

As of: 7/1/2013 2:30 PM
POC: Maj Justin Longmire, SAF/IGI
DSN 754-3228, COMM 202-404-3228
Justin.longmire@pentagon.af.mil

Commander's Inspection Program



Wing/FOA/DRU Implementation Guide Ver 1.0



Wing/FOA/DRU Commanders and IGs,

First, let me thank you for the fantastic effort you have already put into the new Air Force Inspection System. This new inspection system is a transformational change for commanders, staffs and wing-level Airmen. As we've tested this system across USAFE and some FOAs and DRUs, we've increasingly seen the snowballing opportunities it creates and enables. The Secretary, Chief of Staff, MAJCOM CCs and Air Staff leaders have seen the same, and have directed us to work together to put this system in place across the Air Force.

This new inspection represents a transformational shift in our thinking about unit effectiveness, and about the roles and responsibilities of commanders, inspectors and functionals. Over the decades, we have created an unhealthy reliance on periodic external inspections as the primary indicators of unit health, and as the primary incentive to get in compliance and strengthen long-atrophied organizational muscles. The unintended consequences of the system we've grown up with include the following: thousands of man-years wasted on inspection readiness that contributed little to mission readiness; unconstrained and unprioritized requirements generated by the staff; an unspoken, but clearly heard, message that how we look when the IG is looking is more important than who we really are every day; and an unhealthy imbalance between command and functional authority.

The new Air Force Inspection System is designed to address each of these issues, and is structured around your Commander's Inspection Program. Fundamentally, the new AFIS is about enabling commanders with a supporting system to find and fix problems locally, and to provide the command chain and staff high quality performance data to improve policy and programming. To achieve the promise of the new system, I believe there are two challenges you must overcome in the short term. The first is understanding the fundamental mindset change that underpins the new system. It rewards accurate, honest reporting and long-term commitment to process improvement, and discourages inaccurate reporting and effort wasted on inspection prep. Second, we are asking you to repurpose manpower from within your organization to staff the IG office. We are working through the AF corporate process to secure dedicated billets for CCIP, but that is a lengthy and uncertain process. While I recognize new effort is required to stand up this new system in your organization, I'm convinced you will see a 10-to-1 return on this early investment as your wing focuses on mission readiness and moves away from wondering what to do to prepare for the next inspection.

This is a best-practice handbook to help you implement the new system in your wing—to help you understand the system's boundaries and how you can tailor within the system. If AFI 90-201 has the “musts/shalls/wills,” this guide has the “shoulds” or notes, cautions and warnings based on lessons learned. We need you to ensure implementation of the system as it's designed, while noting and forwarding ideas for how to improve it. In short, we need to implement, *then* innovate and improve deliberately.

Your feedback is always welcome. Truth be told, your feedback and ideas *are essential*. If you have any policy issues you would like addressed, suggestions for improvement or inclusion in this guide, please contact SAF/IGI at DSN 754-3247 or safigi.workflow@pentagon.af.mil.


Stephen P. Mueller, Lt Gen, USAF
The Inspector General

TABLE OF CONTENTS

Tab 1 – Executive Summary & Overview

Tab 2 – PAD 13-1 Wing Requirements

Tab 3 – CCIP Briefing - “Deep Dive”

Tab 4 – AFIS Point Paper

Tab 5 – 10 Big Rocks for CCIP Success

Tab 6 – CCIP Step-by-Step Action Plan

Tab 7 – Wing IG Office Manning Templates

This page intentionally left blank.

Tab 1: Executive Summary & Overview

This booklet regarding the Commander's Inspection Program (CCIP) is written by SAF/IGI and designed to assist Wing/FOA/DRU Commanders and their IGs as they implement a new Air Force Inspection System (AFIS) and develop their own Commander's Inspection Program (CCIP).

CCIP is only one component of the new Air Force Inspection System... but it is the most critical component of the entire system. A trusted and verified CCIP is the foundation of the AFIS. With an effective CCIP, Wing Commanders can be assured that their self-assessment programs are reporting accurately while the "independent assessment" portion of the CCIP ensures the effectiveness of subordinate organizations.

This new inspection system has been tested, tweaked, and tested again in USAFE. Commanders already see the culture shifting away from "passing an inspection" to "ensuring capability". The CCIP and UEI-based system works, and it will only get better with Air Force-wide implementation.

****NOTE:** A guiding tenet of change management in commercial industry is to first implement the new system at all sites, without customization, and measure its effectiveness before attempting innovation (Fixsen, 2005). On 17 June, 2013 the Acting SECAF signed PAD 13-1. This represents an inflection point in AFIS development, where initial testing ends and institution-wide implementation begins. There are many tailorable components in the new AFIS, but where the system seems inflexible, it is for good cause. Innovation is still encouraged, but full implementation of the current configuration of the new AFIS in all MAJCOMs, FOAs, and DRUs is the primary goal. **In short, implement first, innovate later.**

Based on feedback from the field and the AITT, this Implementation Guide includes some modifications from the initial configuration. Please submit all recommended changes to your MAJCOM Air Force Inspection System Implementation Tiger Team (AITT) for consideration during the AFIS Governance process outlined in AFI 90-201.

How to use this Guide:

1. Read the "basic plan" of PAD 13-1. It provides a strategic-level overview of the system and the reasons for change.
2. Tab 2 lists all the requirements in PAD 13-1, *Implementation of SECAF Direction to Implement a New AFIS*. The "CCIP-capable threshold criteria" are listed along with expanded verbiage explaining why a particular action is directed in the PAD.
3. Walk through the CCIP Deep-Dive Brief (Tab 3).
4. Read up on CCIP policy in Chapter 5 of AFI 90-201. The "inspection side" of the IG business is new at the Wing level, so familiarize yourself with the policy.
5. Read the AFIS Point Paper (Tab 4). The purpose and intent behind each Major Graded Area (MGA) and sub-MGA is laid out.
6. Tab 5 lays out the "Big Rocks" that a Wing Commander and Wing IG need to consider.

7. Tab 6 is a detailed breakdown of Tab 5 with a step-by-step checklist for standing up a Commander's Inspection Program. Wing IGs in USAFE helped write this document, and it includes many of their lessons learned.
8. Wing IG Office Manning Templates are included at Tab 7 as a starting point for staffing a Wing IG office.

Tab 2: PAD 13-1 CCIP Requirements

PAD 13-1 directs implementation of the new AFIS by 1 October 2014. That does not mean each MAJCOM, Wing, FOA or DRU will be mature in their new capabilities. The “CCIP-capable” criteria represent the actions necessary to install the basic structure of CCIP. Commanders are encouraged and expected to expand CCIP to meet their requirements and establish a robust val/ver and independent assessment capability.

These criteria must be reported quarterly to the MAJCOM AITT (AFIS Implementation Tiger Team), using the reporting template included in PAD 13-1, Appendix III.

To help convey the “why” behind the criteria, an “expanded verbiage” column is included in the table below. Any additional questions about the intent of each CCIP-capable criteria should be directed to your MAJCOM AITT.

Criteria ID	CCIP-Capable Threshold Criteria	Expanded verbiage *(not in PAD 13-1)
C1	IG office is adequately staffed to meet AFI 90-201 and Commander requirements	AFI 90-201 lists required IG office duties (paragraph 5.8.2) and provides <u>suggested</u> office manning templates based on the inputs from over 100 Wings in 9 MAJCOMs. Staff the office appropriately to accomplish all required duties. (See Tab 7 of this Guide for templates)
C2	75% of Wing* IG personnel have completed Basic Inspector Course, and NSI Inspector Course (for nuclear-capable Wings*)	Formal IG training is required to be certified inspectors with Title 10 authority. The course will educate them on scenario development, exercise administration, and other IG duties
C3	75% of Wing Inspection Team members have completed Basic Inspector Course	Formal IG training is required to be certified inspectors with Title 10 authority
C4	75% of Wing* IG personnel have completed IGEMS training	IGEMS has only been used in a limited capacity at the Wing level. Further training is required to ensure the tool is used correctly
C5	IG has assumed responsibility for Wing* exercise planning, execution, inspection and reporting	Officially transfer the “exercise planning and development” workload normally done by XP or EET members to the IG office
C6	IG has established appropriate IG reciprocity MOAs for all GSUs	Geographically separated units and tenants may have to request assistance from other Wing-level IG offices. A “generalist” can inspect much of what CCIP evaluates. Save TDY money by establishing reciprocity where appropriate
C7	IG has completed one inspection of an organization below the Wing* level across all 4 MGAs. (Squadron, Group, etc.)	Think of this as a “vertical” inspection. The Wing IG goes down to a Group or Squadron and independently assesses all four MGAs. It’s almost like a “mini-UEI”. This gives an overall picture of the effectiveness of a unit.

Criteria ID	CCIP-Capable Threshold Criteria	Expanded verbiage *(not in PAD 13-1)
C8	IG has completed one inspection of a program spanning multiple units in the Wing*	Think of this as a “horizontal” inspection that cuts across organizational lines. The Wing IG independently assesses a program/process like the PT program or UDM process that is resident in most or all the sub-organizations. This gives an overall picture of the effectiveness of a program.
C9	IG has planned, executed, inspected and reported one Wing* exercise	This shows the IG can “independently assess” Wing-wide program or mission including all the following sub-tasks: reviewing XP plans, scheduling, create specific objectives, select/train additional WIT members, develop a “white cell” capability, control an exercise, conduct a “hot-wash”, discuss discrepancies, and report findings to the commander
C10	Wing*CC/CV has chaired at least 6 CC’s Inspection Management Boards (CIMB) IAW AFI 90-201	This establishes the CIMB is a recurring part of the Wing’s battle rhythm
C11	Wing* and 100% of groups and squadrons have assigned Self-Assessment Program Managers/Representatives	This establishes the required “organizational structure” in the Self-Assessment Program to accomplish all the other related objectives
C12	All MICT administrators and unit assessors assigned and trained	This establishes the minimum “organizational structure” in MICT to start assigning SACs
C13	Appropriate SACs are loaded to each assessor	The Wing MICT manager must have a comprehensive understanding of the Wing’s programs to assign the correct SACs and start providing feedback to FAMs on missing/inadequate SACs
C14	Wing* CC/CV are able to use the CCIP dashboard	The Wing IG has created a dashboard and populated it with information the Commander finds useful
C15	Wing* has completed at least 2 Wing*-wide self-assessments through MICT	This ensures that all SACs have been assessed/updated at least twice. AFI 90-201 requires SACs to reflect the current status of the program (i.e. always up to date). For implementation purposes, 2 Wing-wide self-assessments will exercise the processes that should eventually become second nature
C16	Wing* CC has submitted at least one CC’s Inspection Report (CCIR) to the MAJCOM CC. The Wing* must have convened at least 2 CIMBs and completed a minimum of 1 Wing*-wide self-assessment in MICT before submitting the first CCIR.	The commander is confident enough in his CCIP to draft a report to a MAJCOM Commander that will later be validated and verified by a MAJCOM IG team

Tab 3: CCIP Briefing - “Deep Dive”

The following CCIP “Deep Dive” briefing is tailored for Wing, FOA or DRU use. A slideshow version of this briefing is available on the SAF/IGI SharePoint site:

<https://cs3.eis.af.mil/sites/OO-IG-AF-06/Implementation%20Guides/Forms/AllItems.aspx>

This page intentionally left blank.

Headquarters U.S. Air Force

Integrity - Service - Excellence

Commander's Inspection Program (CCIP) Deep Dive



SAF/IGI
Office of The Inspector General
1 July 2013

U.S. AIR FORCE



U.S. AIR FORCE

We have the opportunity to shape the AF so this article could be written in the near future

Aim High Indeed!

