RS7 Insufficient personnel due to medical profile -RS8 Insufficient personnel due to validated installation augmentee requirements shortfall -RS9 Awaiting security clearance -RS14 Insufficient personnel due to PRP certification/requirements
	Equipment Shortfall -RS10 Awaiting resupply -RS11 Not requisitioned -RS12 Maintenance -RS13 Deployed
Safety (SE)	Safety deviation considered causal factor of deficiency.
	Flight Safety Program Management / Implementation -SE1 Flight Safety Program management inadequate -SE2 Selected aspects of flight safety program not effectively implemented (describe) -SE3 Flight Safety Supervisory support inadequate

Category	Deficiency Cause Code Sub-Categories
	Ground Safety Program Management / Implementation -SE4 Ground Safety Program management inadequate -SE5 Selected aspects of ground safety program not effectively implemented (describe) -SE6 Ground Safety Supervisory support inadequate
	Space Safety Program Management / Implementation -SE7 Space Safety Program management inadequate -SE8 Selected aspects of space safety program not effectively implemented (describe) -SE9 Space Safety Supervisory support inadequate
	Weapons Safety Program Management / Implementation -SE10 Weapons Safety Program management inadequate -SE11 Selected aspects of weapons safety program not effectively implemented (describe) -SE12 Weapons Safety Supervisory support inadequate
Training (TR)	Training considered a causal factor in the deficiency
	Training Program Management -TR1 Training Program management inadequate -TR2 Training guidance/policy/procedures inadequate -TR3 Training oversight inadequate -TR4 Training support inadequate -TR5 Controls/metrics of training process/progress inadequate
	Training Program Implementation -TR6 Initial qualification training inadequate -TR7 Hands-on training inadequate -TR8 Upgrade/certification training inadequate -TR9 Training Supervisory support inadequate -TR10 Training evaluation tools inadequate -TR11 Training documentation inadequate/missing
Human Factors (HF)	Human Factors are considered a causal factor in the deficiency
	Organizational Influences

Category	Deficiency Cause Code Sub-Categories
	-HF1 Ops tempo/Workload -HF2 Mission changes -HF3 Physical environment interfered with performance
	Condition of Individual -HF4 Attention management (e.g., distraction/tunnel vision) -HF5 Emotional state interfered with performance -HF6 Inappropriate motivation (e.g., complacency, burn out, overconfidence) -HF7 Inappropriate substance use (e.g., drug, alcohol, self medicated) -HF8 Fatigue -HF9 Unreported medical condition
	Acts -HF10 Skill-based errors—flawed execution of task/procedure which has been highly learned and requires little conscious thought to perform. Most commonly caused by lapses of attention/memory or the use of techniques which are usually unnoticed, but caused an unacceptable performance (e.g., inadvertent operation, procedural error, checklist error). -HF11 Judgment/Decision making errors—have the necessary skills, experience and training but make a cognitive error resulting from inappropriate planning or choice (e.g., ignored caution/warning, inappropriate decision-making during operations). -HF12 Intentional violations—willful non-compliance with the known rules or standards (e.g., common practice or "everyone does," lack of discipline).
Note: Until IGEMS is updated with these revised codes, corrective action POCs should use previous “Other” codes and annotate the appropriate new code(s) in the narrative.	

Attachment 8

WOUNDED, ILL, AND INJURED (WII) INSPECTION REQUIREMENTS

A8.1. Background. Congress, as part of the FY08 National Defense Authorization Act (NDAA), requires Inspectors General to inspect government-provided facilities that house patients on medical hold. Section 1662, *Access of Recovering Service Members to Adequate Outpatient Residential Facilities*, outlines the requirement for inspecting and reporting. In September 2007, DoD issued standards for inspection of facilities for outpatient service members. To ensure compliance with DoD standards, inspectors will use the checklist at the end of this Attachment when performing the WII inspection. **(T-0)**

A8.2. Notification of Inspection Requirement: AFPC Recovery Care Coordinators (RCC) will provide monthly updates on Recovering Service Members (RSM) to host wing installation IGs NLT the 15th of each month. Host Wing IG POCs will validate inspection requirements and update the AF WII SharePoint Site NLT the last duty day of the month.

