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Operations

READINESS VISIT PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 10-2, **Readiness** and establishes the Fourteenth Air Force Readiness Visit Program. It describes the program's objectives and procedures and it applies to 14 AF and its subordinate organizations. Send comments and suggested improvements to this instruction on AF Form 847, Recommendation for Change of Publication, through channels, to 14 AF/A45, 747 Nebraska Ave, Ste A305, Vandenberg AFB, CA 93437-6268.

SUMMARY OF REVISIONS

Refocuses the Readiness Visit program towards assurance of force readiness by improving 14 AF/SPACEAF senior-leadership visibility and advocacy for wing and unit-level readiness concerns. Replaces references to AFSPACE with the current designation of the Air Force Component to US SPACECOMMAND, SPACEAF. This document refers to 14 AF when referring to areas that are solely "organize, train, equip" matters. When the matter being discussed is potentially both a Component and/or a Numbered Air Force concern, both 14 AF and SPACEAF are listed. For matters that are purely related to Component responsibilities, only SPACEAF is listed.

1. General . AFI 38-101, **Air Force Organization**, charges Numbered Air Forces (NAF) with ensuring the readiness of assigned forces. This applies to the operational portions of those units, and the logistics and support infrastructure that is essential to operational readiness. 14 AF/SPACEAF leadership assesses readiness through several distinct avenues.

1.1. Assessment. 14 AF/SPACEAF senior leadership assesses readiness by both low impact site visits and reviewing unit post event documentation. This is an analytical review of readiness requirements and to the maximum extent possible unintrusively assesses the readiness of SPACEAF forces. Units are assessed through a review of Designed Operational Capability (DOC) Statements, Status of Resources and Training (SORTS) reports, operations and support plans, AFSPC trend data, SPACEAF developed trend and metric data, wing inputs, reviewing unit inspection reports, Quarterly

Antiterrorism/Force Protection (AT/FP) Assessments, associated AT/FP issues resident on the Force Protection Management System (FPMS), and other documents directly relating to war fighting readiness posture.

1.2. Active Assessment. Because reviewing documents or metrics does not provide a complete picture of unit readiness, an active form of assessment is necessary. 14 AF/SPACEAF/CC uses the following mechanisms to fill that need.

1.2.1. Current/Daily Readiness Reporting. The SPACEAF Aerospace Operations Center (AOC) is the focal point for collecting information and continuously monitoring the status of forces. The COMSPACEAF daily Operations briefing and Situation Reports (SITREPs), are examples of how current readiness issues are quickly assessed for mission impact.

1.2.2. Exercise Program. Exercises are performance-based scenarios, testing a variety of environments ranging from military operations other than war (MOOTW) to global war. The 14 AF/SPACEAF exercise program exists to enhance readiness and improve crisis response and command and control of SPACEAF forces. OPR for this program is 14 AF/A57.

1.2.3. Standardization Evaluation Team Visit. The Standardization Evaluation Team Visit is an examination conducted by 14 AF/OV (Stan/Eval). The team focuses on AFSPCI 36-2202/14 AF1, *Crew Force Management*, and AFSPCI 10-120102/ 14 AF1, *Mission Ready Training, Evaluation and Standardization Programs*, and Operations Standardization Team (OST) Programs.

1.2.4. Readiness Visit Program. On-site examination of key support/logistic functional areas is crucial to the overall readiness assessment process. The Fourteenth Air Force/SPACEAF staff conducts readiness visits to provide this visibility. This hands-on approach visits a unit's functional experts to discuss facilities/equipment/processes for readiness issues that may not surface through other sources. It further serves as an opportunity to listen to unit personnel's concerns and it provides COMSPACEAF/14 AF/CC with valuable insight to the readiness concerns of his subordinate organizations.

1.3. 14 AF Instruction 10-201 . This instruction covers the Readiness Visit Program. The remainder of this instruction provides guidance for the conduct of these visits.