Washington D.C., March 4, 2015

Since 2011, the Air Force has been focused on improving the way it measures itself. After ensuring its service-level policies were relevant, clear and concise, the Air Force implemented a series of initiatives to strengthen a commander's ability to focus on what matters most, give the command chain answers to the most important questions, and reduce the need and incentive for inspection preparation. In short, the Air Force is changing its culture.

The AF's fundamental assumptions for this new approach are ideas long held by AF leaders: Airmen are trustworthy; they want to do the right thing; they want to do important work; and they want to get better at their jobs every day. When asked what he thought of the Air Force's new system, one young Airman said "At first I thought it was a little more work to do the self-assessments in the Management Internal Control Toolset (MICT) and fix what I found, but now I know doing it right all the time is a lot less work. I like not having to work straight 12s for three months to get ready for one of those big inspections all the time."

His flight chief echoed that and added, "I have to tell you I was a little surprised how engaged my Airmen have been in this. They like being asked for their opinion on how to make things better. They've really seen they can have an impact as a result of their

ideas. They also like not having to 'paint the grass' and we all like having more time to master our J.O.B."

Their wing commander said he believes the key is creating an environment where "reporting the truth is the standard, not reporting success." He went on to say, "Success has followed truth. When our folks have been good students—what discipline is all about—and looked hard at their own processes, equipment, facilities and performance, they've gotten better. My 4-star expects me to find, fix and report problems. He's made it clear that 'clean and green' metrics are not the goal—getting more mission capable every day is."

One senior AF leader who recently left wing command commented on the change she saw in her wing's mission capability and morale: "I don't think any of us really understood how driven we all were by the culture of external inspections and constant prep. As a commander, it took some time to come to grips with both the freedom and responsibility the new system gave me. I think we're just beginning to see the potential benefits of it all...it's going to snowball."

Without saying it outright, the Air Force's new system seems to be a tangible expression of its core values.





U.S. AIR FORCE

New AF Inspection System's Goal

Stop this.



In the new AF Inspection System, “inspection prep” will be **unnecessary** and **ineffective**. Most inspections will be done by the Wing Commander’s team on a continual basis...just part of the way the wing works as Airmen **focus on mission readiness** every day.

Reward this.



In the new AF Inspection System, Commanders will inspect their units’ ability to **execute the mission, manage resources, lead people and improve performance**. Functional experts on staffs will focus on **enabling**, as commanders focus on **ensuring**.



U.S. AIR FORCE

Alignment with CSAF's Top 2 Priorities

The Air Force Inspection System should Improve Readiness and Strengthen the Team

We have an opportunity to do both: a Solution Nexus

Can you imagine what the **Air Force** could do with the effort spent preparing for inspections?

To improve mission readiness and strengthen the team

Compliance Inspection Readiness **CI**

Wasted Effort

Wasted Effort

RI Readiness Inspection Readiness

Mission Readiness

Inspection Readiness

Goal

Change our focus and work systems so **inspection-readiness** is a natural consequence of CCs focusing squarely on daily **mission-readiness**

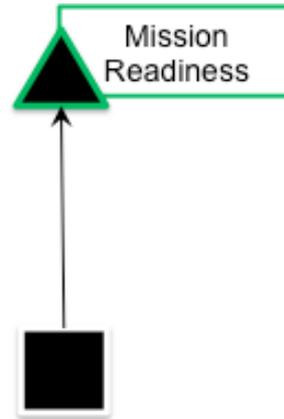




U.S. AIR FORCE

Focus Wing Effort on Core Capabilities

- **Reduce wing-level compliance items in AFIs**
- **Eliminate non-value-added inspection requirements**
 - Move from traditional ATSO focus to mission-assurance C2 focus
- **Increase compliance and innovation**
 - Wing CCs better able to prioritize effort with tiered of AFIs, MAJCOM Supps and Self-Assessment Checklists
 - Delegate waiver authority to lowest appropriate level & hold accountable
- **Build mastery**
 - Increased whitespace allows CCs to develop muscle-memory proficiency
 - Effective CCIP will keep core-capability muscles strong and limber
 - Align wing resources to continually improve the wing's ability to effectively and efficiently deliver core capabilities





U.S. AIR FORCE

Inspection Prep: Just 1 of 100 Inspections



Integrity - Service - Excellence



U.S. AIR FORCE

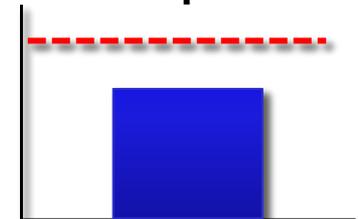
Eliminate Real & Perceived Need for Inspection Prep

- Typical reasons wings prep for inspections
 - To do well—or at least avoid embarrassing failure
 - To strengthen atrophied wing “muscles” due to other competing priorities
 - To give the IG and MAJCOM CC the best opportunity to see how good the wing’s Airmen really are
- But **Why** do wings *really* prepare for inspections?



They know it's necessary and effective.

- **Why?** They believe they cannot excel, or at least not fail, the inspection without prep—after all, just-in-time prep has proven effective for decades
 - **Why?** They believe their performance will not meet the IG’s standard
 - **Why?** They aren’t proficient in the things the IG inspects
 - **Why?** They haven’t used those muscles enough recently
 - **Common Solution:** Work IG-required muscles hard prior to next inspection
- These questions are focused on closing a capability gap
...at least until the inspection is over...





We Need to Ask Better Questions

Is the benefit of meeting the standard worth the cost?

What won't get done as a result of exercising this muscle?

Why do some of the wing's muscles atrophy?

Did the right leader accept the risk caused by this atrophy?

Did the command chain know there was atrophy?

Does the wing need the atrophied muscle to create & deliver the wing's core capabilities?

Yes

Discover why it atrophied and what risk the atrophy created. Develop a system to strengthen these core capability muscles, and to detect & prevent atrophy.

No

Delete the requirement.
Stop inspecting it.
Stop exercising it to pass the inspection.

The New AF Inspection System

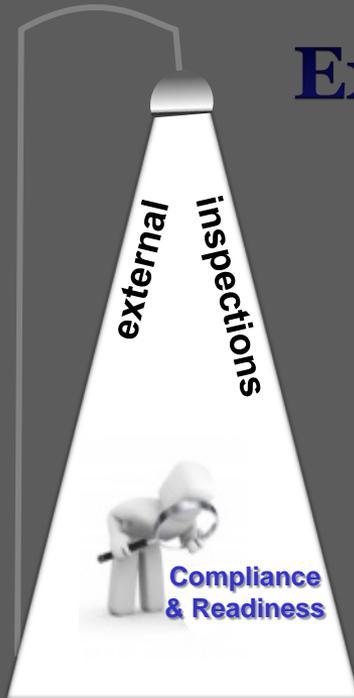
- 1 Strengthens a Commander's ability to focus on what matters most
- 2 Gives the command chain answers to the most important questions
- 3 Reduces the need and incentive for inspection prep



What's Wrong With the Current System? *Insidious, Inadequate and Unsustainable*

U.S. AIR FORCE

The old inspection system has promoted a false sense of security—we've grown complacent, believing we're looking in the right place and asking the right questions



Executing the Mission

Development

Communication

Strategic Alignment

Leadership

Cost Management

Quality of Life

Discipline

Improving the Unit

Risk Management

Mission-Assurance Focus

Data-Driven Decisions

Airmen's Time

Managing Resources

Training

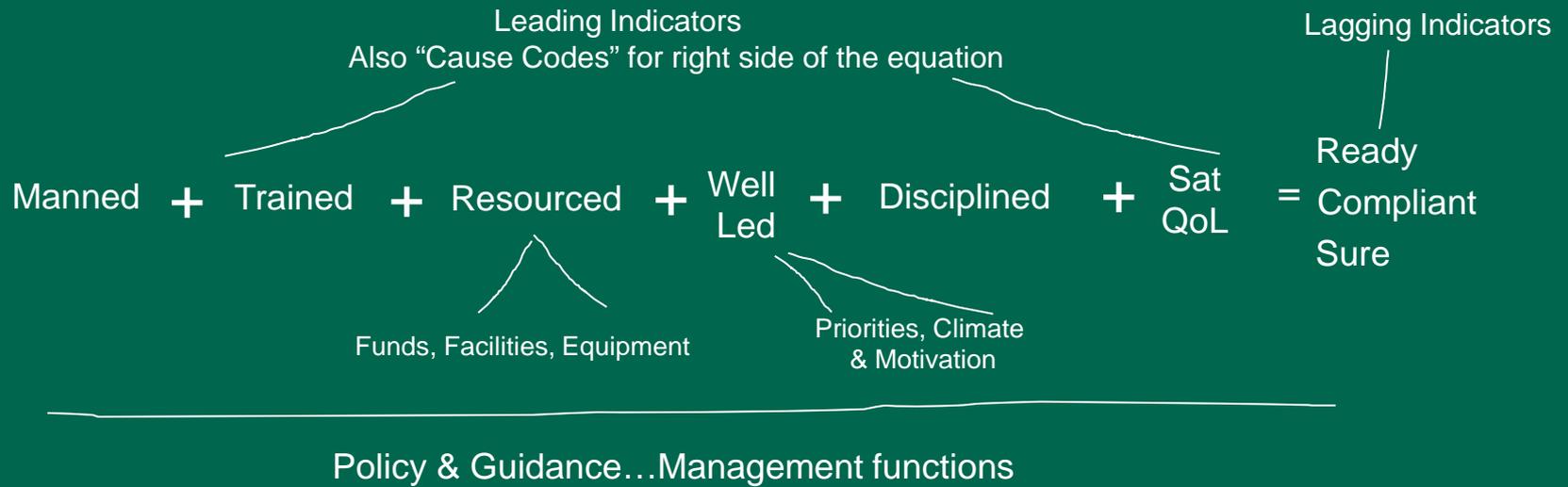
Moving forward, we MUST ask other, better questions

Integrity - Service - Excellence



U.S. AIR FORCE

The Effectiveness Equation

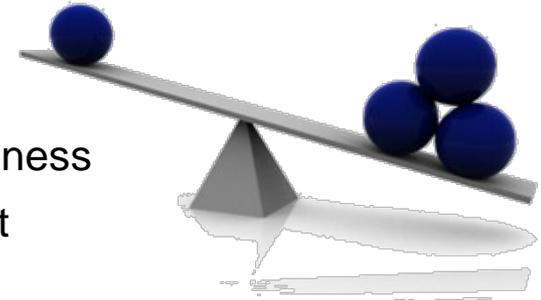




Why is this new system better?