A8.3. Pre-Occupancy Inspection. The commander is ultimately responsible for ensuring appropriate steps are taken to meet the member's needs. The goal is to ensure the individual's government-owned housing facility (on-base housing, dormitories and TLFs) needs are met based upon the RSM's medical condition(s). In addition to the scheduled WII inspection, MAJCOM IGs will instruct the RSM's commander to perform a pre-occupancy inspection of the residence (or as soon as possible if notification is not timely enough to allow an inspection before RSM physically occupies the government-owned housing or if the RSM occupied the residence prior to his/her RSM status). Additional personnel deemed necessary shall accompany the commander on the pre-occupancy inspection (the individual's commander, first sergeant, CE commander, housing/dorm manager, and RCC). **(T-1)** Submit a copy of the completed checklist and all documentation addressing deficiencies to the IG Team Chief upon their arrival for the follow-up inspection. **(T-1)**

A8.4. Inspection Process. IG Teams will conduct RSM residence inspections using inspection criteria outlined in **Table A8.1**. **(T-0)** The initial and annual WII inspections will be scheduled and documented in IGEMS. All deficiencies will be identified and tracked to closure within IGEMS. **(T-1)** For those RSMs not requiring quarters modification, paragraph A8.6 still applies. Once an inspection has been scheduled by the MAJCOM IG or Wing IG, an inspection notification memo will be sent to the Installation Commander and RSM's Wing (or equivalent) Commander (if different than the Installation Commander).

A8.4.1. Delegation Authority. In order to accomplish inspections in a timely manner, MAJCOM IGs may delegate inspection authority to the host installation wing commander. If delegated, the host wing commander will direct his/her Wing IG to perform the initial and subsequent (recurring, annual) inspections of a Wounded Warrior's residence as defined in this attachment as part of the CCIP. **(T-3)** IG Team Chiefs will forward inspection results to the MAJCOM IG not later than 3 days following the inspection. **(T-2)** MAJCOMs, in-turn, will follow report processes as defined in **paragraph A8.8**.

A8.4.2. **Frequency.** IG-led inspection requirements include an initial inspection NLT 90 days from validation and annually from the initial inspection date on the government-provided housing facility (on-base housing, dormitories and TLFs), for as long as the recovering Airman is in Wounded Warrior status and resides in government-provided

housing. Commanders will re-inspect deficient residencies not less often than once every 180 days until the deficiency is corrected. **(T-1)**

A8.5. Contracted and Privatized Housing Management. If housing is privatized or managed by contracted personnel, the Wing IG and the installation leadership will work with the contractor to ensure the inspection takes place in a timely manner. Inspections will be performed to the maximum extent permitted by the associated agreement. **(T-1)**

A8.6. Personal Interview. The IG Team Chief will also complete a formal one-on-one interview with the RSM to ensure the owning installation leadership is providing necessary facility modification based upon the RSM's medical condition. This interview should also be documented in the final report. The RSM's family members are encouraged to participate and at the request of the RSM.

A8.7. Joint Base Housing Facility Inspections. Regardless of which Service "owns/manages" the government-provided housing, Air Force inspectors will inspect housing occupied by Airmen; Army inspectors will inspect housing occupied by Soldiers; Navy inspectors will inspect housing occupied by Sailors and Marines. **(T-1)** There is no requirement to inspect quarters already identified/certified as DOD compliant for RSM (e.g., Fisher House, Malone House); however, the IG Team Chief will interview the RSM to ensure their needs are being met. **(T-1)** Although most Americans with Disabilities Act compliant quarters meet DOD standards for the Wounded Warrior program, the IG Team Chief will interview the RSM to ensure the quarters are sufficient and that their needs are being met. **(T-1)** This interview need not be conducted in-person.

