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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. 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 through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance

items. Unless otherwise noted, The Inspector General (TIG) is the waiver authority to policies contained in this instruction. Submit waiver requests for TIG consideration/approval through SAF/IGI. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). 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 document is substantially revised and must be completely reviewed. Significant revisions include: providing clarification and guidance to the Self Assessment Communicator (SAC); establishing procedures to identify and implement "benchmark" processes; changing the Management Inspection (MI) grading scale from a 5-tier system to a 3-tier system; the 5-tier grading scale for the Unit Effectiveness Inspection (UEI) is also under review; most of the wing referenced items and inspection requirements were consolidated into Chapter 5; clarifying Commander Inspection Report (CCIR) routing procedures for ANG equities; and incorporating guidance from the new CJCSI 3263.05B into **Chapter 6**. Also, **Table 5.1** ("By-Law" Wing IG Inspection Requirements), **Table 5.2** (Air Force Installation Mission Assurance Exercise Requirements), **Attachment 2** (List of Authorized Inspections), and **Attachment 3** (Air Force Inspection Requirements) will reside on the SAF/IGI Portal site to better accommodate the rapidly changing requirements in a timely manner. Additionally, duties and responsibilities of AFIA were better defined; more accurate guidance for IG force development is included; several terms were added to **Attachment 1** to provide clarification regarding their use throughout this Instruction; and **Attachment 4** was expanded to include a better description of first level inspection items pertinent to the 4 Major Graded Areas (MGA). This document will be revised again later this calendar year, as the Air Force Inspection System continuously improves to achieve full capability.

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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) 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, Direct Reporting Units, MAJCOM, and Headquarers Air Force (HAF) levels IAW Title 10 United States Code (USC) § 8583, *Requirement of Exemplary Conduct* and Air Force Instruction (AFI) 1-2, *Commander's Responsibilites*. Inspections are conducted by a commander/director, or on behalf of a commander/director, on their 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. 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 in AFIS provides continuous feedback to process owners from the supervisor's chain of command, Wing IGs, functional oversight agencies (MAJCOM, FOA, ANG, HAF FAMs), and MAJCOM IGs during the Unit Effectiveness Inspection (UEI). Any deficiency or non-compliance found during the continual evaluation period should 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. Although continual evaluation activities are not inspections by definition, they provide accurate and functionally-assessed data upon which IGs at all levels base their inspection sampling strategies and grading conclusions.

1.2.3. When differences arise concerning inspections governed by this instruction (functional inspection requirements, prioritized requirements, duplicative inspections, frequency, scope, etc.), this publication takes precedence in these matters over other Air Force policy and guidance.

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. Roles and Responsibilities.

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 IAW **paragraph 6.16**.

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. Conducts training and education throughout the Air Force.

1.5.1.23.1. When possible during inspections, teaches Air Force policy, procedures, systems, and processes to help inspected units and organizations improve operations and efficiency and accomplish command objectives.

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. 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.

1.5.1.23.4. Trains MAJCOM IGs, inspector augmentees, contracted inspection support personnel and Wing IGs by overseeing the USAF Executive IG Course, Basic Inspector Course (BIC), 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, voice, and conscience 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. SAF/IGI coordinates IGTC curriculum with the Complaints Resolution Directoriate (SAF/IGQ). Manage and administer the AFIS in-residence segment of IGTC and the Mobile Training Team (MTT) version of the course.

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

1.5.2.11. Plans and executes semi-annual 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, investigations, 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 (e.g. Defense Threat Reducion Agency [DTRA], Defense Information Systems Agency [DISA], GAO, Public Accountant Contract Audits [PACA]) with MAJCOM Gatekeepers.

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. Serves as the liaison between DTRA and MAJCOM IGs for Corrective Action Reports (CARs).

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 the USAF BIC.

1.5.4.18. Manages and administers the USAF Nuclear Inspectors Courses. Additionally, AFIA will forward the NSI inspector training syllabus to SAF/IGI NLT 01 Sep and after every change or update. **(T-1)**

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

1.5.4.20. AFIA performs other duties as directed by TIG/DIG. **(T-1)**

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

1.5.6.2. 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**.

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. Develop prioritized inspection requirements for areas subject to inspection. Coordinate inspection requirements with MAJCOMs and ANG; then forward to SAF/IGI for inclusion in **Attachment 3** of this instruction.

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. Coordinate with the appropriate HAF/MAJCOM/ANG FAM 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. Validate HAF-level findings with MAJCOM IGs and FAMs and provide corrective action 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. Establish requirement for appropriate HAF/MAJCOM/ANG Functional Area Manager (FAM) to periodically review SAC results in MICT 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/ANG Directors will oversee the continual evaluation in their functional areas, and will ensure issues and concerns are communicated to the applicable MAJCOM IG in a timely manner, as well as provide input to the Risk Based Sampling Strategy for their wings, highlighting functional specific risks. MAJCOM/FOA/DRU/ANG FAMs will establish an effective and efficient battle rhythm to execute the UEI continual evaluation IAW **Chapter 4**.

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

1.5.11.2.1. Monitor and assess 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/ANG FAMs will review inspection deficiencies identified in IGEMS to identify trends and guidance issues. Take appropriate actions to correct identified issues or assist affected units in correcting identified issues.

1.5.11.4. May employ corrective action tools, such as Air Force Smart Operations (AFSO21) tools for large-scale corrective actions. AFSO21 tools can be found in the AFSO21 playbook or on the AFSO21 website.

1.5.11.5. Coordinate and approve CAPs, on behalf of the MAJCOM Commander, for MAJCOM IG-identified CRITICAL and SIGNIFICANT deficiencies, all MAJCOM-level deficiencies. In addition, MAJCOM FAMs 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, supplement HAF prioritized inspection requirements with MAJCOM/FOA/DRU-specific requirements. Coordinate all additional MAJCOM/HAF-level requirements with applicable HAF/MAJCOM/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. MAJCOM FAMs will develop and maintain MAJCOM/FOA/DRU-specific inspection requirements where no HAF Functional inspection requirements exist for that functional area.

1.5.11.9. Develop MAJCOM/FOA/DRU/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 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 FAM approved experts only at the request of the Wing Commander. 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. SAVs are conducted by MAJCOM, HAF Functional Staffs or FAM-approved experts and only at the request of the Wing Commander. MAJCOM FAMs 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. SAVs will not be given a rating and will not be used as a tool to prepare a unit for a formal IG inspection. **(T-1)** SAVs are not mandated by AF Publications. All SAVs will be documented; reports, results and data will be made available to the MAJCOM IG for inclusion in the UEI "photo album."

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.

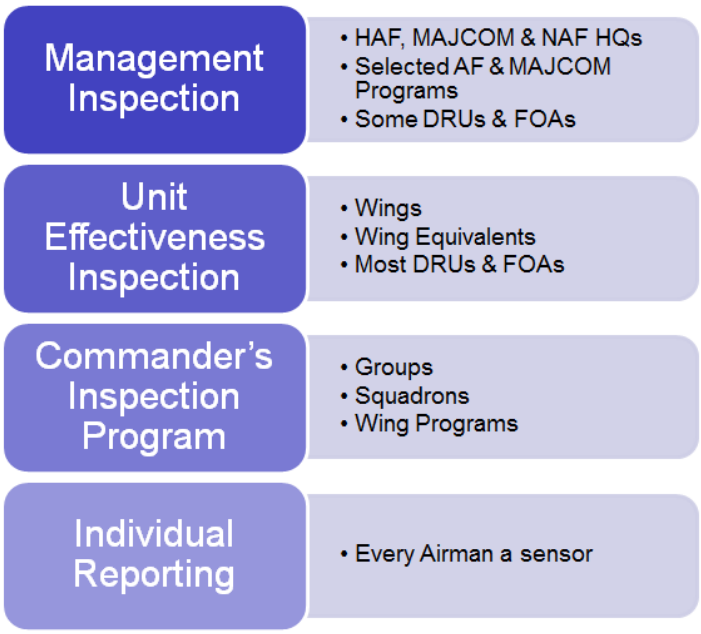
1.5.14. **Article 6 Inspectors.** All judge advocates and paralegals selected to conduct Article 6 inspections are appointed by TJAG and must attend the USAF Basic Inspector Course (UEI) and/or other equivalent training as determined by TJAG. **(T-2)** Once properly trained, JA inspectors serve at the discretion of TJAG. TJAG will determine inspection requirements, policies, and procedures for Article 6 Inspections.