U.S. AIR FORCE

- Rebalances authority from functional staffs to commanders
- Answers CCs' most important questions
- Enables CCs to focus on mission readiness, not inspection readiness
- Gives commanders an agile system with built-in options to adjust inspection timing, scope, and methods for each unique situation
- Focuses wing effort on core capabilities in risk-tailored, all-hazards environment
- Replaces reliance on external inspections with trusted-and-verified wing inspection program
- Reports unit performance as a photo album, not a snapshot, to help CCs detect and reverse early indications of a hollow force
- Incentivizes innovation and promotes smart compliance
- Strengthens AF compliance with 10 USC 8583, Exemplary Conduct Law
- Increases quantity & quality of unit performance data to Wing CCs, MAJCOM/CCs & HAF
- Frees up ~16,000 FTEs of inspection prep effort and saves \$10-15M on inspector travel

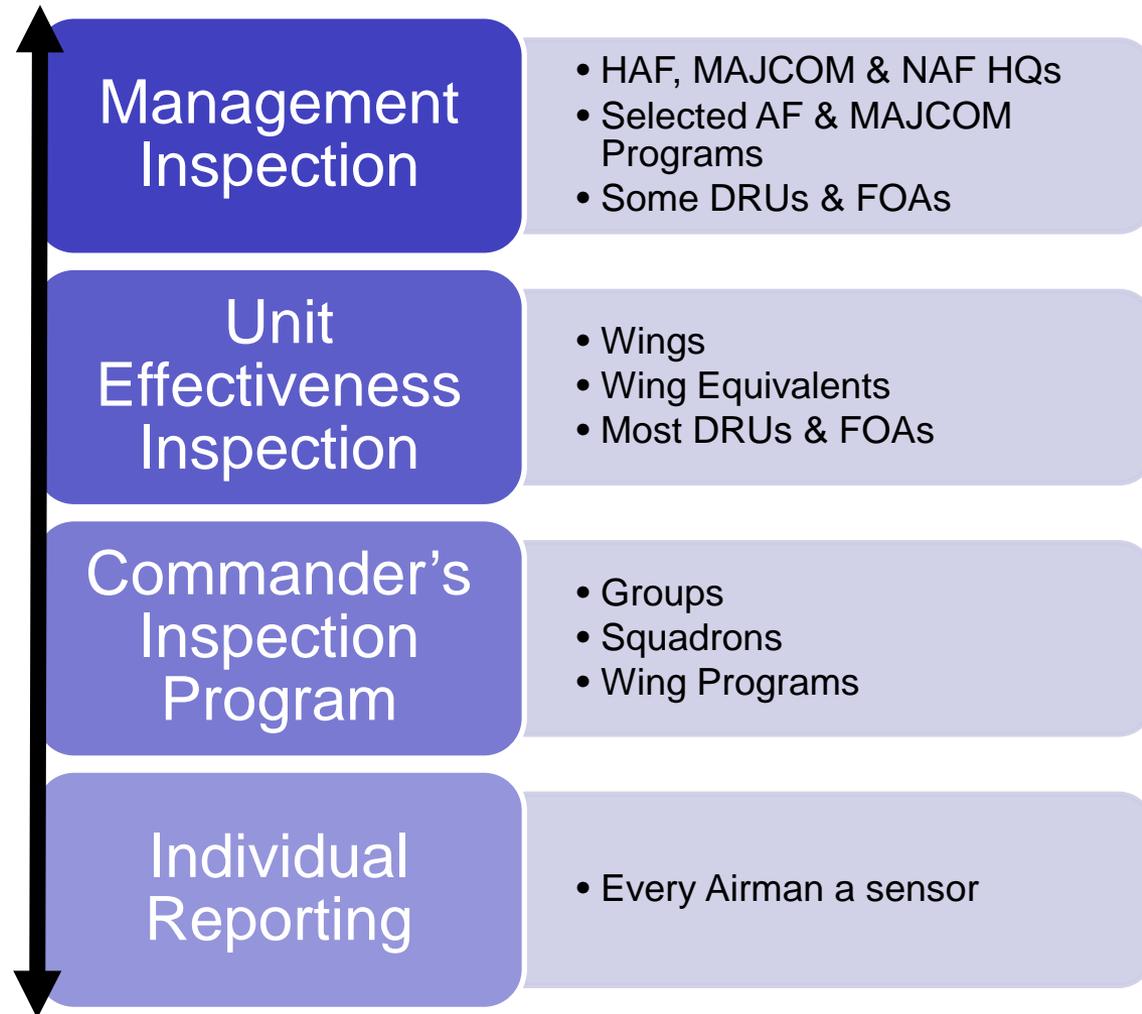


The New AF Inspection System	1	Strengthens a Commander's ability to focus on what matters most
	2	Gives the command chain answers to the most important questions
	3	Reduces the need and incentive for inspection prep



An AF Inspection System

U.S. AIR FORCE

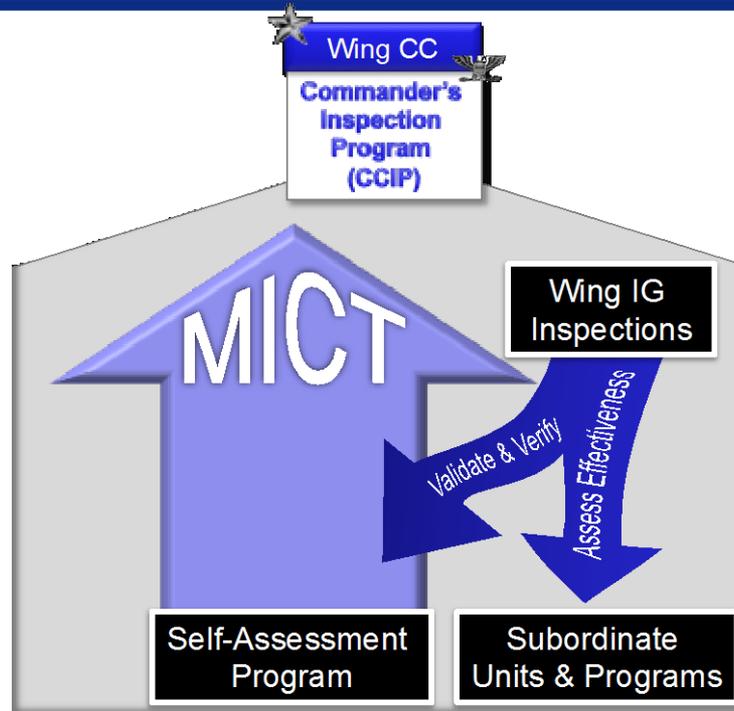


Integrity - Service - Excellence



U.S. AIR FORCE

CC's Inspection Program (CCIP)

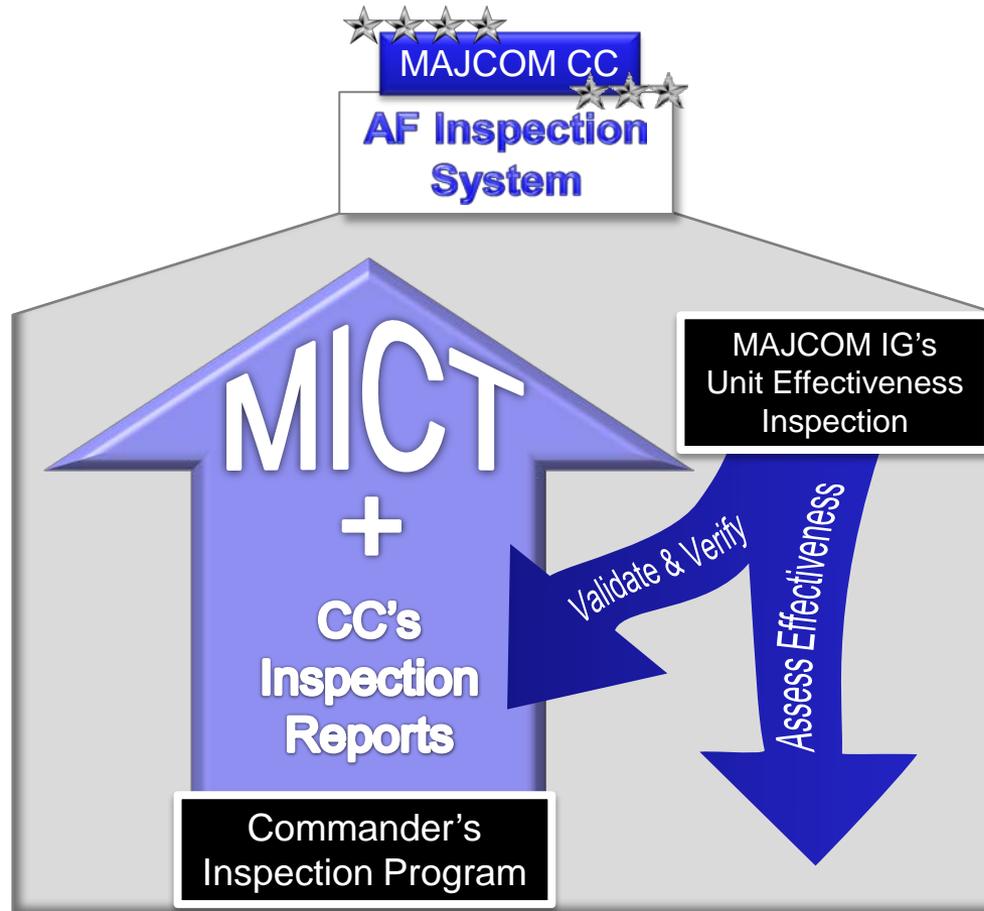


- **The Commander's Inspection Program is the foundation of the AFIS and has two key components**
 - 1) A wing inspection program, executed by the wing IG with support from subject-matter experts in the Wing Inspection Team (WIT), to inspect Groups, Squadrons and other organizations below the Wing level.
 - 2) A self-assessment program, using MICT, that reports compliance with requirements listed in Self-Assessment Checklists (SAC) to the chain of command and appropriate staffs.



U.S. AIR FORCE

New AF Inspection System: End State



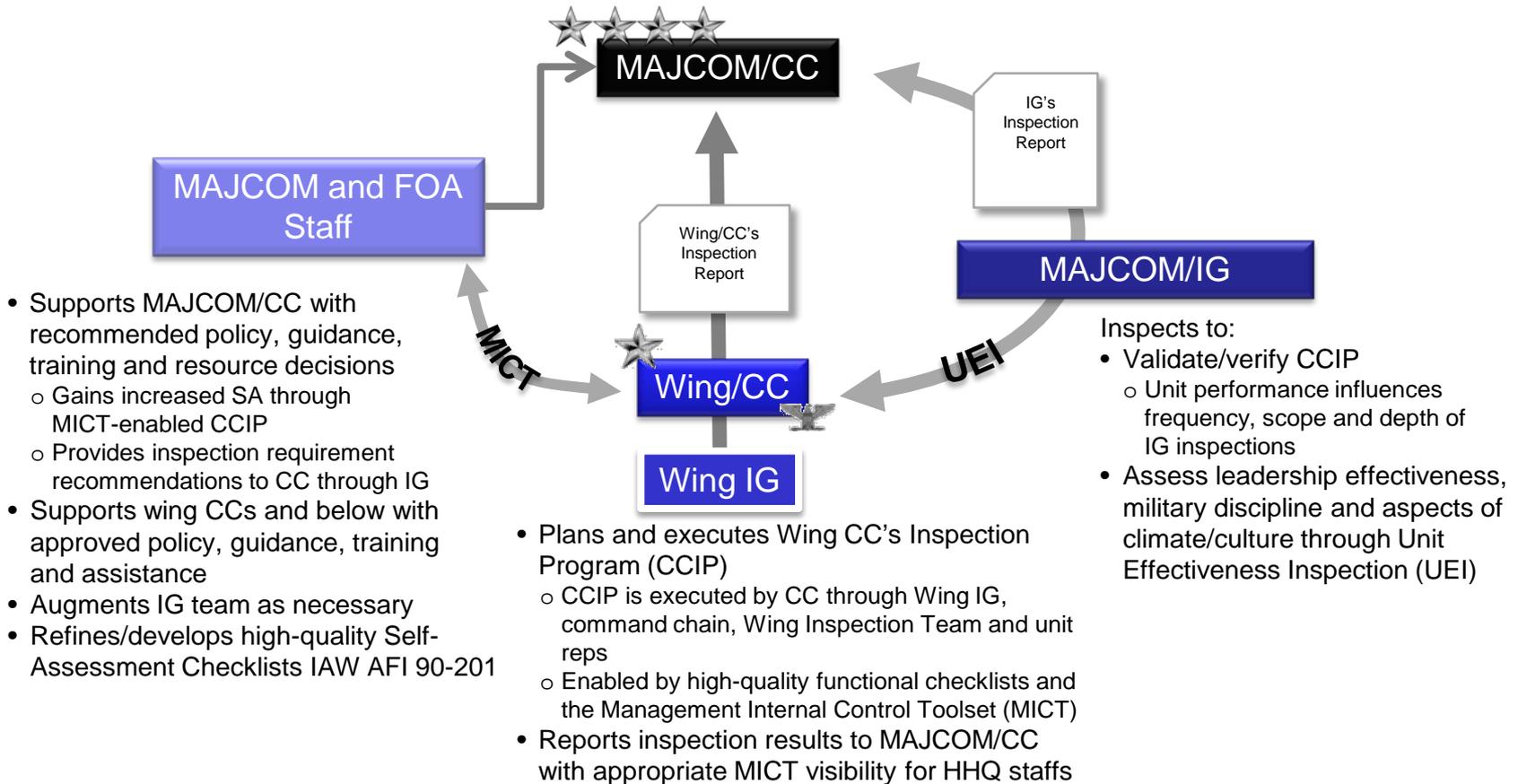
Accountable, structured wing commander inspection program, validated and verified by the MAJCOM/CC's unit effectiveness inspection