A8.8. Final Report Disposition. Final reports in IGEMS will not include any PII to include member's name. **(T-1)** The IG Team Chief (MAJCOM or Wing) will forward copies of the final report, with a cover letter identifying the member by rank/name only, to the installation commander, member's Wing (or equivalent) Commander (if different than the Installation Commander) and the commander of the affiliated Medical Treatment Facility NLT 10 duty days from finalization of the report. **(T-1)** The IG Team Chief (MAJCOM or Wing) will ensure their WII POC updates the inspection status on the AF WII SharePoint Site. **(T-1)** AFIA will consolidate all MAJCOM and Wing IG WII reports from IGEMS into a single Service report and disseminate in accordance with FY08 NDAA, Section 1662 NLT 30 days prior to the OSD established closeout date. **(T-1)**

A8.9. Inspection Checklist: The inspection checklist (**Table A8.1**) incorporates requirements set forth by DoD and is designed for a combination of interview, physical inspection and documentation review. It should be executed at the location to be inspected with the patient, case manager, and base housing facility representative present. The primary point of contact for scheduling the inspection should be the case manager. When possible, the inspector should either review applicable documents prior to the inspection or request the housing facility representative to bring such documents with him/her to the inspection. Documentation may include (but is not limited to) Pre-Occupancy Inspection checklist with associated documents, pending work orders on the housing facility, work orders executed within the past six months, asbestos documentation, lead paint documentation, pest control documentation & procedures, and mold documentation. Inspected areas will be rated IN COMPLIANCE, NOT IN COMPLIANCE, or IN COMPLIANCE WITH COMMENTS.

Table A8.1. Air Force WII Residence Inspection Checklist.

Air Force Wounded, Ill and Injured (WII) Residence Inspection Checklist				
ITEM #	ITEM	REFERENCE(S)	OPR	RESULT
1.	Facility Condition			
1.1.	Is the building envelope (i.e. roof, exterior walls, windows, etc.) free of leaks?	OSD Guidance Ltr, Sec 7, para 1	CE	
1.2.	Does the HVAC system maintain a constant temperature in the facility?	OSD Guidance Ltr, Sec 7, para 1	CE	
1.3.	Is the electrical system in working order?	OSD Guidance Ltr, Sec 7, para 1	CE	
1.4.	Has the electrical system been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE	
1.5.	Is the plumbing system in working order?	OSD Guidance Ltr, Sec 7, para 1	CE	
1.6.	Has the plumbing system been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE	
1.7.	Does the facility have any open Life/Fire Safety issues?	OSD Guidance Ltr, Sec 7, para 1	CE	
1.8.	Has the safety system been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE	
1.9.	Does the facility have mold?	OSD Guidance Ltr, Sec 7, para 1	SG/CE	
1.10.	Does the facility have asbestos?	OSD Guidance Ltr, Sec 7, para 1	SG/CE	
1.11.	Does the facility have lead-based paint?	OSD Guidance Ltr, Sec 7, para 1	SG/CE	
1.12.	Is the overall facility appropriate for the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE	
2.	Kitchens			
2.1.	Does the kitchen meet or exceed the standard for the type of accommodation provided?	OSD Guidance Ltr, Sec 7, para 2	SV	

Air Force Wounded, Ill and Injured (WII) Residence Inspection Checklist				
ITEM #	ITEM	REFERENCE(S)	OPR	RESULT
2.2.	Has the kitchen been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient? Are appliances within acceptable reach? Are shelves/counters within acceptable reach? Are the floors clear of obstructions? Does area offer unimpeded mobility?	OSD Guidance Ltr, Sec 8, para 1-13	SG/SV	
3.	Laundry Facilities			
3.1.	Does the facility have laundry facilities?	OSD Guidance Ltr, Sec 7, para 3	SV	
3.2.	Have government-owned washer/dryer been provided if the facility only has laundry hook-ups?	OSD Guidance Ltr, Sec 7, para 3	SV	
3.3.	Has the laundry been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient? Are appliances within acceptable reach? Are shelves/counters within acceptable reach? Are the floors clear of obstructions? Does area offer unimpeded mobility?	OSD Guidance Ltr, Sec 8, para 1-13	SG/SV	
4.	Furnishings			
4.1.	Have loaner furnishings been provided if required?	OSD Guidance Ltr, Sec 7, para 4	SV	
5.	Electronics			
5.1.	Does the facility have a television with cable/satellite service?	OSD Guidance Ltr, Sec 7, para 5	SV	
5.2.	Does the facility have a computer with an internet connection?	OSD Guidance Ltr, Sec 7, para 5	SV/CS	
5.3.	Does the facility have a telephone with at least a minimum local service?	OSD Guidance Ltr, Sec 7, para 5	SV/CS	