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 MAJCOMs FAMs to focus the Risk-Based Sampling Strategy (RBSS) 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.

2.4.2. **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, biannually, etc.), or a recurring report is required to an organization outside the Air Force (e.g. DoD, Congress, Presidential committee).

2.4.3.1.3. By-Law inspections, as listed in **Table 5.1** of this Instruction, will be conducted by the Wing IG at the frequency defined in the respective governing directive. Wing IGs will use appropriate Subject Matter Experts (SME) when necessary to accomplish these inspections. **(T-0)**

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**.

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

2.5.1. Inspector Certification. The IG (MAJCOM or Wing) will certify all inspectors. **(T-1)** All IG inspectors (to include inspector augmentees and the wing inspection team (WIT)) will be properly trained, certified in writing and sworn-in by oath (See **Figure 9.1**). **(T-1)**

2.5.1.1. MAJCOM/IGs can delegate to inspection Team Chiefs the authority to certify inspector augmentees on an interim basis for a one month period. Interim certification requires completion of the Basic Inspectors Course (UEI or CCIP) and NSIC, as appropriate. IGTC and the Over the Shoulder requirement are waived. Interim certified inspectors can only be used for one 30-day period; if used again, they must be fully certified IAW this instruction. **(T-1)**

2.5.1.2. MAJCOM/IGs will ensure that all certifications—interim and full—are documented and filed IAW the Air Force Records Disposition Schedule in AFRIMS. Until certified, the inspector must perform their inspection duties under the direct supervision of a certified inspector. Assigned IG inspectors must be certified within 6 months of being assigned to the IG. **(T-1)**

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

2.5.1.4. Wing IG, MAJCOM IG, AFIA and SAF/IG inspectors with nuclear inspection responsibilities will also complete the Air Force Nuclear Surety Inspector Course if their duties involve inspection of a nuclear surety mission. **(T-1)**

2.5.2. IG Oath. Officers, NCOs, and DAF civilians serving as inspectors will take the IG oath. **(T-1)** The oath reminds all IG personnel 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 9.1**)

2.5.2.1. Administering the Oath. The commander, as the directing authority, should administer the oath to the command IG (at a minimum) and every IG 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, he may delegate this authority to the command IG. Assigned IGs will administer the oath to IG inspector augmentees. **(T-2)** Contractor personnel working in an IG staff section will not take the IG oath. **(T-0)**

2.5.2.2. Re-administering the Oath. When a commander departs the command, the command IG may choose to execute another IG oath with the incoming commander as a way to express to that new commander the special relationship shared by both individuals. 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 his or her new commander. **(T-2)** All individuals with prior IG experience who are nominated for a second, nonconsecutive IG detail must execute the IG oath upon arriving at his or her new command. **(T-0)**

2.5.3. Valid Period of Inspector Authority. An inspector's authority is valid only for the period of time he/she is a certified inspector and performing official inspection activities.

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

2.5.5. Bargaining unit employees may be assigned to an Inspector General 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 certified IG inspector augmentees. IGs will ensure bargaining unit members do not act as investigators in any way since there are conflicts that may arise in a number of situations. **(T-0)**

2.5.6. 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)**

2.5.7. 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. Restricted access. 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.

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)**

2.6. Inspection Frequency. See **Chapters 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)**

2.9.1.3. 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. FAMs will analyze MICT data and other functional metrics to build awareness of unit performance in FAMs' areas of expertise and share areas of concern with the 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, MAJCOM IGs will ensure FOA/DRU 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 MICT data and other functional metrics to build awareness of unit performance. **(T-1)** 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 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 deficiencies loaded into IGEMS and IGEMS-C. **(T-1)** For all CRITICAL, SIGNIFICANT and REPEAT deficiencies, minimum CAP data includes MAJCOM-closed root-cause(s), Deficiency Cause Code(s) assigned from **Attachment 7**, countermeasures, to include OPRs and ECDs, and deficiency closure dates. For MINOR deficiencies, minimum data includes the Deficiency Cause Code(s). If the MINOR deficiency is a repeat write-up then a CAP is required.

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. Contractors must provide a current non-disclosure agreement prior to being provided 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. Contractors are not allowed access to IGEMS-C.

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. Foreign Nationals are not allowed access to IGEMS-C.

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. Indications of program health across Functional and command channels as well as compliance waivers granted by the appropriate authority are also visible in MICT. Additionally, MICT can assist IGs by informing the RBSS 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 staffs will write SACs for their 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 FAMs 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 of publication to ePubs. However, SAC authors may only update or change SACs quarterly after initial SAC is posted. The SAC Author will update thier SACs on calendar quarters (Jan 31, Apr 30, July 31, Oct 31); the exact date the SAC is posted does not reset the update cycle.

2.17.2.3.5.2. SAC authors or POCs 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 Observation Checklists. Local observation checklists are flexible tools in MICT that allow unit commander's 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 Observation 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 Observation 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 Observation Checklists be used in lieu of SACs, nor will completion of a Local Observation Checklist item fulfill the requirement to assess a SAC item. **(T-1)**

2.17.2.5. Contractor access to MICT**.** Contractors must provide a current non-disclosure agreement prior to access to MICT. **(T-0)**

2.17.2.6. Foreign National access to MICT. Foreign Nationals must also provide documentation as required by AFMAN 33-282 prior to accessing MICT. **(T-0)**

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 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. NLT 5 work days after the IG team outbriefs the inspected unit, the MAJCOM IG will send an executive summary of the inspection, IAW **Table A6.2** 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 that 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. IGs will ensure inspection reports include only findings categorized as Bench marks, Strengths, Deficiencies or Recommended Improvement Areas (RIA). RIAs will not be used to document procedural deviations or non-compliance; they 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 that a potential nuclear surety deficiency will be brought to the immediate attention of the inspection team chief. **(T-1)** The team chief will determine the appropriate course of action and determine the impact (if any) on the inspection rating. **(T-1)**

2.19.5. Benchmarks. There are four steps which must be accomplished when a finding is identified as a Benchmark in an inspection report.

2.19.5.1. Step 1. IG team chiefs determine if the finding meets the standard of a Benchmark in that it exceeds the definition of a Strength, clearly establishes a superior standard of service or performance and has high potential to apply to a broader organizational spectrum than where the process, program or technique is currently employed.

2.19.5.2. Step 2. Enter proposed Benchmarks into IGEMS under the Deficiencies Tab by placing the word Benchmark as the first word under Strengths. This is a workaround until IGEMS is updated to incorporate a separate Benchmark field. Also copy the entire Benchmark into what is currently the Best Practices portion of the Reports Tab in IGEMS. Replace the Best Practices label in the Reports Tab with Benchmarks.

2.19.5.3. Step 3. E-mail the proposed Benchmark to the appropriate FAM one organizational level higher than the IG team accomplishing the inspection. Wings send to MAJCOM and MAJCOM sends to HAF. Benchmarks identified for HAF FOAs and DRUs will be submitted to HAF FAMs for acceptance or rejection and those identified against MAJCOM FOAs and DRUs will be submitted to MAJCOM FAMs. IG team chiefs accomplish this task during the course of the inspection, but not later than 5 days after the inspection was conducted. FAMs have 10 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 through the Airmen Powered by Innovation Program as a Best Practice. If accepted, the FAM should take necessary steps to institutionalize the Benchmark within 1-year of submission. If rejected, it signals that the FAM will take no further steps to validate the submission; however, the FAM is required to provide justification to the IG team chief if rejecting a proposed Benchmark. Inspector General team SMEs will follow up to determine the status if the FAM takes no action within 10 days of submission.