Integrity - Service - Excellence



New AF Inspection System

U.S. AIR FORCE

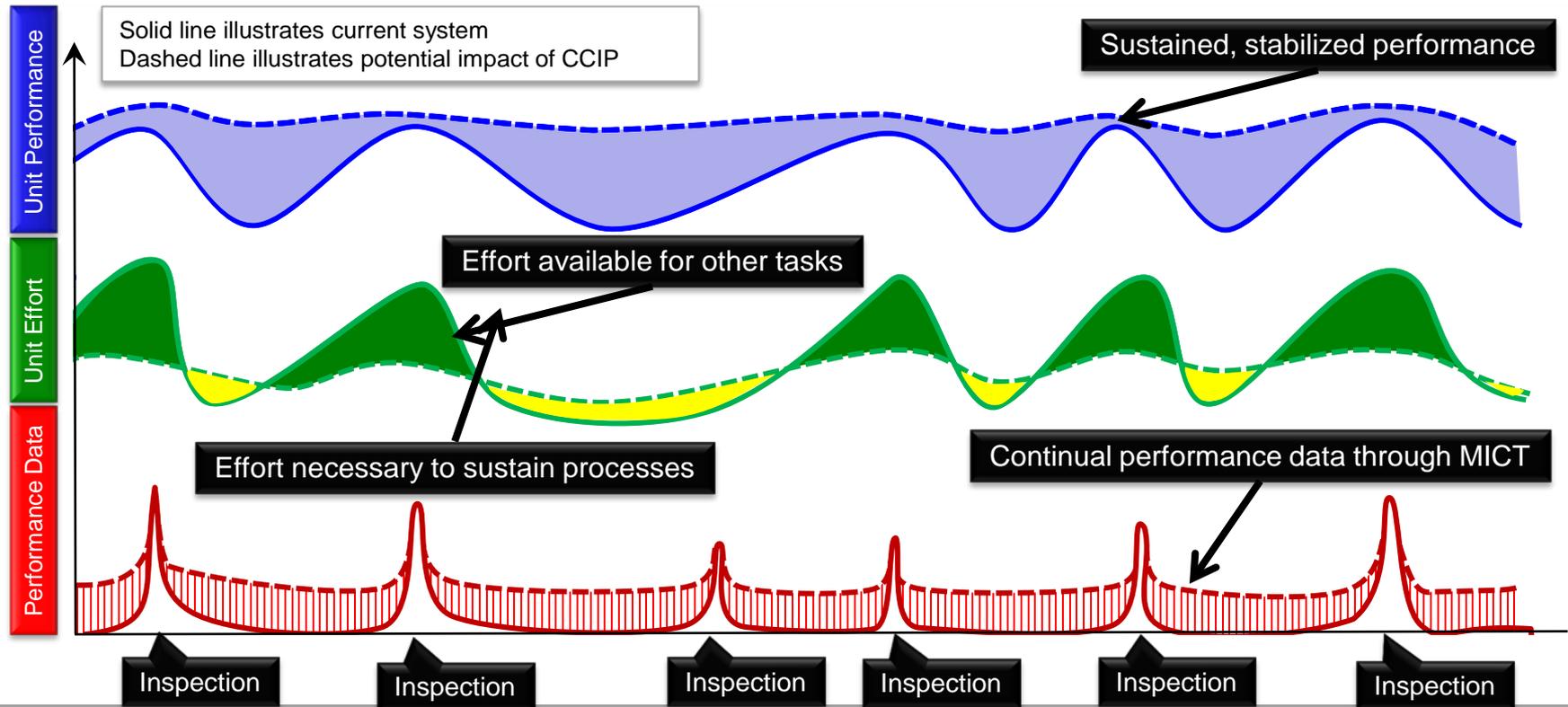


Accountable, structured internal inspection, validated and verified by external inspection.



U.S. AIR FORCE

Eliminate Real & Perceived Need for Inspection Prep

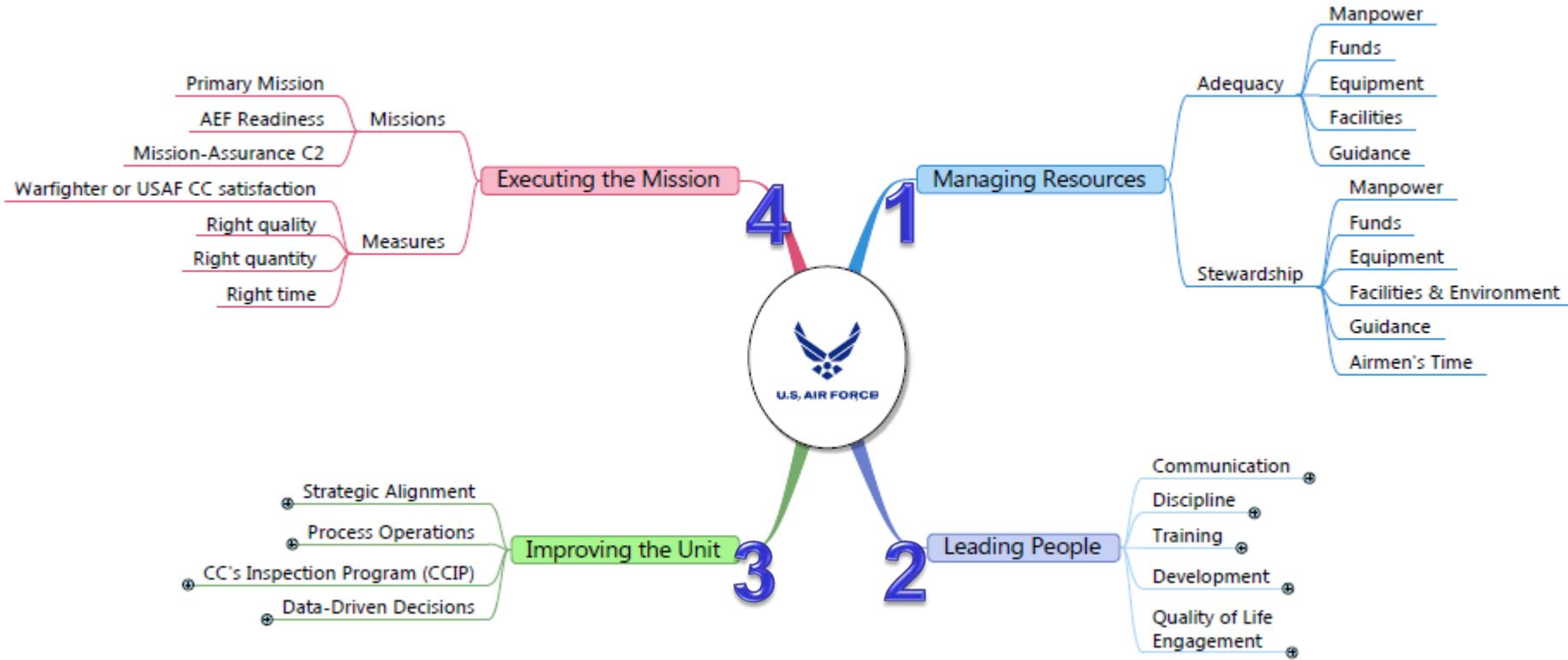




U.S. AIR FORCE

Structure of Unit Effectiveness Inspection (UEI) and CC's Inspection Program (CCIP)

These are the 4 Major Graded Areas and sub-areas for the UEI and wing CCIP



Commanders can tailor the methods, scope and depth with which their IGs inspect these areas based on the unique missions and operating environment of each wing



USAFE Wing/CC's View

U.S. AIR FORCE

“I realized that it is true--the new IG construct encourages commanders to put *capability above “passing inspections.”* This would not have been the case two years ago where I would have certainly been fighting with a MAJCOM IG over insignificant numbers just to “pass the inspection.” The word “capability” would not have even entered into my brain. Now, it was really the only thing I cared about. And that *culture* has continued to trickle down in such a way that the *Airmen on the flightline aren’t talking about “did we pass?”* Rather, *they are talking about what they can do to get better for when the situation is real.*

What would it be worth if this were true across the AF?

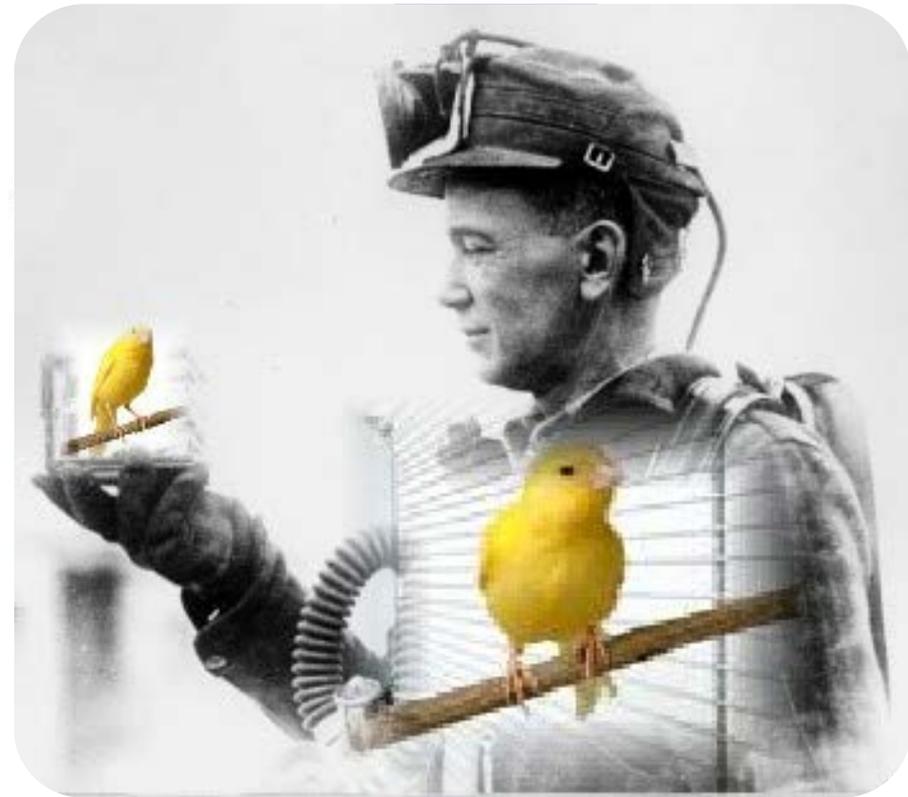
What would we be willing to invest to make it true across the AF?



