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SUPERINTENDENT**



**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 90-302**

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Special Management

USAFA INSPECTION SYSTEM

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This United States Air Force Academy instruction (USAFAI) implements Department of the Air Force Policy Directive (DAFPD) 90-3, *Inspector General*. This publication establishes procedures and outlines responsibilities for use in conjunction with DAFI 90-302, *The Inspection System of the Department of the Air Force*. This publication applies to all USAFA units and its personnel. This publication does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). This instruction establishes USAFA-wide Inspector General (IG) and inspection system requirements. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may not be supplemented or further implemented/extended. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. The authorities to waive unit-level requirements in this publication are identified with a Tier number (“T-0”, “T-1”, “T-2”, and “T-3”) following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. Submit requests for waivers (using the DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*) through the chain of command to the appropriate tier waiver approval authority or alternately to the publication OPR for non-tiered compliance items. To meet the intent of DAFMAN 90-161, e-mail finalized waivers (Department of the Air Force Forms 679) to USAFA/IG (e-mail to: usafa.ig@afacademy.af.edu) within 30 days of approval. Ensure all

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1. USAFA General Guidance, Responsibilities, and Inspection Guidelines

1.1. These changes are being implemented based on available resources and are tailored to address the distinct characteristics of a Military Service Academy (MSA). The USAFA IS implements a modified version of the Commander’s Inspection Program (CCIP) and replaces the Unit Effectiveness Inspections (UEIs) with Horizontal Inspections (HIs), as outlined in this instruction.

1.1.1. All United States Air Force Academy (USAFA) wings and wing-equivalents are officially referred to as Mission Elements (MEs). All USAFA MEs will execute a CCIP tailored to their mission and risk. UEIs will not be used to assess any USAFA unit. Instead, USAFA/IG will utilize Risk Based Sampling Strategy (RBSS)-driven and commander- vectored HIs and Headquarters Inspections (HQIs).

1.1.1.1. The purpose of an HI is to simultaneously assess and report risk within the specified facets of USAFA’s mission capabilities through all the MEs and HQ regarding readiness, economy, efficiency, effectiveness, and discipline as they pertain to “Developing Warfighters, Leaders, and Critical Thinkers.”

1.1.1.2. USAFA units will not execute AF-level Readiness Exercises (REs). Instead, USAFA/IG will conduct USAFA Readiness Inspections (URIs) horizontally to measure mission/military readiness IAW scope, scale, and guidance approved by

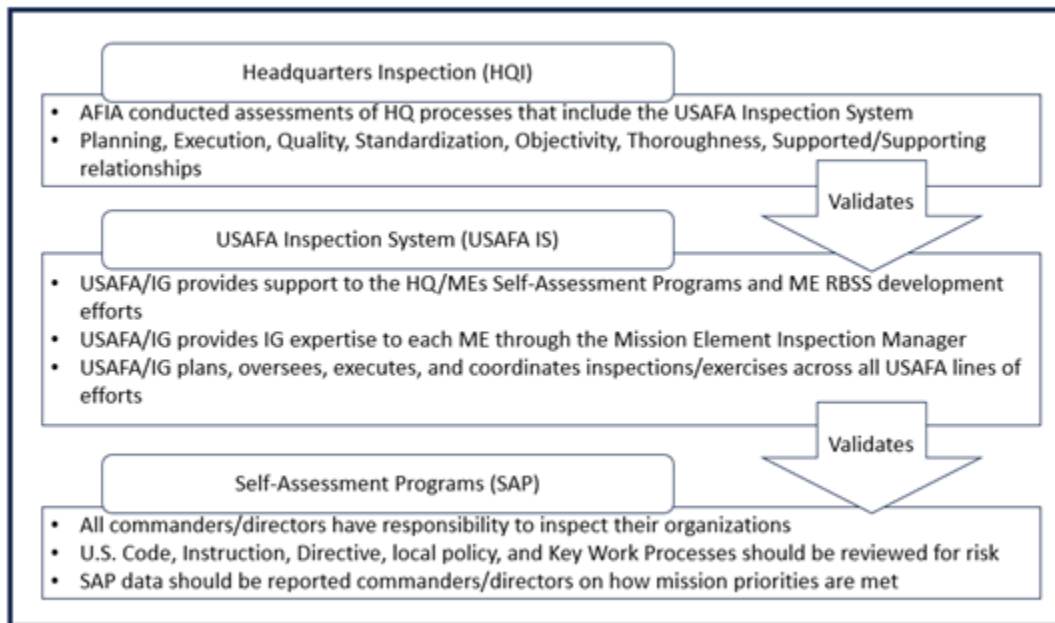
USAFA Superintendent (USAFA/CC). Scope and scale of URIs may be approved by the USAFA/IG. Finally, an annual exercise planning meeting, led by IG, will use the USAFA RBSS to determine if vectored readiness exercises are required to test specific risks. (T-1)

1.1.2. Throughout this instruction, the term ME is used to describe a USAFA organization that performs part or all of the primary mission of USAFA. The MEs are identified in USAFA Mission Directives and reports to the USAFA/CC, with full authority to execute their assigned mission per U.S. Code, DoD, DAFI, and other Mission Directives. For the purpose of this instruction, the USAFA MEs are: 10th Air Base Wing (10 ABW), Directorate of Athletics (AD), Commandant of Cadets (CW), Dean of Faculty (DF), Preparatory School (PS), and all future USAFA/CC-appointed MEs.