2.19.5.4. Step 4. The IG team SME will enter the appropriate information for all proposed Benchmarks into the Benchmark Tracking Sheet on the AFIA website

https://cs.eis.af.mil/afia/default.aspx. Click on the "BENCHMARKS" box at lower right on the home page to get to the Benchmarks folder. Follow the guidelines in the information pamphlet to enter the data and track the submission to closure.

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. 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. 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. 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 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 FAMs at the IG's organizational level for CRITICAL, SIGNIFICANT and Repeat MINOR deficiencies, in addition to Strengths and RIAs, to assist the corrective action process or for awareness in policy execution and adherence, as applicable. **(T-1)**

2.19.10. Deficiency Corrective Actions.

2.19.10.1. At a minimum, MAJCOM IGs will track to closure CRITICAL, SIGNIFICANT and repeat MINOR deficiencies documented in a MAJCOM IG report and provide the inspected unit with reply instructions as part of the final report. The inspected unit will provide associated CAPs to MAJCOM IGs and the FAM OPR NLT 45 days (90 days for ARC units) after the final inspection report is published. **(T-1)** For these deficiencies, minimum corrective action data includes root-cause(s), Deficiency Cause Code(s) assigned from **Attachment 7**, countermeasures, to include OPRs and ECDs, and deficiency closure dates. For open deficiencies, the corrective action OPR will report status to MAJCOM IG quarterly, or as required by MAJCOM IG, in IGEMS or IGEMS-C. MAJCOM IGs may close the deficiency once the required data is entered in IGEMS/IGEMS-C, the unit assigned the deficiency fully implements the corrective action plan, and the results of the plan have been validated by the Wing IG, in accordance with **Chapter 5**. Commanders will ensure that Minor deficiencies assessed to the inspected unit are closed at or below the wing level. **(T-1)** Deficiencies assessed to the MAJCOM-level will be closed by the MAJCOM IG.

2.19.10.2. Wing IGs will track to closure all deficiencies documented in a Wing IG report and provide the inspected unit with reply instructions as part of the final report. The inspected unit will provide associated corrective action plans to Wing IGs NLT 45 days (90 days for ARC units) after the final inspection report is published. **(T-3)** Deficiencies assessed to the MAJCOM will be closed by the MAJCOM IG. Wing Commanders will determine deficiency closure authority for Wing IG identified deficiencies, unless the deficiency is levied against the NAF, MAJCOM or HAF. **(T-1)**

2.19.10.3. All deficiencies (to include Adequacy) not requiring a long-term solution (as determined by the IG) should be closed within 12 months (18 months for ARC).

2.19.10.4. 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)**

2.19.10.5. Deficiencies that contain potential Fraud, Waste or Abuse will be highlighted in inspection reports and forwarded to the MAJCOM IG for semi-annual reporting. **(T-1)**

2.19.10.6. Wing and MAJCOM IGs will utilize IGEMS to assign all HAF-level (Air Staff and non-Air Force) deficiencies to AFIA for deficiency processing. IGs will also assign the wing SMEs and MAJCOM, FOA/DRU, HAF, and non-Air Force Functional(s) who participated in the deficiency validation. **(T-1)** If the SMEs and/or FAMs do not have IGEMS access, include their contact info in the IGEMS deficiency notes tab. AFIA will forward the deficiency and problem solving/corrective action requirements to the responsible HAF-level office (O-6/GS equivalent or above) for action or comment and copy the MAJCOM IG. If the HAF-level office does not concur with the deficiency, rationale for non-concurrence will be uploaded in IGEMS or provided to AFIA and/or the MAJCOM IG. For actionable deficiencies, corrective action OPRs will upload the corrective action 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. When appropriate, AFIA will close the deficiency in IGEMS in coordination with the MAJCOM IG. **(T-1)**

2.19.10.7. Adequacy Deficencies. 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 the final inspection report is published. Recommended Improvement Areas (RIAs) under Adequacy must be officially acknowledged by assigned FAM OPR in reply to the applicable MAJCOM/IG, but no definitive action or followup is required. Any recorded method of acknowledgement (email, memo, etc) is sufficient for RIA acknowledgements.

2.19.11. 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 Air Force 8-Step Problem Solving Model as outlined in the AFSO21 playbook for CRITICAL, SIGNIFICANT, and REPEAT deficiencies to determine primary, and if applicable, contributing root causes.

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.

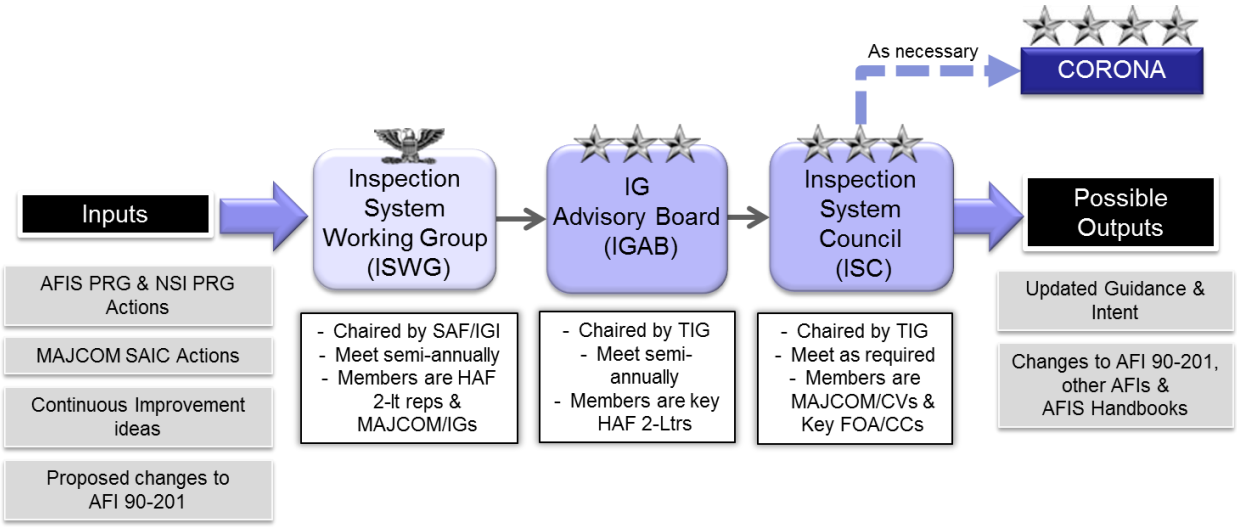
2.20. Inspection Outbrief. The IG, in coordination with the Wing Commander, will determine the timing, location, and format of the inspection outbrief. Because CCIP is the cornerstone of AFIS, a mass outbrief has little value added and encourages legacy mindset. Therefore, the UEI outbrief will typically 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 quarterly 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 semi-annually 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. The annual inspection calendar in the Air Force Gatekeeper program serves as official notification that an organization has been identified for an MI during the fiscal year. AFIA provides an initial round of MI candidates for ISWG consideration. The ISWG then coordinates and reprioritizes the list, if necessary. TIG approves and returns the list to AFIA for the next FY schedule. AFIA provides a second round of MI candidates for a mid-year ISWG meeting, for coordination/reprioritization, including any new requirements in the current FY. However, the "Top 3" selected organizations will not change. MAJCOMs will have their own process for selection and approval of MIs at their level.