Align Manpower with Mission

U.S. AIR FORCE

- **SecAF and CSAF priority is prevention of a hollow force in coming years**
- **External inspections are not an effective “canary” of wing trends**
 - **CCIP enables the earliest detection and most precise, efficient prevention**
- **MI and UEI will be canary signaling macro-level trends to MAJCOM CCs HAF, CSAF, SecAF**
- **Enabled by elimination of inspection prep drain, and fueled by the wing’s newfound freedom to focus on core capabilities, wing XP and IG manning must be realigned**





U.S. AIR FORCE

Responsibilities in typical wing today

Align Manpower with Mission

CC

Lead people and manage resources to execute the mission

Train Airmen on wing plans

Execute wing plans

Improve unit processes

Do RCA, take action to improve, & close deficiencies

XP

Focal point for wing deployment exercise evaluations

Develop, coordinate & publish wing plans

Manage War Res Materiel

CAT, ICC, IOC Director

Ensure wing is ready for inspection

Build wing exercise calendar

Plan exercises to prep wing for upcoming inspection

Train & oversee EET members

Execute wing exercises (White Cell, Exercise Controller, injects)

Evaluate/report wing performance

Gatekeeper

Self-Assessment Pgm Manager

Track deficiency closure

Analyze deficiency trends

IG

Execute complaint & FWA duties



U.S. AIR FORCE

Proposed Realignment

Align Manpower with Mission

CC

XP

IG

- Lead people and manage resources to execute the mission
- Train Airmen on wing plans
- Execute wing plans
- Improve unit processes
- Do RCA, take action to improve, & close deficiencies

Focus on daily mission readiness, not next-inspection readiness

- Develop, coordinate & publish wing plans
- Manage War Res Materiel
- CAT, ICC, IOC Director
- ~~Ensure wing is ready for inspection~~

Being implemented in USAFE

Execute complaint & FWA duties

Build exercise plan to allow inspection of CC's objectives

- Train & oversee WIT members
- Execute wing exercises (White Cell, Exercise Controller, injects)
- Inspect/report wing performance
- Gatekeeper
- Self-Assessment Pgm Manager
- Track deficiency closure
- Analyze deficiency trends



Realign billets to match responsibilities

Execute wing plans

Write & improve wing plans

Inspect execution of wing plans



How it will Work: Overview

U.S. AIR FORCE

- **There should be two types of inspections in CCIP:**
 - **“Horizontal” Inspections**
 - **“Vertical” Inspections**

- **CCIP should look through different 2 lenses:**
 - **Independent Assessment**
 - **Validate/Verify Self-Assessment Program**



CCIP “Horizontal” Inspection

U.S. AIR FORCE

- **When conducting a “Horizontal” Inspection look at Wing-wide programs or processes. These programs and processes can be small scale or large scale.**
 - **Small Scale:** A “small scale” would be the specific programs that make the wing run. Use MICT as a tool to see the status of these specific programs, then go out and do a val/ver to see if what in MICT is true. This type may have one WIT member going out and taking a look.
 - Examples: Fitness Program, Evaluations Program, Security Program, Records Management Program, EMSEC/OPSEC/COMSEC Programs.
 - **Large Scale:** A “large scale” would be the overall assessment of how the Wing implements plans or accomplishes assigned missions.
 - Examples: MAREs, Mission-focused exercises, Real-world operations.



U.S. AIR FORCE

How It Will Work

5 So the Wing IG builds an inspection plan, that requires inspectors and exercises, and MESLs & SOEs, and Exercise Controllers

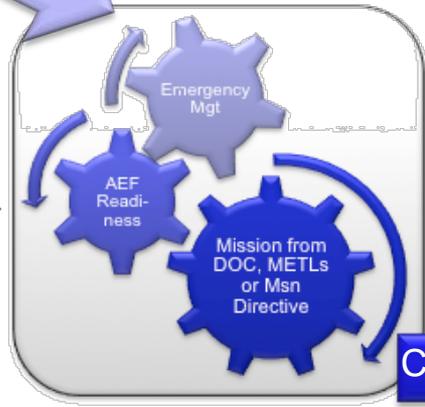
4 Then the Wing CC asks the Wing IG to inspect the wing's execution of XP's plans

3 Then XP works with SMEs across the wing to build, brief and publish these wing plans

2 so he directs XP to build plans to direct & synchronize the wing's muscle movements to produce these required capabilities

6 and the Wing IG finds and reports deficiencies to the Wing CC who asks Gp/CCs to do RCA, and fix the problems and improve.

7 and this OODA loop starts again But the Wing IG is not responsible for the wing's plans or teaching the wing how to execute them or fixing the problems they find or prepping for an inspection



Execute primary mission(s)	
Deploy AEF Airmen	
Command & control	
Mission Assurance	All hazards, all threats

1 The Wing CC wants these



CCIP “Vertical” Inspection

U.S. AIR FORCE

- **Review data collected from various sources:**
 - MICT, previous inspections, SAVs, exercises, real world ops, etc.
- **Conduct interviews with individuals assigned to the Wing.**
 - Select a random sampling throughout the wing, make it clear that the interview is protected information
 - Interview leadership as well as Airmen
- **Conduct on-site Audits, Evaluations, and Observations**
 - This is based on the conclusions you made of the data collected from sources prior to the “vertical” inspection.
- **Write a report based on findings**
 - Use template provided in AFI 90-201



MGA 1 Drilldown



Dual-purpose inspection

HAF/MAJCOM staff grade:

- Is the unit resourced at the level prescribed by HHQ?
- Is that level of resourcing adequate for the actual mission?

Unit grade:

- Is the unit a good steward of scarce resources, including Airmen's Time?



MGA 2 Drilldown



Incorporated concepts

AFI 36-3401 Mentoring

Resiliency

- Comprehensive Airmen Fitness (CAF) Pillars:
 - Physical
 - Mental
 - Spiritual
 - Social

CSAF Health and Wellness



MGA 3 Drilldown

Incorporated concepts

Root Cause Analysis
(8-step)

CJCS White Paper: Mission Command

- Commander's intent
- Trust but verify
- "White space"
- Micromanagement

AFI 90-901 Operational Risk Management

Baldrige criteria

- Workforce focus
- Customer focus





MGA 4 Drilldown

Incorporated concepts

- Primary mission**
- "Do it today" mission
 - Expeditionary mission
 - Applies to ALL Wings, FOAs, DRUs

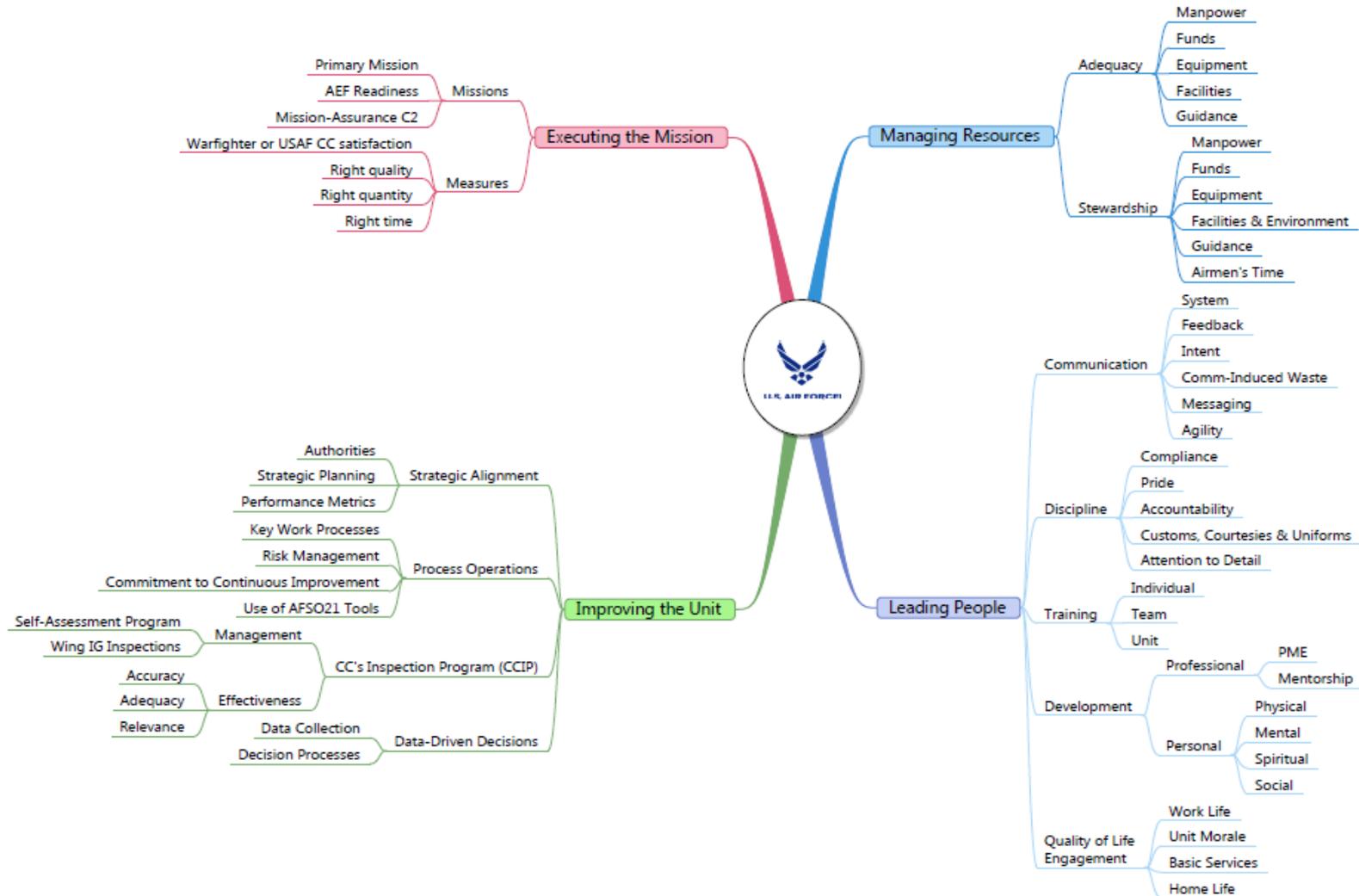
- Mission-Assurance Command and Control**
- All-risk, all-hazard continuity planning
 - Applies to ALL Wings, FOAs, DRUs
 - Communications outages
 - Unit recall rosters





U.S. AIR FORCE

CCIP: to sub-sub MGA





Detecting Non-Compliance

U.S. AIR FORCE

- Responsibility for detecting non-compliance has always been with the commander
- Over time, Air Force culture has shifted toward FAMs ensuring compliance (through inspections)...not commanders
- CCIP seeks to fix this problem
 - Commanders ensure, FAMs enable
 - This means CCIP is now responsible for detecting non-compliance... something that MAJCOM IGs and MAJCOM FAMs used to do.
- The following A12 “coffee cup” anecdote shows the mindset “evolution” necessary to implement this effort – this depicts the gradual change in the AFIS over the past 2 years



U.S. AIR FORCE

A Fable about Integration: “AF/A12 and the Coffee Cup Inspection”