Table 1.1. Department of the Air Force Inspections at USAFA.

| Inspected Organization | Inspection Type | IG Team | Frequency (Months) |
|---|-------------------|----------|---------------------------|
| USAFA HQ/ME | HI ^{1,2} | AFIA/DRU | at a minimum one per year |
| Notes: 1. IAW Chapter 2 of this instruction 2. Includes the 10 ABW as a USAFA Mission Element and removes UEI requirements from any USAFA wings USAFA By-Laws are conducted on the owning ME/HQ entity | | | |

Figure 1.1. Applicability of Inspection Below the Headquarters Level.



1.1.3. Internal Continual Evaluations (CE) assess responsibilities IAW AFI 1-2, *Commander's Responsibilities*. These evaluations should be a reliable, repeatable process tailored to evaluate a commander's priorities and intent, and meet the needs and requirements associated with the organization's structure and mission. The process should be well understood throughout the organization, and members should demonstrate proficiency executing these processes through multiple assessment cycles on a recurring battle rhythm.

1.1.3.1. Headquarters organizations should use the principles associated with the HQI in DAFI 90-302 as the framework for conducting routine internal assessments. USAFA Functional Area Managers (FAMs)/Pertinent Oversight Authorities (POAs) may use the Self-Assessment Communicator (SAC) Fragmentary Order.

1.2. The Air Force Inspection Agencies (AFIA) will coordinate with USAFA/IG to plan, schedule, and execute the HQI in conjunction with a URI. When requested by USAFA/IG and resources are available, AFIA will plan, schedule, and execute CEs of USAFA MEs/HQ based on the RBSS and commander-driven objectives. AFIA and USAFA/IG will work together to incorporate results of CEs into the HQIs and URIs. When requested by AFIA, USAFA/IG will provide a Deputy Team Chief for inspections who will support AFIA in planning, scheduling, and executing horizontal CEs. Inspection results from joint teams will be provided to the ME commanders/directors and the USAFA/CC.

Note: Conducting CEs does not preclude AFIA from data collection or executing their own CEs of USAFA in support of HQIs.

1.2.1. To the greatest possible extent, AFIA will participate in the USAFA/IG-led URI.

1.2.1.1. In coordination with USAFA/IG, AFIA will schedule and conduct IG Sensing Sessions (Individual/Group) before URIs or when directed by the Team Chief or USAFA/IG. The results of the sessions will be analyzed and incorporated into USAFA's RBSS, HIs, and HQI.

1.2.1.1.1. **Note:** Conducting these sensing sessions does not preclude AFIA from conducting their own sensing sessions for HQIs.

1.2.1.2. When resources are available, AFIA will help identify or provide subject matter expert (SME) inspectors to USAFA/IG for their inspections.

1.2.1.3. When requested by USAFA/IG, AFIA will support USAFA/IG deficiency resolution within Inspector General Evaluation Management System (IGEMS)/IGEMS-C. This support includes identifying OPRs/SMEs at DAF.

1.2.2. USAFA/IG will not use scoring/grading for inspections, except for By-Laws. Scoring/grading will only be implemented when explicitly directed by USAFA/CC or USAFA/IG.

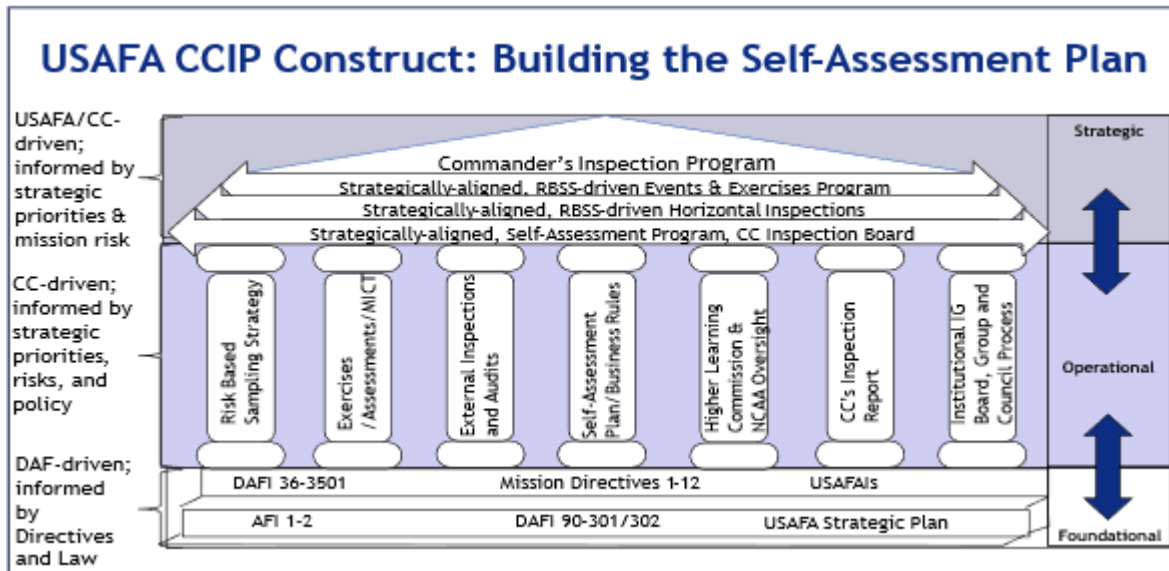
1.3. Release of IG reports must be coordinated/approved through the USAFA/IG, who is responsible for coordination with SAF/IG. Release may be requested by any commander, their Self-Assessment Program Manager (SAPM), or Mission Element Inspection Manager (MEIM).