2. Applicability . SPACEAF units function as elements of the Air Force component to USSPACECOM, supporting USCINCSpace operations and mission objectives. Many of these units (in addition to other units) also perform combat operations or deploy forces contributing to USAF and AFSPC's ability to support the war fighting capability of regional theater commanders (supported CINCs). Support (through enhanced readiness) of these varied operations and objectives is the focus of the 14 Air Force mission.

3. Operational Concept. The SPACEAF Readiness Visit Program is a continuous 14 Air Force process—monitor, assess, and report. It focuses on a partnership between the NAF and unit to identify readiness issues and work them to resolution. Readiness visits are designed to be solution-oriented visits through which unit impediments to optimum war fighting readiness may be identified and resolved. They are not inspections. No grade or other measure of unit readiness is assigned. A willingness to discuss problem areas with visiting team members is critical to a successful program; therefore, an open dialogue must be achieved. This requires a level of credibility and trust that comes from both sides adhering to the

key principles on which this program is based: frank discussion of impediments to mission accomplishment and a “no-threat” environment.

3.1. Every attempt will be made to solve or correct problems “on the spot” whenever practical. When on-the-spot solutions cannot be implemented, the team will provide unit representatives with functional points of contact, at whatever level necessary, to assist them in correcting the problem. These functional points of contact, whether at wing, MAJCOM, or other level, will be given sufficient details to enable them to help, but will be asked to use that information only in support of problem resolution, and to keep all information within functional channels. Any safety problems identified will be brought to the attention of the unit functional commander for resolution.

3.2. To minimize impact to on-going unit activities, pre-visit requirements levied on the units will be limited to the maximum extent possible. These requirements will be detailed in the visit announcement message normally to be transmitted 45 to 60 days prior to the visit.

4. Team Composition: The 14 AF/SPACEAF staff has functional representation within the following areas: logistics plans, supply, transportation, fuels, space systems maintenance, civil engineering, security forces, personnel, intelligence, communications, information assurance, spacelift maintenance, contracting (anticipated) contracting, judge advocate, safety, and information management. Teams will normally be composed of representatives from some or all of these areas. Teams may be augmented or supplemented by representatives from HQ AFSPC or parent wings, if required. Augmentation requests will be transmitted 45 to 60 days prior to a Readiness Visit. Team augmentees from outside the 14 AF/SPACEAF staff will comply with all criteria on information dissemination in paragraph 3., above.

4.1. Teams will be tailored based on the functions performed by the unit being visited. Units can normally expect a team to consist of approximately 5-10 personnel, headed by an O-3 or O-4 team chief. Team composition may vary above or below these numbers, and rank, depending on the size and functional complexity of the unit.

4.2. To ensure that the right expertise is selected for the team, units will be invited to submit items or issues of concern to 14 AF/SPACEAF in advance of the team’s visit. This procedure will facilitate the team selection process, and will help ensure that unit concerns are properly researched, increasing the potential for “on-the-spot” problem resolution and improving the quality of these “real-time” solutions.

5. Scheduling. Across the four 14 AF/SPACEAF wings, there are over 40 units as candidates for a Readiness Visit. Wing-level Readiness Visits will be scheduled annually with each parent wing. Readiness Visits will not normally exceed three working days, and may be shorter at smaller organizations.

5.1. Readiness visits will normally be scheduled at least 45-60 days in advance, on a noninterference basis with critical mission operations, HQ AFSPC/IG inspections, or SPACEAF Stan/Eval activities. Teams will visit host wing LG/CG/OG/SPTG personnel to discuss current readiness issues, concerns, or possible concerns. Additional follow-on visits to GSUs will be determined based on the host wing visit. GSU and subordinate unit visits will be coordinated and scheduled through the parent wing/group. These visits may, if wing leadership and Readiness Visit team personnel desire it, be conducted in conjunction with major exercises, to allow team members to observe units actually performing/exercising their wartime tasks. While the team is prepared to help resolve problems discovered during an exercise, Readiness Visits, because of their non-attribution, “white hat” approach, should not be viewed as “ORI prep” activities.