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. Strategic planning is a process. It starts with strategic thinking - used to conceive and articulate the organization's vision, mission, priorities, and goals and results in an approved strategic plan. The strategic plan is the overarching playbook that defines and guides subordinate organization plans. The strategic plan:

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, paragraph 3.4.3. HAF, MAJCOM, NAF HQs, 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 4 UEI MGAs or the seven MGAs of the MI. NOTE: All wing and wing equivalents, as defined in **paragraph 2.2**, must implement CCIP using the 4 MGAs of the UEI, defined in **Chapter 4**.

Chapter 4

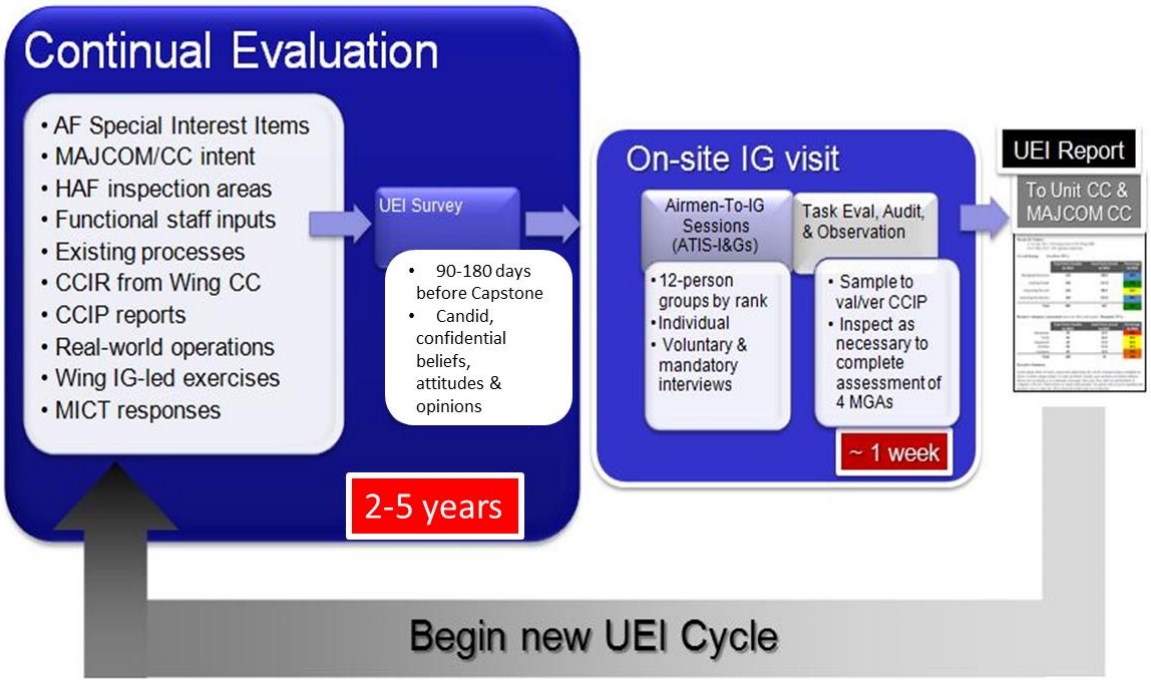
THE UNIT EFFECTIVENESS INSPECTION (UEI).

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 FAM assistance.

4.4.2.1.1. With the purpose of the UEI in mind, 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 FAMs (or centralized functional activity or FOA as appropriate), this instruction's **Attachment 3**, MICT data, survey results, virtual inspections, and available IG resources.

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 FAMs (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. For centrally managed functional activities.

4.4.3.3. For areas in which a MAJCOM HQ has limited expertise due to consolidation of subject-matter-experts to FOAs, MAJCOM FAMs will work with supporting FOAs

and/or ANG SMEs to execute the UEI continual evaluation process and send requests for augmentee inspectors to the appropriate centralized functional activity.

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 additional at a minimum, an additional 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.

4.6. Continual Evaluation. The continual evaluation phase of the UEI begins immediately after the previous UEI report is signed. IGs should use all available Wing performance data to develop their overall assessment, including, but not limited to: FAM input, MICT data, external inspection results and Wing CCIP reports. The IG may also find that the best opportunities to inspect the Wing's ability to execute their 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 36-6001, *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. Validation and Verification of CCIP. An accurate and trusted CCIP is the cornerstone of the AFIS. The validation and verification of CCIP is the most important part of a UEI. If

the inspection team believes CCIP is not accurate, adequate or relevant, grade the Wing INEFFECTIVE.

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. Wings are discouraged from employing ATIS-Gs in CCIP in order to maintain standardization and effectiveness. **(T-1)**

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. Pay particular attention to alert or on-call nominee's commitments as participants will not have access to electronic devices. ATIS-G attendance is considered duty for military, DoD Civilians and ANG State Employees, though 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 send the results to AFIA/ET until such time as an ATIS-G Top-5 capability is resident 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 considered duty 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 5-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 numeric score correlates to a final 5-tier rating as described in **paragraph 4.9.4**, but the Team Chief may adjust the final rating at his or her discretion. Do not adjust scores to match final 5-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 using all available data gathered during the entire UEI cycle.

4.9.2. UEI Rating.

4.9.2.1. MAJCOM IG Team Chiefs will assign ratings based on the 5-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 or MARGINALLY EFFECTIVE 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 MARGINALLY EFFECTIVE or 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.

4.9.4. The 5-tier rating system is based on the following criteria. For a more in-depth explanation of each criteria, see the Commander's Duties and Responsibilities section of AFI 1-2 and the UEI Handbook.

4.9.4.1. OUTSTANDING – this rating indicates the wing meets/exceeds the criteria for a HIGHLY 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. Leaders' decisions and priorities demonstrate genuine care for their Airmen.

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

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

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

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

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

4.9.4.2. HIGHLY EFFECTIVE – this rating indicates the wing exceeds the criteria for an EFFECTIVE rating AND most or all of the following are consistently true:

4.9.4.2.1. Mission activities, programs and processes are executed in a highly effective and efficient manner; personnel demonstrate high proficiency.

4.9.4.2.2. CCIP is institutionalized, used to measure and report improvements in all 4 MGAs, and provide actionable feedback to HHQ on policy, guidance and resource adequacy.

4.9.4.2.3. Continuous process improvement efforts are widespread and have improved efficiency.

4.9.4.2.4. Most programs and processes are measured and repeatable, and produce reliable results.

4.9.4.2.5. Risk-based criteria are habitually applied when allocating resources and making decisions.

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

4.9.4.2.7. Deliberate efforts to train, communicate, and engage Airmen are evident.

4.9.4.2.8. Effective processes are in place to improve Airmen's quality of work and home life.

4.9.4.2.9. Management systems are mature and continuous improvement exists across multiple programs.

4.9.4.3. EFFECTIVE – this rating indicates most or all of the following are generally true:

4.9.4.3.1. Requirements are met in all mission areas (Primary, AEF, Mission Assurance C2) and personnel are proficient.

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

4.9.4.3.3. Resources are managed in an effective and compliant manner.

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

4.9.4.3.5. Continuous process improvement efforts are evident.

4.9.4.3.6. Critical programs and processes are measured and repeatable.

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

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

4.9.4.3.9. Management Systems are present and continuous improvement occurs.

4.9.4.4. 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:

4.9.4.4.1. Requirements are met in some but not all mission areas (Primary, AEF, Mission Assurance C2).

4.9.4.4.2. Unit personnel meet minimum performance criteria but with limited proficiency.

4.9.4.4.3. CCIP provides the command chain an accurate, though limited, picture of unit performance.

4.9.4.4.4. Some key processes and activities are not carried out in a competent or compliant manner, or are personality-dependent.