Air Force Wounded, Ill and Injured (WII) Residence Inspection Checklist				
ITEM #	ITEM	REFERENCE(S)	OPR	RESULT
5.4.	Have the electronic support systems been modified (or do they comply) to meet the special needs of the patient as determined by the case manager and patient? Take into account length of rehabilitation period when viewing inclusion of additional electronic equipment (i.e. DVD, stereo, video game player, etc.)	OSD Guidance Ltr, Sec 7, para 5	SG/SV/CS	
6.	Housekeeping/Pest Management			
6.1.	Does the facility have a regularly scheduled waste removal service?	OSD Guidance Ltr, Sec 7, para 6	SV/CE	
6.2.	Does the facility have housekeeping services if required by patient?	OSD Guidance Ltr, Sec 8, para 8	SV	
6.3.	Has the facility been inspected/treated for pests?	OSD Guidance Ltr, Sec 7, para 6	CE	
6.4.	Does the facility have a bio-hazard waste removal service if required by patient?	OSD Guidance Ltr, Sec 8, para 8	CE/SV	
7.	Landscaping, Grounds Maintenance and Parking			
7.1.	Have provisions been made to maintain the facility grounds (i.e. in-house or by contract)?	OSD Guidance Ltr, Sec 7, para 7	CE/SV	
7.2.	Does the facility have adequate parking?	OSD Guidance Ltr, Sec 7, para 7	CE/SV	
7.3.	Does facility parking comply with the special needs of the patient as determined by the case manager and patient? Are designated parking spots available for patient and care provider (if needed)? Is parking within acceptable distance to facility? Does area offer unimpeded mobility?	OSD Guidance Ltr, Sec 8, para 12	CE/SV	
7.4.	Has the facility been added to the snow removal plan?	OSD Guidance Ltr, Sec 7, para 7	CE	
8.	Physical Security			
8.1.	Does the facility have adequate interior security (i.e. locks on doors, latches on windows, etc.)?	OSD Guidance Ltr, Sec 7, para 8	CE/SV	

Air Force Wounded, Ill and Injured (WII) Residence Inspection Checklist				
ITEM #	ITEM	REFERENCE(S)	OPR	RESULT
8.2.	Does the facility have adequate interior and exterior lighting, to include parking area?	OSD Guidance Ltr, Sec 7, para 8	CE/SV	
9.	Other Areas			
9.1.	Has the bathroom been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient? Are facilities within acceptable reach? Are shelves/counters within acceptable reach? Are the floors clear of obstructions? Does area offer unimpeded mobility?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE/SV	
9.2.	Has the bedroom been modified (or does it comply) with the special needs of the patient as determined by the case manager and patient? Are shelves/counters within acceptable reach? Are the floors clear of obstructions? Does area offer unimpeded mobility?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE/SV	
9.3.	Has the facility entrance/egress been modified (or does it comply) to meet the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 1-13	SG/CE/SV	
10.	Proximity to Treatment			
10.1.	Does the proximity of the housing facility to the outpatient treatment facility meet the special needs of the patient as determined by the case manager and patient?	OSD Guidance Ltr, Sec 8, para 13	SG	
10.2.	Is adequate and accessible transportation to the outpatient treatment facility and other services provided if patient does not have personal mode of transport?	OSD Guidance Ltr, Sec 8, para 13	SG	
11.	Building Maintenance and Housekeeping Requests			
11.1.	Has the base established an effective mechanism for requesting maintenance and housekeeping services?	OSD Guidance Ltr, Sec 7, para 9	SG/CE/SV	

Air Force Wounded, Ill and Injured (WII) Residence Inspection Checklist				
ITEM #	ITEM	REFERENCE(S)	OPR	RESULT
12.	Pre-Occupancy Inspection			
12.1.	Was the Pre-Occupancy Inspection conducted by the commander or designated representative?	AFI 90-201, para A.8.4.		
12.2.	Have all deficiencies annotated on the Pre-Occupancy Inspection been adequately addressed?	AFI 90-201, para A.8.4.		
12.3.	Were any deficiencies from the Pre-Occupancy Inspection discovered on the IG inspection (repeat deficiency)?	AFI 90-201, para A.8.4.		
13.	Other Comments			

Attachment 9

INSPECTIONS OF CEMETERIES LOCATED ON AIR FORCE INSTALLATIONS

A9.1. The 2012 National Defense Authorization Act (NDAA) mandates inspections of cemeteries managed by the Services or located on military installations (see **Table A9.1**). Section 592 of the 2012 NDAA directs the following elements of inspection be assessed by the Inspector General:

A9.1.1. Adequacy of the statutes, policies, and regulations governing the management, oversight, operations, and interments or inurnments (or both) by the military cemeteries under the jurisdiction of that military department and the adherence of such military cemeteries to such statutes, policies, and regulations.