2. The Commander’s Inspection Program.

2.1. USAFA MEs will execute a modified CCIP, with support from USAFA/IG (T-1). MEs will follow CCIP requirements outlined in this instruction, the USAFA IS Business Rules (BRs), and their ME commander/director-approved BRs. Each CCIP will use elements detailed in this instruction to validate and verify lower echelon Self-Assessment Programs (SAPs), while USAFA/IG provides independent assessments through RBSS-driven CEs and HIs.

2.1.1. Under the CCIP, the responsibility for detecting blind-spots and non-compliance rests with commanders and supervisors at every level of the organization (T-1).

Figure. 2.1. Commander’s Inspection Program Construct.



2.2. The purpose of the CCIP is to provide each ME commander/director with actionable data from the ME SAPM and USAFA/IG to improve readiness, efficiency, discipline, effectiveness, compliance, and mission output.

2.3. USAFA/IG will:

2.3.1. Identify and apportion manpower to administer oversight and support of effective CCIPs and HQ SAP.

2.3.2. Execute inspections/assessments on behalf of the USAFA/CC and ME commanders/directors. As the principal advisor for inspections and manager for the Direct Reporting Unit (DRU) Inspection Team (DIT), the IG provides efficient reporting to the USAFA/CC and ME leadership. The IG will consolidate inspections to avoid redundancy and eliminate inspections that do not enhance the mission or outweigh the cost. (T-2).

2.3.2.1. Develop an annual USAFA Inspection & Exercise Plan and RBSS based on the USAFA commander/directors’ guidance to enable reliable assessment of the unit’s mission. (T-1) The USAFA/IG must include applicable programs and exercises in DAFI 90-302, Table A2.1 and this instruction’s **Table A2.1** in the annual inspection/exercise plan. (T-1)

2.3.3. Publish USAFA IS BRs, DRU SAPM/Management Internal Control Toolset (MICT) BRs, and DRU IGEMS BRs. (T-2)

2.3.4. Oversee HQ/ME MICT and IGEMS system administration. (T-2)

2.3.5. Ensure HQ/ME organizations identify work centers in MICT. (T-2)

2.3.6. Oversee the HQ Gatekeeper scheduling processes IAW Attachment 2 of this instruction. (T-2)

2.3.7. Provide USAFA/IG-specific training to unit commanders/directors, SAPMs, assigned IG staff members, and DIT members. (T-2)

2.3.8. Will appoint the following positions: (T-2)

2.3.8.1. Headquarters Inspection Manager (HQIM) will oversee HQ SAP and inspection requirements for the HQ Staff. Requirements may be provided to AFIA to conduct CEs on behalf of the AFIA/CC.

2.3.8.2. Events and Exercise Manager (EEM). Oversee and direct USAFA's Events and Exercise Branch to confirm ME and HQ mission effectiveness, readiness, and efficiency through inspections of real-world events, internal drills, reviews, and exercises. Coordinate with the ME/HQ representatives appointed planning leads to events and exercises; interpret, develop, and report on them in relation to USAFA's primary mission and readiness policy. Develop 10 ABW/CC and USAFA/IG-approved USAFA Exercise SOP that outlines program requirements and management responsibilities; update annually.

2.3.8.2.1. The EEM will work with the owning units of exercises, as directed in this instruction, [Table A2.1](#) and DAFI 90-302, Table A2.1, to select annual exercise dates, primary exercise objectives, real-world credit opportunities, and units that own annual exercise planning responsibilities. These items will be approved by the 10 ABW/CC and USAFA/IG before being codified in the USAFA strategic calendar and corporate process.

2.3.8.2.2. All IG-measured exercises will be co-planned with an ME/HQ representative aligned to that mission. These representatives act as programmatic SMEs for the respective exercise and ensure ME/CC priorities are met.

2.3.8.3. Mission Element Inspection Branch Manager (MEBM). Develop policies, planning, and program evaluation that supports all aspects of self-assessments. Oversee all Mission Element Inspection Managers in the execution of their duties while ensuring they are qualified and trained to meet each ME's unique requirements. Consolidate RBSS and inspection data from all MEs and synthesize for inclusion into USAFA RBSS and 4-yr inspection schedule.

2.3.8.4. Mission Element Inspection Manager (MEIM). On behalf of the USAFA IG, advise, facilitate, collaborate, and assist the commander/director and ME SAPM with CCIP responsibilities. Support the implementation plan for the Superintendent's intent and vision of an institutional risk-based inspection plan. Appoint MEIMs from assigned USAFA/IG personnel. Refer to Chapter 2.3.5. for MEIM roles and responsibilities.

2.3.9. Brief new commanders/directors within 90 calendar days of assuming command. (T-3) At a minimum, discuss: the commander's/director's requirement to lead the Unit Self-Assessment Program (USAP) IAW with this supplement, USAFA IS duties, the CCIP, ME and/or DRU IG BRs, upcoming IG events, and possible impacts, unit performance data, and any trending data or concerns.