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

4.9.4.4.6. Resources and programs are not well managed.

4.9.4.4.7. Risk and resource scarcity are not deliberately considered in decision-making processes.

4.9.4.4.8. Deficiencies exist that significantly increase risk to Airmen, the mission or the Air Force.

4.9.4.4.9. Management systems have some elements that are not working in a cohesive process.

4.9.4.5. 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:

4.9.4.5.1. Wing does not demonstrate ability to meet mission requirements.

4.9.4.5.2. Evidence exists of systemic non-compliance or widespread disregard for prescribed procedures.

4.9.4.5.3. The number and severity of deficiencies preclude or seriously limit mission accomplishment.

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

4.9.4.5.5. Leaders do not treat Airmen with respect or do not provide a healthy and safe work environment.

4.9.4.5.6. Resources and programs are grossly mismanaged.

4.9.4.5.7. Management systems are not evident.

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**).

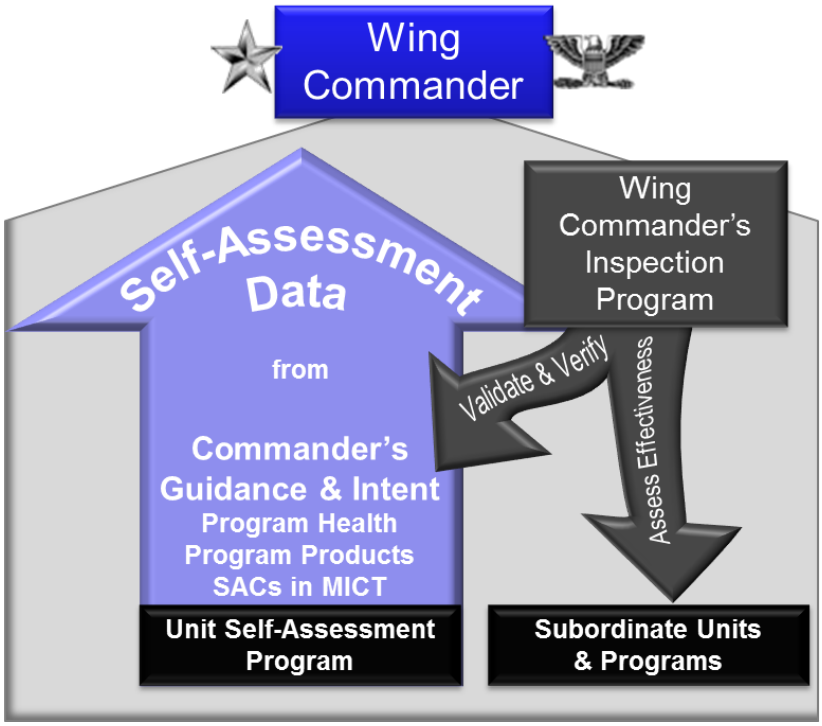
5.2.1.1. Self-assessment program. At a minimum, commanders will utilize MICT to report compliance and communicate risk to the chain of command and appropriate staffs. **(T-1)** Augment with additional self-assessment programs and methods as necessary.

5.2.1.2. 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.

5.2.1.3. 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.

5.3.2. 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 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 Program (PRP) 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 31, Apr 30, July 31, Oct 31). 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. Commanders will ensure a change in compliance status in an existing SAC within 15 calendar days (1 UTA cycle for ARC). **(T-1)**

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 Observation 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 programs contained in **Table 5.1** unless there is a MOU/MOA for Host Wings to conduct inspections. **(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)**

Table 5.1. "By-Law" Wing IG Inspection Requirements.

5.5.6. The closure authority for deficiencies identified by the CCIP is the next higher commander (e.g. Group Commander for Squadron-level deficiencies, Wing Commander (or WG/CV) for Group-level deficiencies). The Wing Commander (or WG/CV) is the closure authority for deficiencies in wing programs, processes, and wing-level staff agencies. **(T-2)** Deficiencies levied against higher headquarters will be handled IAW **paragraph 2.19.9.2**. **(T-1)** Close deficiencies when CAPs are in place and have the desired effect. **(T-2)**

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.

5.7. 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)**

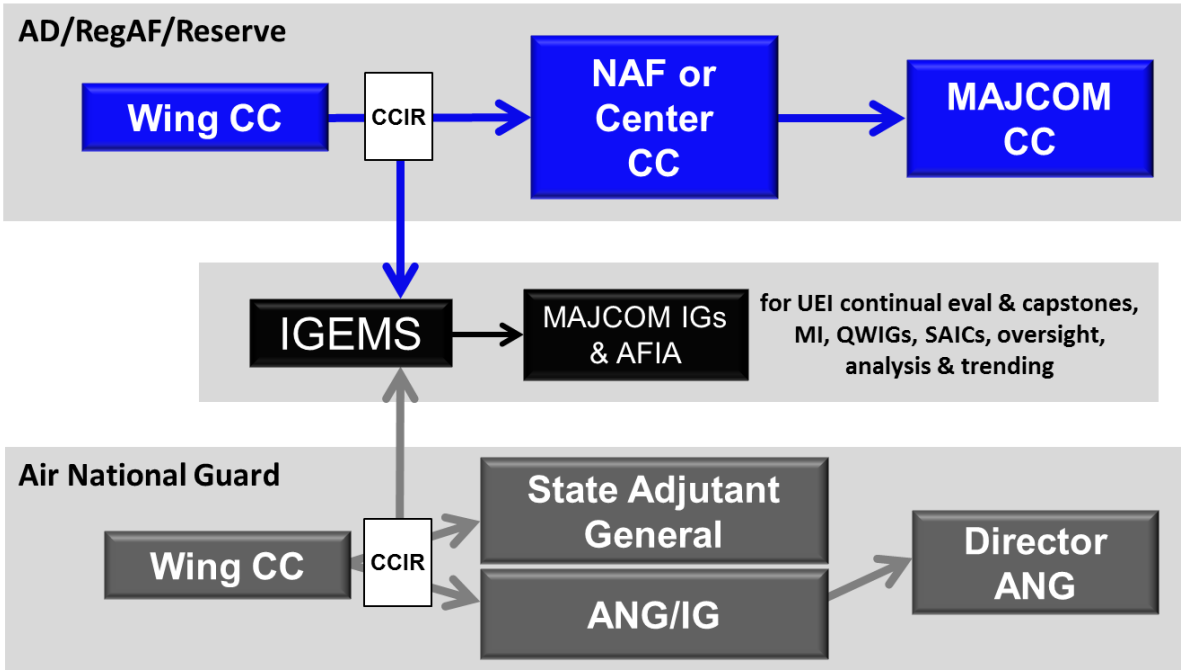
5.7.2. Content. At a minimum, the CCIR will include the Wing Commander's assessment of the four MGAs over the reporting period using the CCIR template at **Attachment 10**. **(T-2)** CCIRs should normally not exceed two pages total.

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)**

Figure 5.2. CCIR Routing (T-2).



5.8. Wing Inspection Team (WIT). The WIT should consist of a sufficient number of leaders/SMEs from within the Wing (or regional-based FOA subject matter experts to support as appropriate) to conduct CCIP inspections under the authority of the Wing Commander, and

under the direction of the Wing IG. WIT members are not assigned to the IG office; rather they are detailed out of their normal work center to augment the IG team as an additional duty. Specific duties include providing inputs for scenario development, inspecting assigned areas/functions, evaluating scenarios, participating in the hot wash and providing inputs to the inspection report. The WIT assists the CCIP Manager in validating and verifying the Wing, Group and Squadron self-assessment program results. Units with established QA and/or standardization and evaluation positions may wish to assign these individuals as members of the WIT.

5.8.1. IG duty is a position of high public trust. Personnel selected to be a WIT member must 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. **(T-1)** 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. All WIT members will be properly trained, certified in writing and sworn-in by oath. **(T-1)**

5.8.3.1. Wing IG instructors, appointed by the Wing IG, will teach the USAF Basic Inspector Course-CCIP to WIT members, using AFIA's course materials, and will develop all required specialized team, functional area, host-nation, or unit-specific training to WIT, as required. **(T-1)**

5.8.3.2. WIT members of nuclear-capable units tasked to evaluate elements related directly to nuclear surety will complete the USAF Nuclear Inspectors Course within 180 days of assignment to a WIT team. **(T-1)**

5.8.3.3. WIT members inspecting PRP are required to complete the Air Force Medical Services Medical PRP Course within 180 calendar days after assuming inspector duties.