Old AFIS

A12 FAMs

**Inspecting
to
detect non-compliance
at the shop level**

- Published Coffee Cup Inspection AFI
- Tasked FAMs with scheduling, executing and reporting coffee cup inspections
- Reported Coffee Cup Inspection summary to OSD (DoD-level)





U.S. AIR FORCE

A Fable about Integration: “AF/A12 and the Coffee Cup Inspection”

“CUI” AFIS: Synchronized

A12 FAMs

**Inspecting
to
detect non-compliance
at the shop level**

- Published Coffee Cup Inspection AFI
- Tasked FAMs with scheduling, executing and reporting coffee cup inspections
- Reported Coffee Cup Inspection summary to OSD

Only real change from “synchronizing” is A12 Inspectors now conduct their Coffee Cup Inspection the same week as the IG does their CUI (most of the time)





U.S. AIR FORCE

A Fable about Integration: “AF/A12 and the Coffee Cup Inspection”

“CUI” AFIS: Integrated

IG

**Inspecting
to
detect non-compliance
at the shop level**

- Included streamlined coffee cup inspection requirements in AFI 90-201 Atch 3
- Detect non-compliance thru sampling
- Send annual report to ATSD-Coffee Cup

A12 FAMs

- Rescinded Coffee Cup Inspection AFI
- Stopped scheduling coffee cup inspections
- Stopped reporting Coffee Cup Inspection summary to OSD
- Focused fully on policy, training & resourcing
- Provide Subject Matter Experts for IG inspections as needed





U.S. AIR FORCE

A Fable about Integration: "AF/A12 and the Coffee Cup Inspection"

The New AFIS

IG

A12 FAMs

- Focused fully on policy, training & resourcing
- Monitoring compliance through MICT and CC's Inspection Reports

Unit CC's Inspection Program

- Help Unit CC understand greatest **risks of undetected non-compliance** by sampling
- Give MAJCOM CC independent assessment of 4 MGAs
- Evaluate adequacy of A12's coffee cup policy, training and resourcing of the unit

Inspecting
to

detect non-compliance
at the shop level

- Airman Hyde reports compliance with A12's tiered Coffee Cup Self-Assessment Checklist in MICT
- Wing IG val/ver's Airman Hyde's report



Tab 4: AFIS Point Paper

The point paper included here provides the background for the AFIS and the intent of each Major Graded Area (MGA) and sub-MGA. SAF/IG is working to have the content of this point paper codified in an Air Force Publication. One of the required deliverables of PAD 13-1 is a *Commander's Responsibilities* AFI or AFPD that lays out the expectations of the SecAF. The new AFIS is based on this "commander's intent".



This page intentionally left blank.

POINT PAPER
ON
COMMANDER'S RESPONSIBILITIES AND EXPECTATIONS IN THE NEW AIR FORCE
INSPECTION SYSTEM

COMMAND RESPONSIBILITIES

- Special responsibilities are inherent with command. In addition to leading people to accomplish an assigned mission, command also includes the lawful authority and responsibility to provide for the health, welfare, morale, and discipline of assigned personnel.

CAPABILITIES

- Air Force Commanders all have 3 general "mission sets". The weight of effort and level of influence over each mission set varies from command to command.
 - Execute the unit's primary mission. This is the mission described in the Mission Directive, Designed Operational Capability (DOC) statement, or specified by order of a superior commander. This mission may be a day-to-day mission, or it may be an Expeditionary, deployed mission.
 - Air and Space Expeditionary Force (AEF) readiness. The AEF model provides an adaptable, agile force, able to respond to dynamic worldwide threats. Commanders must train and develop their Airmen to support AEF taskings.
 - Mission-Assurance Command and Control (C2). Within the scope of their authority, commanders must, at all times, have the ability to command and control their units against all relevant threats and hazards to assure mission success.

RESPONSIBILITIES.

- In order to deliver the previously listed capabilities, commanders are expected to do the following:
 - Manage Resources. Commanders are entrusted with resources to accomplish a stated mission. Those resources include: manpower, funds, equipment, facilities and environment, guidance, and Airmen's time. A commander's judicious stewardship of these resources is necessary to effective and efficient mission accomplishment. 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.

- Manpower. A commander's stewardship of constantly rotating personnel to meet evolving mission requirements is vital to mission success. Accurate reporting of manning levels and readiness status is vital communication with higher headquarters.
- Funds. Units must maintain an agile and disciplined financial plan based on mission requirements. Judicious management of funds, particularly near the end of the fiscal year, must be a command emphasis item.
- Equipment. Equipment and supplies must be well maintained and adequate for the assigned mission. Like manning and training levels, equipment status is a vital part of readiness reporting to higher headquarters.
- Facilities and Environment. Ensure unit facilities and the environment in and around them are managed in accordance with all applicable regulations and laws. Regularly scheduled maintenance and upgrades must be coordinated with appropriate agencies.
- Guidance. Unit members must have access to all guidance necessary for mission accomplishment. This applies to command, technical, legal and procedural guidance. When necessary, commanders will publish operating instructions to document unit-specific processes and standards. Commander's intent is one vital piece of guidance commanders must provide to subordinates to ensure unity of effort.
- Airmen's Time. Commanders cannot treat their subordinates' time as an unlimited resource. A 40-hour workweek is the Air Force standard, and commanders must strive to maintain a stable and predictable work schedule for subordinates while balancing mission requirements. Surge operations in support of military objectives should be the exception, not the rule. Any significant change in mission requirements requiring more man hours should initiate a request for additional manpower or other mitigating measure.
- Lead People. Effectively leading people is the art of command. Commanders must maintain effective communication processes and ensure unit members are well disciplined, trained, and developed. At all times, commanders must lead by personal example and judicious attention to the welfare and morale of their subordinates.
- Communication. An established communication system should provide for vertical and lateral communication. The system should encourage feedback, and effectively transmit goals, values, feedback, and expectations. An agile communication system is able to respond to changes in the environment in a timely manner.
- Discipline. A disciplined unit cultivates a culture of compliance and accountability while promoting unit and mission pride. Customs and courtesies, uniform wear and attention to detail are all indicators of the discipline of a unit.
- Training. Unit training should take a building-block approach. Individuals must be taught career-field specific skills before incorporating those skills into small team

training. Unit training spanning the entire scope of the unit mission should include joint or inter-service opportunities whenever possible.

- Development. Commanders are responsible for developing subordinates both professionally and personally. Professional development should include formal Air Force mentoring, professional military education, academic opportunities, and membership in professional organizations. Personal development promotes physical, mental, social and spiritual development in an effort to build Airmen into well-rounded citizens.
- Quality of Life Engagement. Commanders have the unique authority and responsibility to engage in the lives of their subordinates, where appropriate, to improve quality of life and promote unit morale. Commanders must be aware of on- and off-duty factors affecting the culture and morale of their units.
- Improve the Unit. Continuous process improvement is a hallmark of highly successful organizations. Commanders must commit themselves to improving their unit. A process for identifying and fixing deficiencies should be established and followed. Inefficient, wasteful, or ineffective ways of doing business cannot be tolerated. Commanders must make data-driven decisions and manage risk while ensuring their unit's authorities, missions, plans and goals stay strategically aligned. A robust self-assessment program will identify the root cause of deficiencies and enable sharing of best practices with other organizations. Commanders are also expected to inspect their units and subordinates to ensure maximum effectiveness, efficiency, economy and discipline of the force are maintained.
- Strategic Alignment. Commanders must strive for strategic alignment within their organizations. This 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 reviewed in light of updated mission requirements to ensure the unit is measuring relevant mission outputs.
- Process Operations. Operational Risk Management (ORM) seeks to enhance mission effectiveness at all levels. Applying ORM principles during daily operations or while executing the primary mission increases the unit's ability to accomplish the mission and ensures more consistent results. Leaders should be aware of critical processes, and constantly seek to remove any bottle-necks or limiting factors by applying any of the myriad root-cause analysis methods.
- Commander's Inspection Program. Commanders have the legal authority and responsibility to inspect their subordinates and subordinate units. A robust commander's inspection program finds deficiencies and improves mission readiness. Part of this effort should 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 strategic planning process described above.

- Data-Driven Decisions. Using the aforementioned performance metrics, units can collect relevant data on which to base decisions. When possible, data collection should occur during mission execution as well as during training.
- Execute the Mission. Commanders hold the authority and responsibility to act and to lead to accomplish the mission. At a minimum, commanders must plan for both their most demanding mission and their most likely mission. Commanders must ensure the timing, quality, and quantity of their support meets the requirements of the warfighting commander. Using these four measurements, each commander must ensure their unit is capable of providing the three core capabilities previously discussed.
 - Warfighter or USAF Commander Satisfaction. When tasked to provide capabilities, support, or personnel, commanders must establish and foster feedback to ensure the gaining commander or warfighter is satisfied with performance.
 - Right Quality, Quantity, and Time. Balancing time, quality, and quantity is a challenge facing all large organizations. Some missions value timeliness of capability above all else, while other missions require zero-defect quality. In a resource-constrained environment, overproduction reduces overall effectiveness just as much as underproduction. Every bit of overproduction used to provide “spare” capability reduces mission effectiveness in other areas. This may be appropriate based on the relative risks of each mission set, but that decision must be made at the appropriate level.

GLOSSARY OF REFERENCES

- AFDD 1. *Air Force Basic Doctrine, Organization, and Command*, 14 Oct 2011.
- AFDD 1-1. *Leadership and Force Development*, 8 Nov 2011.
- AFDD 3-10. *Force Protection*, 28 Jul 2011.
- AFI 36-2924. *Command Transition*, 7 Sep 2012.
- AFI 36-3401. *Air Force Mentoring*, 1 Jun 2000.
- AFI 51-604. *Appointment to and Assumption of Command*, 4 Apr 2006.
- AFI 90-901. *Operational Risk Management*, 1 Apr 2000.
- AFPD 10-1. *Mission Directives*, 21 Jun 2002.
- AFPD 10-2. *Readiness*, 6 Nov 2012.
- AFPD 36-26. *Total Force Development*, 27 Sep 2011.
- AU-2. *Guidelines for Command*, Feb 2008.
- Dempsey, Gen Martin.E. *Mission Command White Paper*. 3 Apr 2012.
- Joint Publication (JP) 1-02. *DoD Dictionary of Military and Associated Terms*, 15 Apr 2013.
- U.S. Naval Regulations 1990, Chapter 8. *The Commanding Officer*. 14 Sep 1990.

Tab 5: 10 Big Rocks for CCIP Success

The following list is intended to be used as a “big-picture” action plan. It is not an all-inclusive of PAD 13-1 or AFI 90-201 requirements, but it does provide a quick reference guide for which major muscle movements a Wing Commander must execute to get a CCIP program up and running. Subsequent tabs provide more details on individual action items.



10 Big Rocks for CCIP Success

1

Learn the new AF Inspection System.

*Understand the new AFIS is a fundamentally different thing, not a tweak of the old one
Understand the opportunity and responsibility the new system gives a wing CC*

2

Put great Airmen in your IG office and train them.

*With a minimum of 1, right-size the IG office with some of your best...it will pay off
Ensure the IG completes the new CCIP course & uses the CCIP Implementation Guide*

3

Transfer new IG duties to your IG.

*The IG should plan, control & inspect wing exercises
The IG should also lead the wing self-assessment program & be the MICT guru*

4

Build and train your Wing Inspection Team.

*Tap some of your senior subject-matter experts to help the IG inspect
Ensure they complete WIT formal training & certify them*

5

Create your annual inspection plan.