2.4. USAFA ME commanders/directors will:

2.4.1. Ensure CCIP/SAP focuses on mission readiness capabilities, detecting non-compliance with applicable governing directives and unit effectiveness. (T-2)

2.4.2. Appoint ME SAPM and alternate. Ensure they are trained by USAFA/IG within 60 days and ensure they have access to technical and administrative tools required to execute CCIP requirements. (T-2)

2.4.3. Provide information for all audits, visits, and inspections of their ME to the USAFA/IG Gatekeeper. (T-2)

2.4.4. Approve ME Self-Assessment Plans (SAP) (delegable to the ME SAPM). (T-3)

2.4.5. Chair the Commander's Inspection Management Board (CIMB) (delegable to the Vice/Deputy Commander). (T-2)

2.4.5.1. ME commanders/directors will follow all CIMB guidance IAW DAFI 90-302, paragraph 2.5.3 and sub paragraphs, except for RE review.

2.4.6. Report CCIP information to the USAFA/CC via a CC Inspection Report (CCIR). (T-2) Additional guidance and example CCIRs are available in the USAFA IS BRs.

2.4.7. Maximize the use of MICT and IGEMS to document and track functional visits, observations, and deficiencies to support deficiency management.

2.5. Each MEIM will:

2.5.1. Act as the liaison between the ME commander/director and USAFA/IG. (T-3)

2.5.2. Provide ME commander/director with a summary of IG actions within their ME at the ME CIMB. (T-3)

2.5.3. Manage waivers IAW DAFMAN 90-161 and the USAFA IS BRs.

2.5.4. Assist USAFA/IG, MAJCOM/FLDCOM IGs, NGB/IG, and SAF/IG with data queries. (T-2)

2.5.5. Work with the ME SAPM assisting lower echelon commanders/directors and SAPMs.

2.5.6. Support the ME SAPM in their execution of ME CIMBs and ensure IG risk/strategic data is presented in CIMBs. (T-3)

2.5.7. Advise ME commanders/directors on RBSS analysis by:

2.5.7.1. Assist ME SAPM on RBSS development and ensure the ME RBSS informs the USAFA RBSS.

2.5.7.2. Ensure inspection and exercise data is collected and inputted into the ME RBSS. (T-3)

- 2.5.7.3. Provide ME commander/director with an analysis of all USAFA/IG inspection reports.
- 2.5.8. In support of USAFA/IG, function as the ME commander/director's IG representative for HIs of MEs.
- 2.5.8.1. Lead DoD, DAF, SECAF, USAFA, ME, and commander/director-directed IG inspections.
- 2.5.8.2. Lead independent IG assessments for the ME commander/director of ME programs, personnel, and policy. When possible, these assessments will be incorporated into USAFA HIs.
- 2.5.8.3. When conducting inspections: post grades, findings, and final inspection reports in the appropriate version of IGEMS (based on Security Classification Guidance). Manage deficiencies IAW Chapter 9 of this instruction and the USAFA IS Business Rules.
- 2.5.9. Support ME specific requirements of their assigned CCIP by:
- 2.5.9.1. Assist ME commander/director and SAPM to develop ME BRs.
- 2.5.9.2. Assist ME commander/director and SAPM to develop and track inspection reports and supporting self-inspection protocols and objectives.
- 2.5.9.3. Provide ME commander/director and ME SAPM inspection and self-assessment program trends reporting and risk assessment on behalf of USAFA/IG.
- 2.5.9.4. Advise ME commanders/directors of risk within SAP execution and compliance.
- 2.5.10. Within the MEs, identify areas for risk management integration into IG tools and inspections.
- 2.5.10.1. Lead ME commander/director and USAFA/IG teams in semi-annual summary of recommended objectives and commanders'/directors' concerns that can be used to update USAFA/ME RBSSs and vector inspections.
- 2.5.10.2. Lead IG interests as ME commander's/director's liaison; integrate ME commander's/director's priorities into USAFA/IG's 4-year inspection plan.
- 2.5.11. In support of USAFA/IG, HQ POA, and inspection programs:
- 2.5.11.1. Advise and provide oversight of internal/external CEs and HIs.
- 2.5.11.2. Serve as an IG advisor to the ME commander/director in the USAFA Inspection Working Group (IWG) and Annual Inspection Council (AIC).

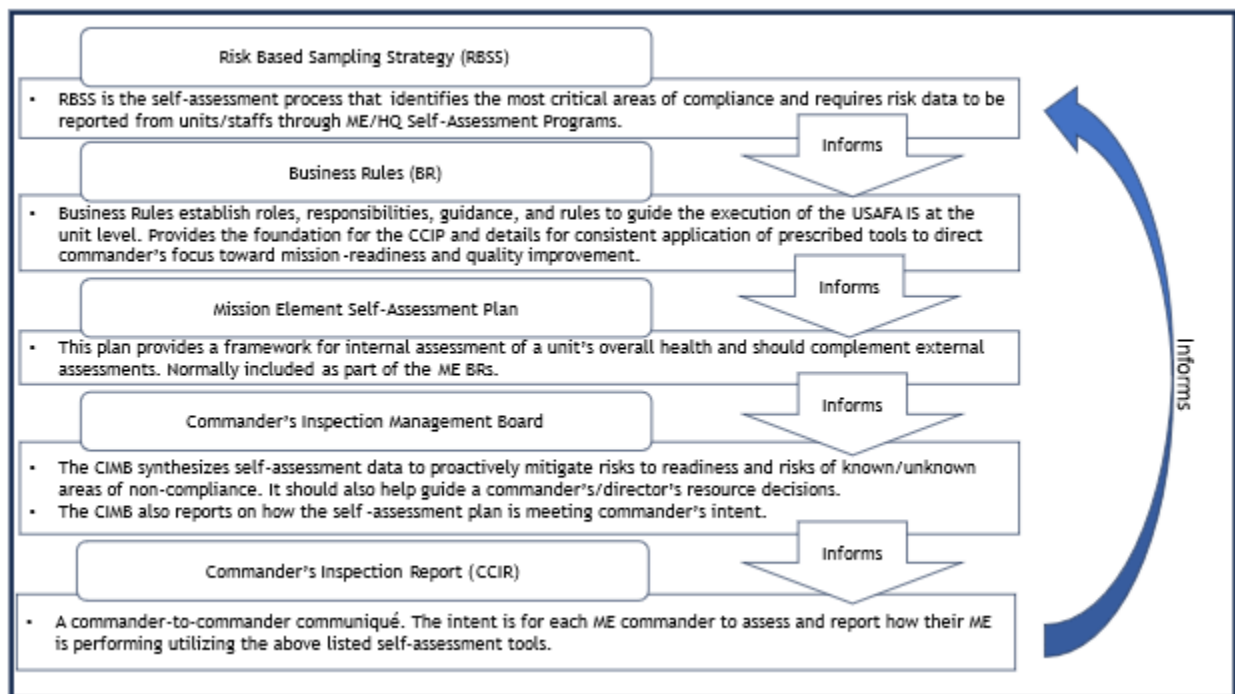
2.6. The ME SAPMs will:

- 2.6.1. Manage, administer, plan, and execute their ME's CCIP with the specific goal of informing the ME commander/director of areas of mission execution shortfall and non-compliance. (T-2)
- 2.6.1.1. Develop and maintain ME-specific training for lower echelon SAPMs. This training should focus on each ME's unique mission and how the lower echelon SAPM

- will ensure that mission is assessed. It should also address specific requirements in the ME SAP.
- 2.6.1.2. Manage ME DIT personnel and ensure they receive training within 90 days. Complete IG training for DIT and ME SAPMs.
- 2.6.1.3. Manage ME MICT and their deficiencies in IGEMS programs.
- 2.6.2. Develop an annual ME SAP that includes the RBSS and potential exercise inputs based on commander's/director's risk, priorities, concerns, and guidance. (T-2) Utilize USAFA Attachments 3, 14, 15, Table A2.1, and DAFI 90-302, Table A2.1, in determining applicable programs and exercises for the annual SAP. (T-2)
- 2.6.2.1. Include an annual ME commander/director-vec-tored assessment by the ME SAPM/DIT. The assessment should include a summary of lower-echelon SAPMs throughout the ME. (T-3)
- 2.6.2.2. Self-Assessment Plans (SAPLs) may include internal exercises executed by the ME SAPM/DIT or incorporated by the SAPM, in coordination with the MEIM, into the USAFA exercise planning cycle.
- 2.6.2.3. Provide the ME commander/director with an After-Action Report (AAR) for any assessment conducted by the ME SAPM. (T-3)
- 2.6.3. Develop and maintain ME commander/director SAP BRs on behalf of ME commander/director.
- 2.6.4. Collaborate with the MEIM to provide continual evaluation/assessment of ME commander/director concerns/priorities.
- 2.6.5. Review applicable ME plans and develop realistic, relevant objectives for scenario-based inspections/exercises. (T-3)
- 2.6.6. In concert with ME leadership, conduct risk-based analysis for MEs based on mission priorities and key work processes.
- 2.6.6.1. Develop, maintain, execute, and update ME commander/director-approved RBSS for ME SAP.
- 2.6.6.2. Provide RBSS/assessment data to USAFA/IG for incorporation into IG inspections. ME RBSS should be focused on the same items listed in the parent DAFI(s).
- 2.6.6.3. Develop Continual Improvement and Innovation (CI2) reporting to ME commander/director for negative trends and best practices. (T-3)
- 2.6.6.4. Develop and maintain a process to gather/store/utilize external and real-world reports. These reports should be used to update/vector the ME RBSS. Example reports are AARs, inspections, staff assistance visits (SAVs), audits, etc.
- 2.6.7. Manage ME rebuttal process for the verification/validation of findings.
- 2.6.8. Schedule, develop and maintain ME CIMB including data IAW DAFI 90-302, paragraph
- 2.5.3.3. CIMB data may be incorporated into any standing meetings.

- 2.6.8.1. When scheduling the CIMB, collaborate with the MEIM to ensure IG briefings are developed and personnel are available.
- 2.6.9. Develop ME inputs for, and attend, the USAFA IWG and AIC.
- 2.6.10. Oversee, maintain, and track ME waiver process, provide guidance to ME units in submitting waivers, deviations, or exceptions to policy.
- 2.6.10.1. Provide guidance to ME units in submitting waivers, deviations, or exceptions to policy.
- 2.6.10.2. Maintain all approved ME waivers, deviations, or exceptions to policy.
- 2.6.11. Develop, maintain, and coordinate ME commander/director CCIR input.

Figure 2.2. Risk Based Sampling Strategy (RBSS) Flow of Information.



2.7. Commander's Inspection Program Requirements. Under each CCIP, commanders and directors throughout the MEs are required to lead self-assessment components. Results of these self-assessments will be reported to ME/CCs through the ME CIMB and ME SAPM.