5.8.3.4. The Wing IG will certify all WIT members have completed all appropriate Air Force and MAJCOM-specific inspector training, to include field observation. **(T-1)**

5.8.3.5. Inspector Course material may be obtained from the AFIA Inspector Management Site.

5.8.4. Unit members may disclose situations or issues to WIT personnel that would normally be disclosed to the IG. The WIT member will inform the Airman that the disclosure meets the requirement as a protected communication. The WIT member will then report the full conversation to the wing IGQ.

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 applicable HAF/MAJCOM SACs are assigned to the appropriate Wing units. Develop procedures with Group, Squadron, and functional Self-Assessment Program Managers to ensure applicable HAF/MAJCOM SACs are assigned to the appropriate Wing units. **(T-1)**

5.9.2.4.5. Verify wing SACs for locally developed instructions are current and updated. **(T-3)**

5.9.2.4.6. Act as the wing's liaison with the MAJCOM MICT Lead Manager. **(T-3)**

5.9.2.4.7. Provide feedback to the MAJCOM/ANG/DRU/FOA FAMs on centralized functional activity on SAC quality and trends. **(T-3)**

5.9.2.4.8. Identify and consolidate software issues and suggestions for future software improvements to be forwarded to the MAJCOM MICT Lead Manager. **(T-3)**

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)**

5.9.2.5.3. The Wing IG will schedule, plan and execute wing-level exercises IAW Wing Commander direction and guidance found in **Table 5.1** and **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** to ensure they are inspecting the most current inspection requirements. **(T-0)**

Table 5.2. Air Force Installation Mission Assurance Exercise Requirements.

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 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 **paragraphs 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 **paragraphs 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. For all technical operations and/or task evaluations the MAJCOM IGs will brief items in **paragraphs 6.10.2.2.3.1** thru **6.10.2.2.3.7** 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. For custodial units supporting non-US delivery organizations include the US technical load monitor and associated training activities.

6.9.2.4.1. Aircraft generation/flightline operations. MAJCOM IGs will evaluate a unit's ability to conduct a complete weapons upload, from initial command post message tasking to weapons break-out through aircrew acceptance and applicable post-load procedures. Loading operation must encompass each type and upload position (internal and external), as weapon system applicable.

6.9.2.4.2. Static loading operations. Evaluate ability to conduct weapons upload/download and applicable post-load procedures. Static loading operations must encompass each type and upload position (internal and external), as weapon system applicable. The environment in which static loading is conducted demonstrates technical proficiency and standardization of the weapons load crew training program. When loading operations are conducted in a load training facility, units may simulate some aspects of security, entry control, approved explosive loading site plans, and/or other operations that cannot be reasonably conducted.

6.9.3. 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, 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 PRP. Evaluate PRP IAW DOD 5210.42-R, CJCSI 3263.05, and AFMAN 13-501. Assess the overall effectiveness of the unit's implementation of PRP by focusing on processes and procedures through observation, scenarios, and interviews.

6.9.9.1. PRP 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 PRP 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 verify/validate that PRP 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.

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. Interaction with the Inspection Authority. During the course of the inspection, MAJCOM IGs will allow Air Force Oversight Team members 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 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.

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 **Attachment 3** 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 inspections to oversight with the goal of providing each MAJCOM IG feedback across the spectrum of inspection activity over a 24-month period. 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 inspection 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. 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. AFIA/OV provides observer(s) during Defense Threat Reduction Agency (DTRA) DNSOI and when the DTRA Committee on the Safety of Nuclear Installations (DTRA/CSNI) inspects Air Force units under the auspices of CJCSI 3263.05B.

8.2.3. AFIA acts as the Air Force clearinghouse for MAJCOM responses to DTRA inspection deficiencies. AFIA/OV reviews CRITICAL and SIGNIFICANT nuclear surety deficiencies identified in DTRA DNSOI reports and requests clarification of deficiencies. AFIA also assesses sufficiency of MAJCOM actions taken to correct these deficiencies and endorses them to DTRA. In cases where AFIA or DTRA non-concurs, AFIA returns corrective action responses to the MAJCOM for clarification. The AFIA Commander will adjudicate CARs deficiency closure decisions in cases where the Air Force and DTRA do not agree and provide that closure decision to MAJCOM IG and DTRA. AFIA will consult with all applicable resources available.

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, AFMC, 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 **Chapters 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. **(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 Basic Inspector course (UEI/CCIP) and the NSI course. AFIA/ETT will develop, manage and administer new inspector courses as required.

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 2800, *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). Be an E-8 to E-9 or civilian equivalent. **(T-3)** Wing Commander (ANG/IG for ANG units) may waive this requirement on a case-by-case basis if qualified candidates are not available to the rank of E-7.

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. Inspector General Force Development (FD). SAF/IG will establish an IG Advisory Panel (IGAP) IAW AFI 36-2640, *Executing Total Force Development.* The IGAP will generate and implement FD and management strategies to sustain and improve IG capabilities. The panel will further provide advice, guidance and assistance to Career Field Managers (CFMs) and Development Teams (DTs) on how best to develop and employ Airmen to deliver desired IG capabilities. The IG Force Development Advisory Panel will:

9.3.1. Provide desired inputs for affected DTs/CFMs NLT 30 calendar days prior to each scheduled DT session. Advisory panel inputs include a summary of the requirement, to include the grade, AFSC, experience level, and number of valid personnel authorizations to be filled.

9.3.2. Attend and provide inputs to the Force Management and Development Council.

9.3.3. Annually review and approve the IG Basic and Nuclear Inspector training courses.

9.3.4. Provide advice to IGs on Officer and Enlisted development and assignment opportunities, as well as assignment selection criteria for Enlisted Equal Plus advertisements.

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 60 days of being appointed. MAJCOM IG Deputies and MAJCOM IG Superintendents may attend at the discretion of the MAJCOM IG. MAJCOM IGs, other IG senior officers, civilian equivalents and senior NCOs 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 Training. All inspectors assigned to AFIA, SAF/IG, MAJCOM and Wing IG offices will complete the USAF Inspector General Training Course within 90 days (180 days for ARC) of assignment to an IG position. **(T-1)** IGs who have previously completed BIC and IGTC are not required to repeat the training; however, they must complete MAJCOM specific training prior to performing inspection duties. IGs cross-flowing from Complaints Resolution to Inspection must attend IGTC and its prerequisite training. **(T-1)**

IGTC is not available for inspector augmentees or WIT members. Additional information regarding the Inspectors Course may be obtained from the AFIA IG World Classroom Site.

9.4.2.1. All permanent party AFIA and MAJCOM Inspection IG team members, inspector augmentees and WIT members that inspect nuclear-capable units will complete the USAF Nuclear Inspectors Course within 180 days of assignment to an IG team.

9.4.2.2. These requirements do not apply to Wing Inspection Team (WIT) members. Refer to training requirements in **paragraph 5.8.3**.

9.4.2.3. The IG (MAJCOM or Wing) will certify that all inspectors, to include inspector augmentees have completed appropriate MAJCOM specific inspector training. Inspector certification requires completion of prerequisite and mandatory training, as well as field observation. Field observation requirement is a minimum of one over-the-shoulder inspection by a certified inspector. For Wing inspectors, to establish the initial cadre of certified inspectors, the Wing Commander may elect to consider previous inspection experience as fulfilling the over-the-shoulder requirement. For MAJCOM inspectors, the MAJCOM IG may substitute an over-the-shoulder NSI to satisfy this requirement. Note: Over-the-shoulder will consist of a full UEI Capstone or NSI. During this inspection, uncertified inspectors cannot conduct unsupervised inspection activities for inclusion in the final report/assessment. **(T-1)**

9.4.2.4. MAJCOM IG instructors, appointed by the MAJCOM IG, will teach the AFIA MAJCOM IG Augmentee Training Curriculum, using AFIA's course materials. **(T-1)**

9.4.2.5. MAJCOM IGs may add locally developed course materials to supplement, but not in lieu of AFIA course materials. AFIA will perform periodic audits of MAJCOM and Wing IG training.