A9.1.2. The system employed to fully account for and accurately identify the remains interred or inurned in such military cemeteries.

A9.1.3. Contracts and contracting processes and oversight of those contracts and processes with regard to compliance with Department of Defense and military department guidelines.

A9.1.4. History and adequacy of oversight conducted by the Secretary of the military department over such military cemeteries and the adequacy of corrective actions taken as a result of that oversight.

A9.1.5. Statutory and policy guidance governing the authorization for the Secretary of the military department to operate such military cemeteries and an assessment of the budget and appropriations structure and history of such military cemeteries.

A9.1.6. Other matters as the Inspector General considers to be appropriate.

A9.2. Inspection frequency. It is DoD's intent that cemeteries receive an inspection on an annual basis (every 24 months for ANG). To ensure this inspection frequency, the Air Force will inspect according to the following construct: **(T-2)**

A9.2.1. The MAJCOM IG will validate Wing IG inspections and may sample inspect an installation cemetery during their Capstone, on-site inspection (as applicable; see **Table A9.1**).

A9.2.2. Wing IGs will conduct an inspection of the cemetery on their installation as part of the CCIP. This inspection will be accomplished within 12 months (24 months for ANG) following the MAJCOM's Capstone UEI.

A9.3. Reports should include any deficiencies, recommendations and CAPs. All deficiencies will be identified and tracked to closure within IGEMS. IGs will forward copies of the final report to the installation commander and AFIA NLT 10 duty days after inspection report is signed.

Table A9.1. List of Cemeteries and MAJCOM Responsible for Inspection.

Installation	MAJCOM
Offutt AFB, NE	ACC
Langley AFB, VA	ACC
Tyndall AFB, FL	ACC
FE Warren AFB, WY	AFGSC
USAF Academy	
AFIA	
Edwards AFB, CA	AFMC
Robins AFB, GA	AFMC
Wright Patterson AFB, OH	AFMC
Arnold AB, TN	AFMC
Cape Canaveral, FL	AFSPC
Dover AFB, DE	AMC
Scott AFB, IL	AMC
Fairchild AFB, WA	AMC
South Portland, ME	ANG
Volk Field, WI	ANG

Attachment 10

COMMANDER'S INSPECTION REPORT (CCIR) TEMPLATE

NOTE: Use Appropriate letterhead

MEMORANDUM FOR: MAJCOM/CC
MAJCOM/CV
NAF/CC or Center/CC(if applicable)
Director, ANG (ANG Wings only)
(State) Adjutant General (ANG Wings only)

FROM: XX WG/CC (or appropriate unit designator)
Unit Address

SUBJECT: Initial (or Annual) Commander's Inspection Report

1.Executive Summary: AFI 90-201 dated DD Mmm YYYY requires Wing Commanders to submit a Commanders Inspection Report (CCIR) within 90 days of assuming command (180 days for ARC) and annually thereafter. This memorandum provides the template for drafting the CCIR. The CCIR is intended to provide the Wing Commander's assessment of four Major Graded Areas (MGA): Managing Resources, Leading People, Improving the Unit, and Executing the Mission. Please use the address formatting in this template and the major headings provided when drafting your reports. Additionally, we request wings utilize their own letterhead for this report in lieu of creating report formats.

2.The first paragraph should succinctly summarize the commander's assessment as an executive summary. The subsequent paragraphs provide a more in-depth analysis of specific MGAs. There is no required length for this report; however, this is executive-level communications to a MAJCOM Commander and therefore should not exceed two pages total. (T-2)

3. Managing Resources. This section summarizes how the wing manages its resources. Examples of data that can be included are: progress on spend plans, manpower utilization, facilities concerns as well as concerns regarding guidance within and above the wing. This section is an opportunity to briefly expand upon how the wing is managing the resources provided as well as highlight resources that are required from above the wing level for mission execution. If an area is summarized as deficient, include a brief synopsis of corrective actions and estimated get well dates.