- 2.7.1. Unit commanders/directors below the ME commander/director will:
- 2.7.1.1. Appoint at least one primary and one alternate SAPM in writing. (T-3)
 - 2.7.1.2. Develop and maintain a SAP that incorporates and feeds the ME RBSS. (T-3)
 - 2.7.1.3. Provide input into ME CIMB based on the unit SAP and mission risk.
 - 2.7.1.4. Ensure SAPM manages/executes a SAP that feeds the CCIP.
 - 2.7.1.4.1. Document self-identified, non-compliant observations with corrective action plans. (T-3)

2.7.1.4.2. Ensure SACs are reviewed and updated by MICT assessors and validators at intervals consistent with unit-level leadership priorities and established MICT BRs. (T-3)

3. IG Inspections.

3.1. USAFA/IG Inspection and Exercise Program. The IG executes inspections on behalf of the commander, is the principal advisor for inspections, and the focal point for the DRU Inspection Team (DIT) to enable efficient reporting to the commander. The IG will consolidate inspections to avoid redundancy and eliminate inspections which benefits do not enhance the mission or outweigh the cost. (T-2) The terminology Wing Inspection Team (WIT) has been replaced with DIT for USAFA.

3.2. IG inspection and exercise programs are designed to validate and verify commander/director self-assessments to ensure accuracy. The IG will independently assess the effectiveness of units/programs and use IGEMS to plan, conduct, and finalize inspections. (T-1) USAFA/IG will not utilize the inspections and exercises listed in DAFI 90-302 paragraphs 2.5.2, 2.5.2.1-4 and Table A.2.1. Instead, the inspection and exercise types below will be used.

3.2.1. Horizontal Inspections: The purpose of a HI is to ensure risk is measured across all USAFA lines of effort. USAFA's hierarchy benefits from an inspection construct that executes horizontally/simultaneously across all MEs and the HQ. The primary "focus areas" of DAFI 90-302, Attachment 3, will be used to guide HIs. USAFA's RBSS and supplement Attachments 3, 14, and 15 will also guide objectives for HIs. At a minimum, USAFA/IG will execute one HI per year that includes all MEs and HQs.

Note: Example horizontal focus areas: base defense, logistics, finance, contracting, mentorship, etc. USAFA HIs will normally be large scale and focused by the Superintendent's priorities and the USAFA Strategic Plan. However, HIs may still include program inspections such as FOIA, records management, accountability, etc.

3.2.2. USAFA Readiness Inspection: The purpose of a URI is to replace a RE with an inspection that assesses both applicable Air Force readiness priorities and USAFA mission priorities horizontally across all MEs and HQ. USAFA/IG will conduct two URIs during a 4-year HQI cycle.

3.2.2.1. URI Primary Objectives:

3.2.2.1.1. Sample all readiness generating capabilities across the MEs and HQ (e.g., unit deployment managers (UDMs), unit training managers (UTMs), IDO/IDRC processes, etc.). This will include assessing DRRS and other readiness reporting requirements. When available, this will include assessing real-world deployment processes.

3.2.2.1.2. Assess key programs/processes for "Developing Warfighters, Leaders, and Critical Thinkers" across all MEs and HQ. This must be guided by the USAFA RBSS, Superintendent strategic priorities, and ME commander/director priorities.

Note: USAFA will not conduct REs or Combat Readiness Inspections/Exercises (CRI/Es) due to the in-garrison mission.

3.2.3. Vertical Inspections: In coordination with the USAFA/IG, ME/CCs may request vertical IG inspections.

3.2.4. Event Inspections (EI): The purpose of an EI is to utilize a USAFA real-world event or incident to meet DAFI 90-302 exercise requirements. The EEM will ensure all event/incident inspection reports will include a direct correlation to the DAFI exercise requirements that have been met and aligned to appropriate regulatory guidance. If real-world events do not meet annual exercise requirements, the EEM will ensure the USAFA/IG annual exercise schedule includes the required exercises in this instructions **Table A2.1**.

Note: The 10 ABW/CC and USAFA/IG will jointly determine which real-world events/incidents may be used for DAFI 90-302 exercise credit.

3.2.5. By-Law Inspections: USAFA/IG will conduct all By-Law inspections IAW DAFI 90-302.

3.2.6. Directed Inspections: USAFA/IG will execute all directed inspections that SAF/IG and/or AFIA require assistance to conduct.

3.2.7. DRU Command Interest Items (CII): USAFA/CC may establish unique procedures to gather data and/or emphasize certain programs via CIIs.

3.2.7.1. USAFA/IG will ensure DRU CIIs do not conflict with Department of the Air Force SIIs.

3.2.8. Cemetery Inspections: USAFA/IG will conduct required cemetery inspections at USAFA.

3.2.9. Wounded, Ill, and Injured (WII) Facility Inspections: USAFA/IG will meet DAFI 90-302 IG requirements for Recovering Service Members (RSM) inspections.

3.2.9.1. USAFA/IG will provide WII reports to the 10 ABW/CC and completed reports to the RSM's ME/CC.

3.3. USAFA/IG will provide USAFA/A4 completed Radioactive Material Inspection Reports from AFIA IAW DAFMAN 40-201 MAJCOM requirements.

3.4. IG Sensing Session-Individual Structure. USAFA/IG may use the IG Sensing Session-Individual to clarify information, fact-find, or corroborate other information.

3.4.1. IG Sensing Session-Individual Participants. USAFA/IG teams may choose military, DoD civilian and ANG state employee participants for IG Sensing Sessions-Individual. IG Sensing Session-Individual participation is mandatory for military members and DoD civilians. (T-2)

4. Other Inspections

4.1. Non-IG organizations within HQ or MEs authorized to inspect on behalf of the commander will coordinate requirements with USAFA/IG and provide reports to the ME/CC and USAFA/IG (e. g., 10 LRS inspection of supply or UDM process).