9.4.2.6. AFIA/ET will post a yearly schedule in the Inspector Management Site NLT 1 Sep each year for the USAF Basic Inspector Course and Nuclear Surety Courses. For special circumstances (i.e., Mobile Training Team for either course) contact the Training & Inspection, Inspector Instruction (AFIA) Division Chief. AFIA inspector training can be found at the AFIA Inspector Management Site.

9.4.3. MAJCOM IG and Wing IG-Specific Training. MAJCOM IGs and Wing IGs will develop and provide all required specialized team, functional area, host-nation, or unit-specific training to augmentees as necessary. **(T-1)**

9.4.4. HAF-directed specialized inspector training requirements are now listed in **Attachment 3**.

9.4.5. Recurring Training. Those inspectors who do not inspect on a regular basis (i.e., at least two inspections annually, not including field observation training) will re-accomplish BIC training. **(T-1)**

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.

9.5. Inspector General Certification. See **paragraph 2.5.1** and its sub-paragraphs.

Figure 9.1. Oath for Personnel Assigned to or Augmenting the IG.

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 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 on aircrew patches and worn by personnel in an IG billet.

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)**

GREGORY A. BISCONE, Lieutenant General, USAF
The Inspector General

Attachment 1

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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

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

DOD 5400.7-R_AFMAN 33-302, *Freedom of Information Act Program*, 21 Oct 10

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 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.

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:

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 to ensure reference is made to the most current information available for **Table A2.1**. **(T-0)**

Table A2.1. List of Authorized Inspections.

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.

Note: IGs will refer to the **SAF/IGI Portal page** 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.

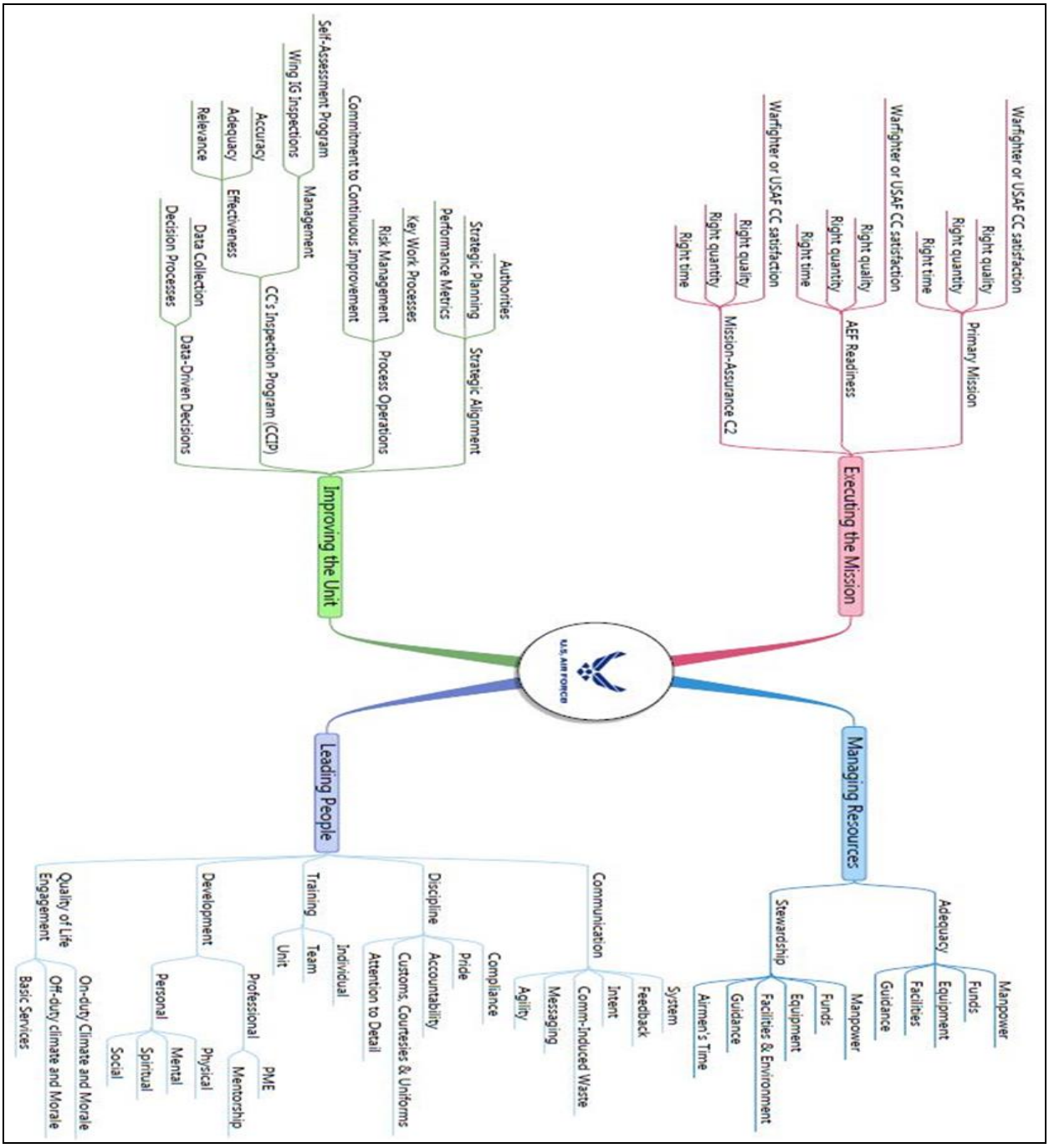
MGA 1: Managing Resources - Managing Resources will show that Commanders have considered risk in the stewardship of entrusted resources given to them from higher echelon commanders to ensure effective and efficient mission accomplishment. Those resources include: manpower, funds, equipment, facilities 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	

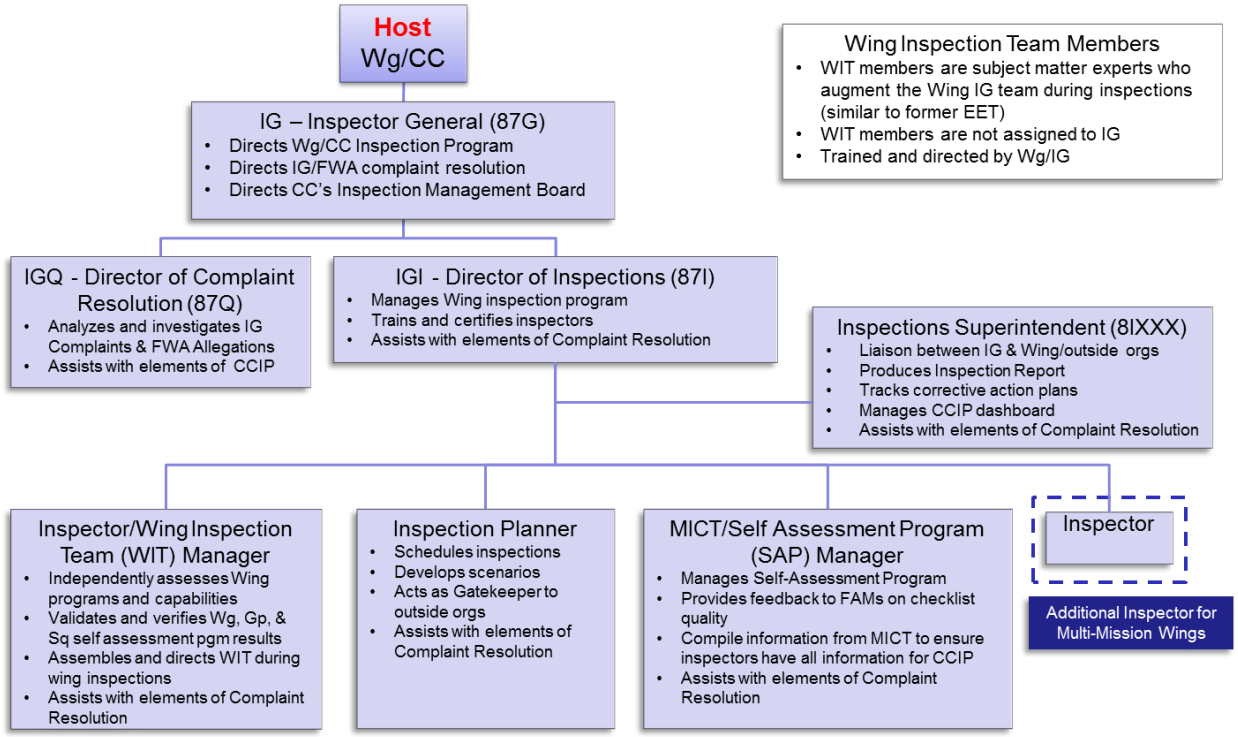
Figure A4.1. AFIS Major Graded Areas.