4. Leading People. This section summarizes how the wing's leaders lead their people. Examples of data that can be included are: vertical and/or horizontal inspections, quality of life initiatives, disciplinary trends, status of training and force development trends. If an area is summarized as deficient, include a brief synopsis of corrective actions and estimated get well dates.
5.Improving the Unit. This section summarizes how the wing improves the unit. Assessment of the wing's transition to the CCIP is mandatory. Include status of standing up the Wing

Inspection Team, results of local inspections, progress of the Commanders Inspection Management Board, and MICT implementation. Other information/data that can be included are: results of strategic planning, AFSO 21 initiatives and other unit improvement initiatives. If an area is summarized as deficient, include a brief synopsis of corrective actions and estimated get well dates.

6.Executing the Mission. This section summarizes how the wing executes its mission. Utilize this paragraph to address: warfighter satisfaction, producing the right quality and quantity to meet mission demands, the scope of the mission, as well as risk management. Data may include, but is not limited to: deployment history and results, risk management decisions made to support the mission and a brief summary of issues previously raised via DRRS, SORTS and ART reports. If an area is summarized as deficient, include a brief synopsis of corrective actions and estimated get well dates.

7.Summary: Utilize this section to reemphasize where the unit is performing well, where additional resources are necessary, and any other expounding/pertinent items necessary.

8. Note: the CCIR is a commander-to-commander communiqué. The intent is for each commander to assess and report how their wing is performing utilizing the above listed MGAs. As the CCIR covers an assessment of the wing's ability to execute their assigned mission, this report should be classified appropriately.

WING COMMANDER'S SIGNATURE
Rank, USAF
Commander

Distribution:
MAJCOM IG
Wing IG
Others per MAJCOM/CC Direction

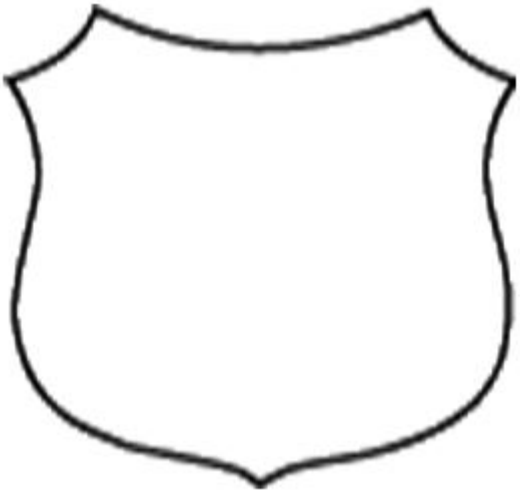
Attachment 11

WING INSPECTION REPORT TEMPLATE

Major Command

Formal Name of Wing/Unit

Commander's Inspection Report



CCIP Report
Name of Sub-Unit/Squadron/Program

DD – DD Mmm YYYY

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SECTION 1 – EXECUTIVE SUMMARY

(use official letterhead)

dd Mmm YYYY

MEMORANDUM FOR [WING]/CC FROM: [WING]/IG
SUBJECT: [Unit] Unit Inspection (UI)

1. The [Wing]/IG conducted a UI on the [Unit-level organization] between dd – dd Mmm YYYY. The Unit Inspection was conducted IAW AFI 90-201.

2. Inspection Overview: The goal of the inspection was to ensure unit compliance in the four Major Graded Areas (MGAs) of: Managing Resources, Leading People, Improving the Unit, and Executing the Mission. The Wing Inspection Team (WIT) inspected programs, interviewed members of the unit by group, conducted observations, and viewed self-assessment communicators via the Management Internal Control Toolset (MICT). Prior to the inspection dates, the WIT reviewed unit specific documents provided in advance of the inspection.