*Build a tailor-made plan based on your wing CC's priorities & wing plans
Plan to inspect vertically (subordinate units) and horizontally (plans and programs)*

6

Inspect.

*Deliberately. Continuously. Routinely. With & without notice
validate & verify self-assessments and independently assess the 4 MGAs*

7

Report findings to the Wing CC.

*validate deficiencies with SMEs then document your findings
Help your commanders see their units' performance accurately so they can improve*

8

Hold monthly CC's Inspection Management Board.

*Set the battle rhythm for inspection outbriefs & upcoming inspections
use MICT, IGEMS and other data sources to show unit performance*

9

Track and close deficiencies.

*Commanders do root-cause analysis & fix deficiencies—IGs track & close
Put IG-validated deficiencies & reports in IGEMS so others can learn*

10

Send CC's Inspection Report to your MAJCOM CC.

*Help your wing CC report wing performance in the 4 MGAs accurately and concisely
Show the good, the bad, where your highest risk is & where you need the staff's help*

Tab 6: CCIP Step-by-Step Action Plan

The following CCIP Capability Action Plan is a step-by-step “how-to” guide for CCIP at a Wing. It breaks down each “Big Rock” into sub-items necessary to implement CCIP. **This is a guide; it is not mandatory.** Inputs from USAFE Wings were included in this action plan to help others Wings, FOAs, and DRUs implement more quickly. This checklist is not all inclusive, but it does include most of the significant tasks involved in establishing a CCIP-capable IG office.

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
1.1	Learn the basics of the new AFIS	Wing IG	Review all available "New AFIS" information: CCIP Implementation Guide, AFI 90-201, press kits from MAJCOM, etc.	Create the need for change within the Wing. Unit-level buy-in will yield more success when building the WIT and eliminating inspection prep	4-6 hours total (best spread out over several days)
2.1	Appoint Wing IG as CCIP Director	Wing CC	Select a leader with the best matched skill set	This is an important step. The quality of your program will reflect the quality of this individual	1 week
2.2	Determine full-time manning requirements	Wing CC and Wing IG	Analyze tasked OPLANs, mission set, DOC Statement tasking, and Wing's battle rhythm. Wing CC should meet with subordinate CC's to develop the needs of the CCIP	This is based on Wing CC priorities and requirements. The basic template found in the PAD can be tailored by the Wing CC to enable a CCIP that fits that particular Wing. The roles and responsibilities of the IG are inherent and cannot be performed by outside agencies.	3 Weeks
2.3	Allocate appropriate office space and equipment for IG office and WIT members	WIT and Wing Staff	Determine the number of workstations, comm support, administrative supplies, and furniture needed to establish or expand IG office with additional space for part-time WIT personnel	Appropriate work space and network capability to run a "white cell" is necessary. Additional terminals for WIT members to write up findings immediately after an exercise/inspection. Large conference room to host WIT meetings	1 month

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
2.4	Formal IG training for IG staff (Basic Inspector Course - CCIP)		Newly-developed CCIP course is available as an interactive, distance-learning 3 day course from AFIA. Due to class volume constraints, all members might not be trained in 90 days.	Mandatory per AFI 90-201 within 90 days of assigning IG staff. 75% of assigned IG members must have training complete by 1 Oct 2014.	3 days
2.5	Certify and swear-in IG members	Wing IG or Wing CC	Complete IAW AFI 90-201	The swearing-in step is not trivial. If the Wing CC takes it seriously, so will the IG staff.	2 hours
2.6	IG staff complete IGEMS training	Wing IG	Request accounts, complete online IGEMS training through IGEMS "help" link. Use "IGEMS Training site" to practice all necessary steps to create inspections, enter deficiencies, and close out corrective action plans	Fill out a DD Fm 2875 Special Authorization Access Request (SAAR) and send to MAJCOM IGEMS administrator using link in IGEMS. Wing IGs will now start using functions of IGEMS that were previously only available to MAJCOM IGs.	3 days
3.1	Transfer MICT/Self-Assessment Program management duties to IG	Wing IG	Manage MICT permissions in Wing, develop "MICT business rules" for subordinate organizations, ensure all applicable HAF/MAJCOM SACs are assigned to appropriate Wing units	AFI 90-201 requires MICT to be managed from the IG office. Provide feedback to MAJCOM/HAF FAMS on missing or poor-quality SACs	1 Week
3.2	Train MICT Administrator	MAJCOM IG	Complete virtual training with MAJCOM. Review MAJCOM "business rules" for MICT	Users must interface with the system for 1-2 weeks in order to become proficient.	8-hours for virtual training
3.3	Train all CCs, Gp/Sq MICT managers, assessors, WIT members, etc. on use of MICT	Wing IG	Establish permissions at all appropriate levels. Complete online training and amplified unit-developed training	Users must interface with the system for 1-2 weeks in order to become proficient.	4 hours for user (virtual classes)

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
3.4	Transfer wing exercise planning & execution responsibilities	Wing CC	Reassign exercise planning responsibilities from their current POC to the IG	The Wing Plans office should create plans, while the Wing IG office develops scenarios, exercises, and inspections to test the plans.	1 month
3.5	Assign IG staff member to track progress of CCIP (Director of Inspections)	Wing IG	Oversee CCIP activities and record performance for future CIMB	Ensure the actual execution of CCIP is meeting the intended plan.	1 week
4.1	Determine WIT requirements, identify and assign personnel for WIT	Wing CC, Group CCs, and Wing IG	Determined what skill sets were needed to effectively evaluate the wing for real world and exercise operations	The scope/skill of the WIT depends on how much you value excellence. Some wings took their EETs and retrained them, others critically analyzed the needed skill sets and picked new personnel. Subject matter experts who are able to maintain their objectivity during inspections are ideal.	1 Week
4.2	Provide WIT members formal IG training	Wing IG	Wing IG staff members who have attended the CCIP course should teach the same information to WIT members along with any expanded MAJCOM or Wing-specific modules.	Tailor BIC-CCIP courseware to meet the needs of WIT members.	2 Days
4.3	Train WIT on planning, execution and control of exercises	Wing IG	Provide Exercise Planning and Control training. Teach and practice scenario development, controller responsibilities, SIMS/DEVs, spins, local guides and policy	Build off BIC-CCIP courseware. Typically, after three exercises the inspector becomes proficient. Any exercise-like event planned by the IG office should be evaluated and findings and deficiencies should be written up in a formal report and used as critical feedback.	4 hour classroom and 3 Weeks to conduct practical applications

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
4.4	Train WIT on documenting/communicating findings	Wing IG	Teach and practice: documenting deficiencies and findings, hot wash methods, validation methods, etc.	Build off BIC-CCIP courseware. Typically after three exercises the inspector becomes proficient. Particular attention should be given to the new 5-tier grading criteria based on "effectiveness"	4 hour classroom and 3 Weeks to conduct practical applications
4.5	Certify and track WIT members	Wing IG	Positively track and account for WIT members' training, certification, oath, etc.		Ongoing
5.1	Provide CC intent for exercises, inspections	Wing CC	Decide size, scope, timing of all inspections	Consider the type and frequency of performance data needed by Wg CC.	3 months
5.2	Develop list of inspection requirements	Wing IG	Review wing plans, programs, missions, and outputs that require inspection.	AFI 90-201 Attachment 3 is a good reference. HAF FAMs have listed "areas of greatest risk from non-compliance". IGs may also use the pool of MICT SACs as one source of sample items.	1-3 wks
5.3	Develop and publish schedule for inspecting wing programs	Wing IG	Develop a supportable exercise schedule that meet the wing commander's expectations. Some inspections (min-notice, no-notice) will not be on published calendar.	Utilize scheduled, minimum notice, and no-notice inspections. Incorporate "real-world" events like AEF rotations, scheduled missions, etc.	Several Weeks
5.4	Incorporate real-world events into inspection schedule	Wing IG	Identify opportunities to evaluate the real-world output of the Wing (scheduled AEF rotations, mission surges, etc.)	Coordinate any inspection of AEF activities with appropriate agencies or trusted agents (XP and Installation Deployment Officer)	3-4 Weeks Plan, 1-5 days to execute, 5 days to report

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
6.1	Validate and verify a squadron-size Self-Assessment Program	Wing IG with support of WIT	Print some SACs, go to the unit, ask the assessor of that checklist to "prove it".	Emphasize accurate reporting! If a program has a documented deficiency, that's ok. If a unit is reporting a program as "compliant" when it is not, there is a problem.	1-2 days
6.2	Independently assess a Squadron or Group using all 4 MGAs (vertical inspection)	Wing IG with support of WIT	Plan, inspect, and report on a small scale (Squadron or Group) using all 4 MGAs. Provide feedback to commanders.	Similar to a "mini-UEI". Ask questions of Airmen of all ranks. Report on all 4 MGAs. Do not reward inspection prep.	Plan: 2 wks Execute: 1-5 days, Report: 5 days
6.3	Evaluate a Wing-wide program (horizontal inspection) (e.g. fitness program, records management, unit training manager)	Wing IG with support of WIT	Val/ver or independently assess a program that cuts across many units.	Similar to a "functional inspection", sample enough units to establish a reasonable confidence rate in findings	Plan: 2 days Execute: 1-5 days, Report: 5 days
6.4	Observe a "real-world" mission activity (AEF rotation, etc.)	Wing IG with support of WIT	Observe the actual mission output of the Wing (training students, generating sorties, controlling space assets, conducting network warfare, etc.)	Focus on process operations and the measures of MGA4. This also reinforces the idea that mission readiness = inspection readiness.	Plan: 2 days Execute: 1-5 days, Report: 5 days
6.5	Integrate the previous 4 "inspection steps"	Wing IG with support of WIT	Combine aspects of steps: 23-26.	The previous 4 steps were listed independently for clarity. In practice, as CCIP matures, some of these steps may be blended/combined.	ongoing
7.1	Produce an inspection report	Wing IG and WIT	Review discrepancies from all IG staff and WIT members. Adjudicate different viewpoints, assign OPRs. Draft Report. Publish report.	The command chain is responsible for fixing deficiencies. IG staff should not be tasked to conduct root cause analysis. The IG report should be treated as if it were a MAJCOM-level report.	1-2 days

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
7.2	Enter IG deficiencies into IGEMS	Wing IG	Using the data collected during inspections, load report and significant/critical deficiencies into IGEMS	It will take several iterations before Wing IG members become proficient in IGEMS. Use the help option to gain better user knowledge. Use IGEMS to track and close deficiencies.	Approx. 3 inspections
7.3	Develop and manage a CCIP dashboard for the Wing CC	Wing IG	Incorporate key Wing performance matrix and MICT data, providing real time data to the Commander in the format of his/her choosing.	Make information on the CCIP dashboard useful to Wing CC. Consider classification and Wing Commander's preferences.	2 weeks
8.1	Form the CIMB (Commander's Inspection Management Board)	Wing IG	Create wing-level briefing to inform wing leadership on the status of the Wing Inspection Program, (i.e.. pull applicable reports from MICT, sort open deficiencies to identify trends and deficiencies requiring external coordination (Joint-Base support, functional coordination, FAM, etc.). Also, a thorough review of internal and external inspections will provide background for discussion.	Potential topics include: Overview of open deficiencies, top concerns of each Group/CC, trends in MICT, trends seen during unit inspections, Gatekeeper calendar, and upcoming Wing inspections.	2 Weeks to prepare, 2 hour brief
9.1	Develop CIMB "supporting processes" with CC, XP, WIT and subordinate Commanders	Wing IG	Create a process to determine status of discrepancies/findings and reports with the groups and squadrons prior to the CIMB	Must have WG/CC intent in mind. If WG/CC does not task his IG to look into these then you will not have a robust validation/verification program	1 Week
9.2	Incorporate feedback from MAJCOM inspections	Wing IG	Incorporate corrective criticism from the MAJCOM report on the CCIP and correct any deficiencies identified		On going

Big Rock sub-item	Task	OPR	Recommended Action	Considerations	Estimated Time Required
10.1	Send CCIR (Commander's Inspection Report) to MAJCOM CC	Wing IG and Wing CC	Using CCIR template (see CCIR Template) write a draft CCIR for the Wing CC to use to send his CCIR to the MAJCOM CC	Determine routing process at MAJCOM level. Consider additional courtesy copies (e.g. Numbered Air Force, State ANG reps)	1 Week
10.2	Load CCIR into IGEMS	Wing IG	After Wing CC sends report to MAJCOM CC, ensure final product is loaded in IGEMS	CCIR will be visible to MAJCOM IG, and will likely be used as a primary val/ver data source for UEI	1 Hour

This page intentionally left blank.