4.2. External non-IG visits conducted by POAs and/or SMEs, which may be critical elements to an effective CCIP, will follow guidance in DAFI 90-302, Attachment 2 and Table A.2.1

4.3. USAFA/SE and USAFA/IP will participate in IG inspections whenever possible by providing qualified SMEs to inspect. However, Safety and IP may conduct their own functionally required inspections/assessments independent of the IG. (T-3)

5. Inspection Finding Management

Table 5.1. Corrective Action Plan Approval and Closure Authority.

| | MINOR ¹ | SIGNIFICANT | CRITICAL |
|---|---------------------------------|---------------------------------|---------------------------------|
| HHQ/USAFA IG Deficiency (IGEMS) | ME Commander ² or IG | AF/DRU POA ³ or IG | AF/DRU POA ³ or IG |
| ME-level Deficiency (IGEMS) | ME Commander ² or IG | ME Commander ² or IG | ME Commander ² or IG |
| ME/HQ Directorate-level Observation (MICT) | Owning CC/Director or IG | Owning CC/Director or IG | ME Commander ² or IG |
| Notes: | | | |
| 1. Minor deficiencies & observations only require CAP if directed in the ME’s SAP 2. May be delegated to lower echelon commander 3. CAP approval only | | | |

5.1. All USAFA units will follow the USAFA IGEMS BRs.

6. The Inspection System Governance Process

6.1. The IWG for USAFA will be held semi-annually. It will be chaired by the USAFA/IG or the Chief of Inspection. Members include each ME’s SAPM, MEBM, all MEIMs, and USAFA HQ Directors or Deputy Directors with their SAPMs. At a minimum, the IWG will discuss USAFA RBSS; negative trends identified within HQ and the MEs; significant and critical deficiencies/observations; and any recommendations/tasks for the USAFA AIC.

6.2. The AIC for USAFA will be held annually. It will be chaired by the USAFA/CC or CV. Members include ME commanders/directors or CVs and their SAPMs, MEBM, all MEIMs, and USAFA HQ Directors and their SAPMs. USAFA/IG and the Chief of Inspections will execute the AIC and will ensure the agenda includes USAFA RBSS, inspection results, trends, and recommended actions. In the AIC, the USAFA/IG will brief required items IAW DAFI 90-302, Paragraph 10.1.2.

7. Inspector General Force Development and Management

7.1. The USAFA/IG oversees force development of all IG, 87G, 8IX and 1801-series employees on USAFA.

7.2. The USAFA/IG or the Chief of Inspections will administer the IG oath to IG-assigned inspectors. A badge wearing IG may administer the oath to inspection augmentees.

JOYCE R. STORM, Col, USAF
 Inspector General

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DAFPD 90-3, *Inspector General*, 2 December 2024
AFI 1-2, *Commander's Responsibilities*, 7 May 2014
AFI 33-322, *Records Management and Information Governance Program*, 22 March 2020
DAFI 90-302, *The Inspection System of the Department of the Air Force*, 15 March 2023
DAFMAN 90-161, *Publishing Processes and Procedures*, 17 October 2023

Adopted Forms

DAF 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*
DAF 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AAR – After Action Report
AFIA – Air Force Inspection Agency
AIC – Annual Inspection Council
BR – Business Rule
CCIP – Commanders Inspection Program
CCIR – Commanders Inspection Report
CE – Continual Evaluation
CI2 – Continual Improvement and Innovation
CII – Command Interest Item
CIMB – Commander's Inspection Management Board
CRE – Combat Readiness Exercise
CRI – Combat Readiness Inspection
DIT – DRU Inspection Team
DRU – Direct Reporting Unit
EEM – Events and Exercise Branch Manager
EI – Events Inspection
FAM – Functional Area Manager
HI – Horizontal Inspection
HQI – Headquarters Inspection
HQIM – Headquarters Inspection Manager
IG – Inspector General
IGEMS – Inspector General Evaluation Management System
IWG – Inspection Working Group
ME – Mission Element
MEBM – Mission Element Inspection Branch Manager
MEIM – Mission Element Inspection Manager
MICT – Management Internal Control Toolset
MSA – Military Service Academy
MSEL – Master Scenario Events List
POA – Pertinent Oversight Authorities
RBSS – Risk Based Sampling Strategies

RE – Readiness Exercise
RSM – Recovering Service Members
SAC – Self-Assessment Communicator
SAP – Self-Assessment Program
SAPL – Self-Assessment Plan
SAPM – Self-Assessment Program Manager
SII – Special Interest Item
SME – Subject Matter Expert
UDM – Unit Deployment Manager
UEI – Unit Effectiveness Inspection
URI – USAFA Readiness Inspection
USAFA IS – United States Air Force Academy Inspection System
USAP – Unit Self-Assessment Program
UTM – Unit Training Manager
WII – Wounded, Ill, Injured

Terms

Deviation – A departure from established guidance acknowledged and/or generated by an HHQ authority.

DIT – Direct Reporting Unit Inspection Team member sponsored by the supporting Mission Element(s). This team member is TACON to the USAFA IG until their inspection and reporting efforts are completed.

DRU – A subdivision of the Air Force, directly reporting to the Chief of Staff of the Air Force that performs a mission which does not fit into any Major Command. (T-1) A Direct Reporting Unit has many of the same administrative and organizational responsibilities as a Major Command. (See AFI 38-101 paragraph 29.2.4 for more guidance on the establishment of Direct Reporting Units.)