3. All deficiencies will be tracked via IGEMS and monitored at the quarterly Commander's Inspection Management Board.

4. If you have any questions or concerns, please feel free to contact me at xxx-xxxx.

FIRST N. LAST, Rank, USAF
[Wing] Inspector General

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SECTION 2 – INSPECTION SUMMARY

2.1. **PURPOSE**

2.1.1. The purpose of the UI is to validate and verify the unit's Commanders Inspection Program (CCIP) for accuracy and adequacy and to provide the [Wing]/CC an independent assessment of the unit's resource management, leadership, process improvement efforts, and ability to execute the mission. The [Wing]/IG will identify any CCIP trends and employ Air Force Smart Operations processes for deficiency resolution. The WIT consists of subject-matter experts who are trained, certified in writing, and sworn-in by oath from the [Wing]/CC or [Wing]/IG. If ratings are use, include them in the locations designated below.

2.2. **Unit Inspection**. {RATING}

2.2.1. The UI validated and verified the effectiveness of the [sub-organization]'s organizational process. This included elements of the four MGAs Managing Resources, Executing the Mission, Improving the Unit, and Leading People.

2.2.2. The IG evaluated four MGAs and rated them as follows:
Managing Resources{RATING}
Leading People{RATING}
Improving the Unit{RATING}
Executing the Mission{RATING}
2.2.3. Commander's Inspection Items: [Add comments]

2.2.4. Managing Resources: {RATING}. [Add comments].

2.2.5. Leading People: {RATING}. [Add comments].

2.2.6. Improving the Unit: {RATING}. [Add comments].

2.2.7. Executing the Mission: {RATING}. [Add comments].

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2.3. Inspection Statistics:

	CRITICAL	SIGNIFICANT	MINOR	STRENGTH	RIA
Managing Resources	#	#	#	#	#
Leading People	#	#	#	#	#
Improving the Unit	#	#	#	#	#
Executing the Mission	#	#	#	#	#
Deficiencies External to the Inspected Unit	#	#	#	#	#
TOTAL	T	T	T	T	T

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SECTION 3 – UNIT INSPECTION RESULTS

3.1 Managing Resources{ RATING}

3.1.1. Manpower{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.1.2. Funds{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.1.3. Equipment{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.1.4. Facilities{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.1.5. Guidance{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.1.6. Airmen's Time{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.2. Leading People{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.2.1. Communication{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.2.2. Discipline{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.2.3. Training{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.2.4. Development{Rating}

[Summary comments]

3.2.3. Quality of Life{Rating}

[Summary comments]

3.3 Improving the Unit {Rating}

[Summary comments]

3.3.1. Strategic Alignment {Rating}

[Summary comments]

3.3.2. Process Operations {Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.3.3. Risk Management{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.3.4. Commander's Inspection Program (CCIP){Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.3.5. Data Driven Decisions{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4 Executing the Mission{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.1. Primary Mission{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.2. AEF Readiness{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.3. Mission-Assurance C2{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.4. Warfighter or USAF Commander Satisfaction{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.5. Right Quantity{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.6. Right Quality{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

3.4.7. Right Time{Rating}

[Summary comments]

{MAJCOM Deficiency Tracking Number}: [Critical, Significant, Minor]
Inspected Area:
Finding:
Reference:

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DELIVERABLES REVIEW/OTHER INSPECTABLE ITEMS SUMMARY

NAME OF PROGRAM INSPECTED – Inspector comments…

[examples of program include: Sponsor program, Drug Demand and Reduction Program, etc.]

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4.1. All deficiencies require corrective action on the part of the inspected unit. Direct any questions concerning deficiencies to DSN xxx-xxxx.

4.2. Per AFI 90-201, Critical and Significant deficiencies will be assigned Deficiency Cause Code(s) from Attachment 7, Corrective and Preventive Action, and Estimated Closure Date by the corrective action Office of Primary Responsibility.

4.3. Assessed Unit: All deficiencies will be tracked via IGEMS and monitored at the monthly Commander's Inspection Management Board.

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SECTION 5 – ACRONYM INDEX

A – Acronym
AIH – Acronym Index Here
I – Index

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SECTION 6 – TEAM COMPOSITION

IG
Rank First Last

Deputy
Rank First Last

WIT Members
Rank First Last
Rank First Last
Rank First Last
Rank First Last
Rank First Last
Rank First Last
Rank First Last
Rank First La