5.2. For efficiency of travel and minimum expenditure of TDY funds, teams will try to visit more than one unit on a trip, and will concentrate visits within a particular geographical area, e.g., eastern CONUS, Europe, the Pacific area, etc. For this reason, it may not always be possible to allow particular units complete flexibility in scheduling or rescheduling a Readiness Visit. Once established, visit schedules will not normally be altered except in highly unusual circumstances.

6. Responsibilities:

6.1. 14 AF/SPACEAF Senior Leadership (A1, A2, A3, A4, A6, CC) will:

- 6.1.1. Influence funding and prioritization of projects with other agencies (AFSPC, USSPACE, AFMC, etc.) to improve the readiness stance of 14 AF/SPACEAF wings and units.
- 6.1.2. Implement recommended policy changes to improve readiness when necessary.
- 6.1.3. Recommend contract modifications if a readiness issue isn't adequately addressed.
- 6.1.4. Review Readiness Visit trip report.

6.2. 14 AF/SPACEAF functional area participant staff offices will:

- 6.2.1. Coordinate team members with the lead agency, A4 in writing and ensure the objectives and procedures in this instruction are adhered to.
- 6.2.2. Assist 14 AF/SPACEAF A4 in the development of visit schedules.
- 6.2.3. Assist in the deconfliction of schedules as required, to avoid HQ AFSPC/IG activities, or unit activities which would reduce the effectiveness of the visit or negatively impact on unit operations.
- 6.2.4. Provide updates to 14 AF/SPACEAF A4 on a quarterly basis on the status of issues being resolved.
- 6.2.5. Identify team members, to include arranging for augmentees from other organizations.
- 6.2.6. Provide personnel to conduct readiness visits.
- 6.2.7. Complete their applicable section of the trip report and submit to 14 AF/SPACEAF A4 NLT 5 working days after return from the Readiness Visit.

6.3. 14 AF/SPACEAF/A4 (Lead Agency) will:

- 6.3.1. Manage the Readiness Visit Program and ensure that the objectives and procedures in this instruction are adhered to.
- 6.3.2. Develop visit schedules, and publish them at least 45-60 days in advance.
- 6.3.3. Develop visit format, taking into consideration special areas of interest and team composition.
- 6.3.4. Formally request functional augmentation for readiness visits.
- 6.3.5. Transmit Readiness Visit announcement message to organization to be visited.

6.4. Wings/Units will:

- 6.4.1. Upon notification of an upcoming visit, identify a POC, and forward pertinent information to the program lead agency, 14 AF/SPACEAF A4.

6.4.2. Assist in arranging team support, as required, to include providing documents for review, presenting unit orientation briefings/tours (if requested), providing workspace for the team, etc. Specific team requirements will be included in the Readiness Visit Announcement message.

6.4.3. Within functional areas, ensure appropriate representatives, documents, and other necessary materials are available to the team upon arrival. Specific on-site functional area activities/requirements are contained in [Attachment 1](#).

7. Documentation. To be viable, the Readiness Visit Program requires documentation and follow-through. Documentation of any unresolved or long-term problems discovered will be provided to the site commander and the wing commander upon conclusion of the readiness visit. Issues requiring further effort (at any level of command—unit, wing, NAF, MAJCOM) will be logged by Readiness Visit team personnel and held in an “Open” status until they are sufficiently resolved, or “Closed”. Noteworthy processes will be posted on the 14 AF/SPACEAF web site (www.vafb.af.mil/orgs/14af/index.htm) for possible promulgation NAF-wide. Selected information relating to problems may need to be forwarded to wing commanders and functional agencies to assist in problem resolution. This will be forwarded as information only, rather than as a report of findings or discrepancies. Because the Readiness Visit program is not an inspection program, no grade, adjective description, or other performance measure will be assigned. Any safety problems identified will be coordinated with SPACEAF Safety.