Horizontal Inspection – USAFA specific inspection that reviews mission effectiveness, code, instruction, and directives across all USAFA units to ensure that risk is measured across all affected lines of effort.

Mission Element – A unit that performs part or all the primary mission of the organization to which it is assigned. This unit reports to the Superintendent and has full authority to execute its assigned mission per its assigned mission directive. At USAFA examples include 10th Air Base Wing (10 ABW), Directorate of Athletics (AD), Cadet Wing (CW), Character and Leadership Development (C&LD), Dean of Faculty (DF), and Preparatory School (PS).

Risk Based Sampling Strategy – A CC and/or POA developed sampling methodology employed to assess areas deemed key or mission critical.

Unit – A unit helps provide for an unbroken chain of inspection, evaluation, and command since military personnel are always assigned to a unit. A unit will be headed by a “Commander” or,

under approved circumstances, a civilian “Director.” At USAFA a unit could include the AF standard squadron/group or could include a three-letter division.

Attachment 2

COMMANDER’S INSPECTIONS, SAF INSPECTION SCHEDULING PROCESS, AUTHORIZED INSPECTIONS, AND STAFF ASSISTANCE VISITS

A2.1. ME Commander’s Inspection and Exercise Requirements. USAFA/IG will execute By-Law inspections and exercise requirements identified in DAFI 90-302, Table A2.1, except for the changes below.

A2.1.1. To the greatest extent possible, exercise requirements will be met through USAFA real-world incidents & institutional events (e.g., graduation). The IG will inspect these events and identify links to exercise requirements in official reports.

A2.1.2. USAFA will not conduct REs as they have been replaced with the URI.

A2.1.3. USAFA exercise planners will consolidate requirements whenever possible. USAFA/IG will reference governing directives, supplemental guidance, or host/tenant MOUs/MOAs to determine exercise and participation requirements; sample size may be determined by the USAFA/IG.

A2.2. The USAFA Gatekeeper will de-conflict outside agency inspections/visits from the USAFA inspection schedule and strategic calendar. (T-3) Review USAFA academic, flying, maintenance, and operation schedules and coordinate exercise schedules with base agencies. Table A2.1. Commander’s Inspection and Exercise Requirements.

Attachment 3

THE UNIT SELF-ASSESSMENT PROGRAM (USAP)

A3.1. General Information. DAFI 90-302, Attachment 14, requirements and recommendations apply to ME SAPMs and lower echelon USAPMs.

Figure A3.1. Notional CCIP Risk Management Framework.

A3.2. Risk Management Framework. A framework for a USAFA ME USAP (Figure A14.3.1) provides an iterative tool to guide the institutional development, implementation, and re-assessment of individual CCIPs. It is a phased approach to develop risk assessment and manage that risk through deliberate and established processes featured in Figure A14.1.

A3.2.1. Step 1: Understand the mission of each ME. This framework step provides the opportunity for the MEIM, SAPM, and CC to develop a common understanding of intent, mission, and vision.

A3.2.2. Step 2: Gather data and views on risk from each ME. This step establishes ME commander/director alignment with the Superintendent’s intent. This may include roles and responsibilities, mission directives, ME priorities/goals, and measurable objectives.

A3.2.3. Step 3: Prepare the RBSS. Review IGEMS, MICT, other functional databases, internal/external audits, assessments, exercises, and SAVs. From a prepared list of internal controls (see Attachment 15), prioritize an SAP that verifies and validates risk areas established in Step 2 of Figure A14.1. Consider having assigned OPRs provide status updates of deficiencies and CAPs quarterly to update the ME-level RBSS.

A3.2.4. Step 4: Exercise risk management compliance and test inspection plans. Verify and validate high risk and/or high-profile programs/SACs/priorities through internal/external exercises, assessments, and inspections. Request POAs to provide SAVs, reducing requirements of their CE plan.

A3.2.5. Step 5: Verify/validate risk priorities within USAFA and ME strategic plans. Using deficiencies, deviations, and observations in Step 4, re-evaluate the risk to the unit, the ME, and the institution.

A3.2.6. Step 6: Communicate risk to the institution. Develop an annual, quarterly, or monthly plan for internal, RBSS-driven self-assessment of programs, processes, and operations reporting. Use established reporting platforms, staff meetings, CIMB, IWG, USAFA Group/Board, etc. In addition to the data available on the IGEMS and MICT Dashboards, solicit input from unit stakeholders.

A3.2.7. Step 7: Implement corrective actions and track. Create methods to track MICT, IGEMS, and functional database information. Identify the nature, validity, and severity of the finding and actively work towards required corrective action. Track ME and unit level risk management.

A3.2.8. Step 8: Review corrective actions and validate success. Utilize the options in the previous steps to assess the focus and efficacy of the ME SAP and adjust as required. This step “resets” the process and the MEIM, SAPM, and ME commander/director teams renew/review the risk management process.

Attachment 4**RISK BASED SAMPLING STRATEGY, KEY PROCESSES, AND POA IDENTIFIED PRIORITIES**

A15.1. General Information. Risk Based Sampling Strategy (RBSS) is a tool for CC prioritization and decision making. The RBSS feeds directly into unit level assessment and institution level inspection plans. It is also a tool for CCs and POAs to understand where POA authority resides at USAFA. USAFA/IG will update the RBSS annually with input from MEs and HQs Directorates. For access to any of these pages please contact the USAFA/IG through your IG representative.