Tab 7: Wing IG Office Manning Templates

Between November 2012 and March 2013 SAF/IGI conducted a data-call to all MAJCOMs and all Wings. The data call described the scope and scale of CCIP and asked Wing Commanders to reply back with their forecasted manning requirements for their own CCIP. 117 Wings, FOAs, and DRUs from 8 MAJCOMs submitted data back. Some commanders planned for 1 position, others planned for 19 positions, most fell in the 4-10 range. This cross section represented 30 different types of Wings, FOAs, and DRUs including all of the following:

Aerial Refueling Wing	Command and Control Wing	Intelligence Operations Wing
Air Base Wg/Gp	Contingency Response Wing	ISR Wing
Air Control Wing	Center - Large	Medical Wing
Air Ground Operations Wing	Center - Small	Missile Wing
Airlift Group - GSU	Direct Reporting Units	Network Warfare Wing
Airlift Wing	Field Operating Agency - Large	Reconnaissance Wing
Air Mobility Wing	Field Operating Agency - Small	Space Wing
Air Mobility Operations Wing	Fighter Wing	Special Ops Wg/Gp
Bomber Wing	Flight Training Wing	Training Wg/Gp
Combat Support Wing	Intelligence Center	Wing

In search of a “baseline” AF-level template for Wing IG Office manning, SAF/IG and AF/A1 personnel analyzed the data for correlations between the size of the new IG shop and any other factor. Factors considered included: MAJCOM, wing type, airframe type, number of major weapons systems, number of missions, nuclear/non-nuclear, and host/tenant.

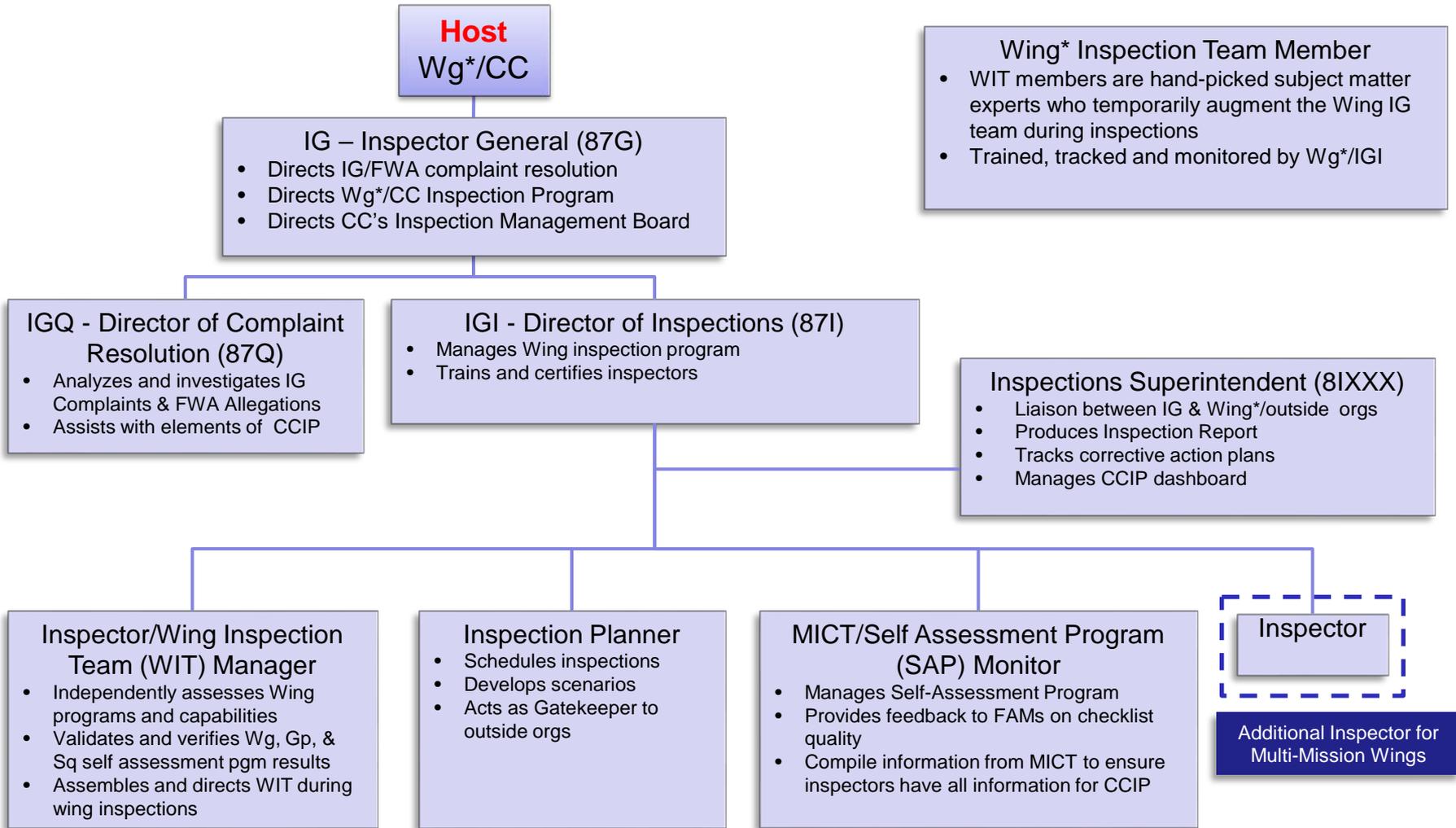
The host/tenant status of a Wing had a clear correlation to requested IG office size. Seven bodies would meet or exceed the requests of 75% of Host Wing CCs. Four bodies would meet or exceed the requests of 70% of Tenant Wing CCs. Additionally, 80% of host wings with multiple mission sets asked for an eighth body.

Current IG manning, “repurposing” of some exercise-planning manpower from XP, new billets, and out-of-hide bodies were all factored into the templates. Duty titles were also reviewed and after consulting Air Force Manpower Standards, the following IG office manning templates were developed. **These templates are intended as a guide.** Wing commanders are encouraged and expected to modify these templates as necessary to implement an effective CCIP.



U.S. AIR FORCE

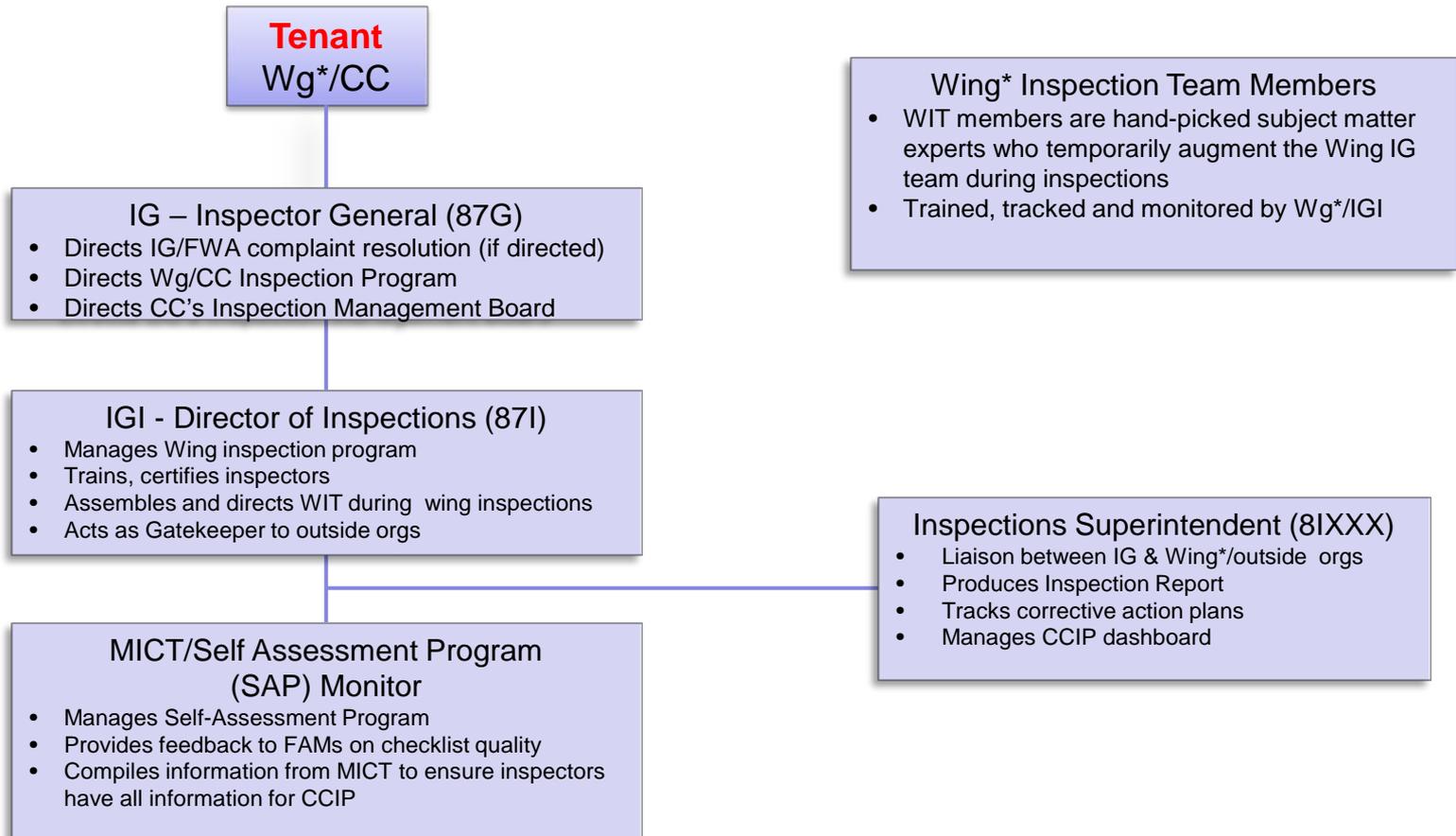
Host Wing*: Single and Multi Mission





U.S. AIR FORCE

Tenant Wing*, or Wing* Equivalent





U.S. AIR FORCE

Wing IG Position Duties & Responsibilities

IG – Inspector General (87G)

- Advises Wg/CC on Complaints/Fraud, Waste & Abuse issues
- Directs Wg's Commander'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 (81XXX)

- 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.



U.S. AIR FORCE

Wing IG Position Duties & Responsibilities

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

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

MICT/Self Assessment Program Monitor

- 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 AFSSO21 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

Integrity - Service - Excellence