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Vice Commander

Attachment 1**SPECIFIC ON-SITE FUNCTIONAL AREA ACTIVITIES/REQUIREMENTS**

A1.1. This attachment provides listings by functional area of the information and access that may be necessary for team members to conduct an effective Readiness Visit. (Functional areas to be visited will be contacted by Readiness Visit personnel with specific requirements prior to the scheduled visit. Each functional section is divided into four parts: (1) documents which should be available for review; (2) areas which the team member(s) desire to visit; (3) desired briefings; and (4) unit personnel with whom team member(s) plan to talk. As with any universally applied requirements, some of the desired options may not be available at some sites. As much as possible, units are requested to make the following information/access available to team members. Also please note that items common to more than one functional area (e.g., briefings) may be combined to reduce impact on unit personnel.

CIVIL ENGINEERING:**Documents:**

Support Agreements

Unit's utility drawings

A listing of all FIM Critical projects

Last IG Reports (QAFA and ORI)

Last ECAMP Report

Base Support Plans

Site drawings with facility numbers

Latest real property listing

A listing of special interest items

Contingency Plans

Site Plan

Areas to Visit:

A tour of the mission areas

A tour of all utilities (cradle to grave)

See all FIM Critical project areas

Walk through the environmental program areas

Walk through the fire protection program areas

Briefings:

Mission

Each utility system (electrical, water, sewage, fuels)

Explain each system

Outage procedures

Anything that could hamper the mission

Operations and maintenance support (who supports what)

Environmental protection program

Fire protection program

Special interest items

Goals

Personnel Contacts:

Base Civil Engineer/Civil Engineering Manager or equivalent

The CE Director of Operations

Work Centers

Chief of Environmental Protection or equivalent

Chief of Fire Protection or equivalent

FUELS:

Documents:

Support Agreements

List of problems/areas with which unit would like assistance

Fuel Consumption Data

Fuel Tank Gauging Charts

List of Fuel Tanks and Capacities; Tab G-8 Map or Equivalent

List of Fuel Servicing Equipment, if any

Last ECAMP Report (fuel items only)

AFI 23-204, *Organizational Fuel Tanks*

Unit Fuel Requirement Computations

Supply/Fuels contracts (if applicable)

Areas to Visit:

Fuel Facilities

Mobile Fuels Equipment

Briefings:

Fuel Re-supply Process/Support Agreements

Fuel Inventory Procedures

Fuel Quality Procedures

Fuel Training Program

Fuel Safety Program

Personnel Contacts:

Supply/Fuels Manager and/or Accountant

Civil Engineer Fuel Facility Manager

Transportation Fuels Equipment Maintenance Manager

WING LOGISTICS PLANS:

Documents:

War Reserve Materiel Documents

Wing OPlans/Contingency Plans

Local Deployment Plan

Last ORI and CVI After Action Reports

Last War Reserve Materiel (WRM) Report

Support Agreements

Base Support Plan part 1 (also part 2 if applicable)

Areas to Visit:

Primary/Alternate Deployment Processing Facilities

War Reserve Materiel Storage Sites

Briefings:

Any informal briefings functionals are to present during discussions

Personnel Contacts:

Logistics Plans Office Personnel

Installation Deployment Officer/NCO

Support Agreements Monitor

War Reserve Materiel Monitor

Operations Plans Office (XP) Personnel

SPACELIFT MAINTENANCE:

Documents:

Support Agreements

Training Materials/Program Documentation

Contingency Plans

Crossfeeds or inspection reports

CAMS and other computer generated maintenance reports/data

Areas to Visit:

All Maintained Systems

Briefings:

Mission

Personnel Contacts:

Military and Contract Maintainers

PERSONNEL:

Documents:

Support Agreements

Deployment/Personnel Deployment Function (PDF)/PERSCO/Personnel Readiness Unit (PRU) continuity books/OIs/Policy letters, etc.