Attachment 5

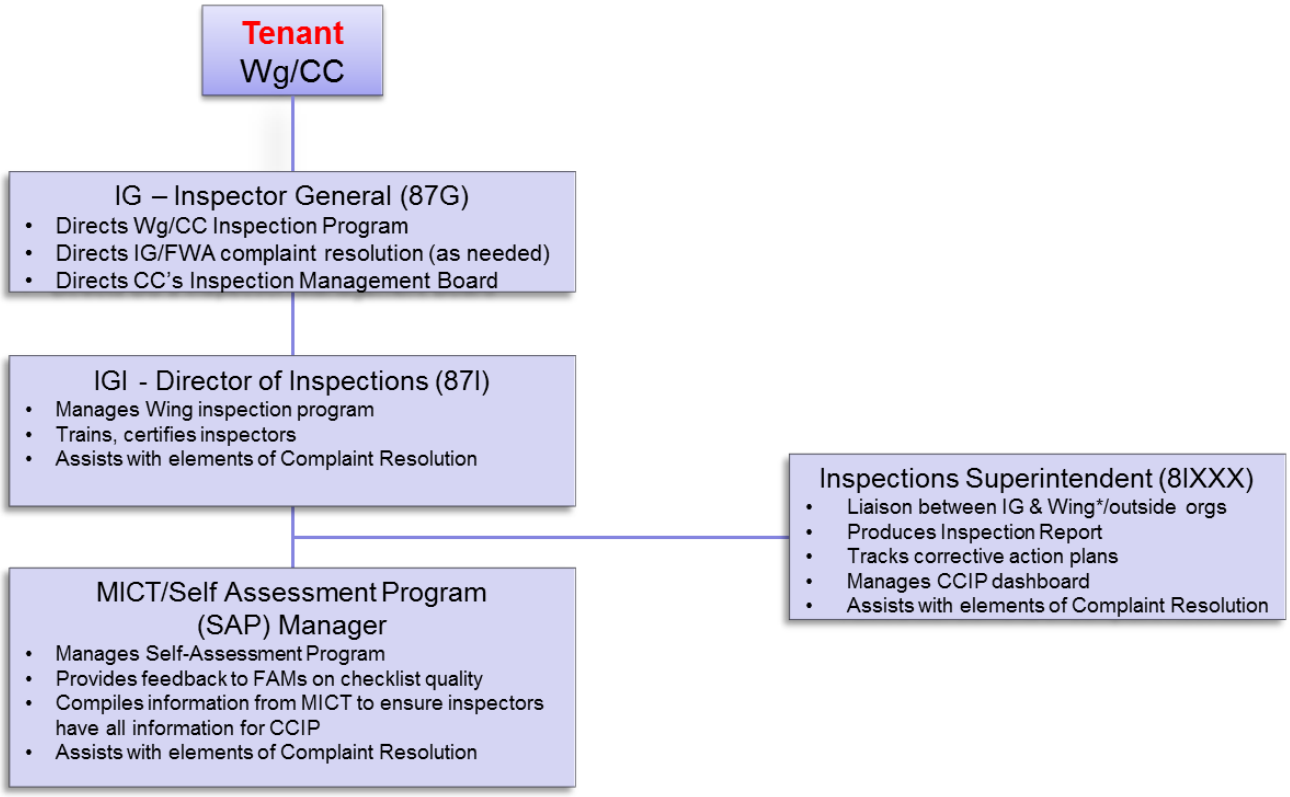
WING INSPECTOR GENERAL OFFICE TEMPLATES

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**	
- Control of Avenues of Approach & Key Terrain		**C**	**E**

Inspection Subareas & Items	Inspection Methodology P=Performance Testing C=Compliance Validation E=Security Exercises		
- 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**	

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)			
- 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**
- 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**	
- 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: AFIA will receive a monthly listing of recovering Air Force WII members from AFPC's Warrior and Survivor Care Division; AFIA will update the WII list on the AF WII website within 5 duty days. Upon completion of the monthly update, a notification message will be sent to SAF/IGI and each appointed MAJCOM IG WII POC. MAJCOM IG will validate inspection requirements of each AFW2 assigned to their installations (no longer MAJCOM specific) regardless of the member's owning MAJCOM. Additionally, MAJCOM IGs will validate inspection requirements of WII members serviced by their command Airmen and Family Readiness Center residing on non-AF owned military installations (see **paragraph A8.7**). Validations will be documented on the WII website by MAJCOM WII POCs NLT 10 duty days following website notification message from AFIA. Validation must include contacting the member's Recovery Care Coordinator (RCC) for validation of member's status in the program and their government provided residence.

A8.3. Pre-Occupancy Inspection. In addition to the scheduled WII inspection, MAJCOM IGs will instruct the WII member's commander to perform a pre-occupancy inspection of the residence, to take place before the recovering WII member takes occupancy (or as soon as possible if notification is not timely enough to allow an inspection before the Wounded Warrior physically occupies the government-owned housing). This inspection applies for members already residing in government-owned housing at the time of being identified as a WII member and will be conducted as soon as possible after MAJCOM validation. Additional personnel deemed necessary shall accompany the commander on the pre-occupancy inspection (the individual's commander, Wing IG, first sergeant, CE commander, housing/dorm manager, and local medical RCC). **(T-1)** The goal is to ensure the individual's medical and housing needs are being met. The commander is ultimately responsible for ensuring appropriate steps are taken to meet the member's needs. 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 WII 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 WII's not requiring quarters modification, **paragraph A8.6** still applies. Once an inspection has been scheduled by the IG, an inspection notification memo will be sent to the Installation Commander, Wing (or equivalent) Commander (if different than the Installation Commander) and AFIA.

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 MAJCOM 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. As part of the formal WII inspection, the Team Chief will interview the recovering Airman one-on-one to get a sense of their overall care; this should be documented in the report. **(T-1)** Family members at the Wounded Warrior's request, are authorized and encouraged to participate.

A8.7. Joint Base Housing Facility Inspections. It has been agreed that 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 recovering WII (e.g., Fisher House, Malone House); however, the IG Team Chief will interview the WII 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 WII 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 will not include any PII to include member's name. The MAJCOM IG will forward copies of the final report, with a cover letter identifying the member by rank/name only, to the installation commander, the commander of the affiliated Medical Treatment Facility and AFIA NLT 10 duty days from finalization of the report. AFIA will consolidate all MAJCOM WII reports into a single Service report and disseminate in accordance with FY08 NDAA, Section 1662 NLT 30 days prior to the OSD established closeout date.

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	
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	

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	
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	

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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SECTION 4 – REPLY INSTRUCTIONS

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