Locally devised checklists for above referenced areas

OJT records on PERSCO team members

Previous ORI report and CVI reports (personnel extracts) for previous local exercise

DOC Statement

Mobility Folders

Areas to Visit:

The primary and alternate sites for PDF deployment processes

Briefings:

Any informal briefings functionals care to present during discussions

Personnel Contacts:

Military Personnel Flight (MPF) Chief and Readiness Unit personnel

MPF PERSCO, PDF, Deployment Officer (or NCO)

SECURITY FORCES:

Documents:

Support Agreements

Base Security Plan (or annex of base plan if tenant)

Current IG Report

Current SORTS Report

Any SIIs

Terrorism Assessment Plan

Prioritized list of buildings: high occupancy, 300 or more, symbolic and mission

Existing plans: Base-Installation Defense/Disaster Preparedness/Emergency-Mass Casualty/Physical Security/Incident Response

Site Plan: preferably 1:2500 or 1" = 200 feet

Listing and information on future construction projects

Relevant Infrastructure information

Areas to Visit:

Restricted Areas

Deployment Bldg./JI Location/Staging Area

Central Security Control

C2 Facilities

Security Forces Control Center

Organizations/areas associated with Emergency Response

Organizations/areas associated with base/installation infrastructure

Controlled areas

Briefings:

Mission

In-place

Deployment

Manning status

Equipment status

Current AT/FP program, assessment reports, postures and issues

Personnel Contacts:

Installation/site Commander

Counter-Intelligence representatives

Local Law Enforcement/security representatives

Emergency Response unit representatives

Infrastructure support representatives

OSI

Chief, Security Forces

Security Forces Manager

Readiness Supt

Security Supt

INTELLIGENCE:

Documents:

SII/Requirement list

Applicable Wing OPlan Annex B

Applicable Wing OPlan Annex N

Wing/Unit OIs for Intel

Policy Letters, Checklists

Continuity Books-Processes and Flowcharts

Areas to Visit:

SCIF

Vault

Supported Squadron/Unit Work Areas

Command Post/WOC

Briefings:

Mission/Procedures

Support

Special Projects

Manning and Equipment Status

External and Internal Training

Personnel Contacts:

Wing DO or DDO

OSS/CC

Chief of Intel

SSO

Ops Intel

Vault Intel

INFORMATION ASSURANCE/COMPUTER NETWORK DEFENSE:

Documents:

AF Form 4160

ISS Vulnerability Assessment Policies/Procedures/Metrics

INFOCON Policy/Procedures/Metrics

Critical Node and LAN Analysis/Diagrams

EMSEC Inspection Policy/Procedures/Metrics

Certification and Accreditation (C&A) Policy/Procedures/Metrics

Base LAN and Critical System C&A Packages

SATE Training Policy/Procedures/Metrics

Contingency Plans

CSSO/UCM/WM Training/Policies/Procedures

Areas to Visit:

WIAO

NCC

Critical System Facilities and Control Centers

Communications Squadron

Command Post/WOC

Briefings:

IA Procedures/Policies

Special Projects/Best Practices

Manning and Equipment Status/SORTS

Problems and Concerns

Personnel Contacts:

Wing Commander and/or Communications Squadron Commander

WIAO POC

NCC POC

Other critical system administrators

SUPPLY:

Documents:

Support Agreements

Latest Priority Monitor Report

SORTS Data

Readiness Spares Packages (RSPs and MRSPs)

WRM Listing (as applicable)

Areas to Visit:

Supply

Maintenance

Briefings:

Mission

Supply Support

Personnel Contacts:

Supply and Material Control Representatives

QAE(s)

Contractors

TRANSPORTATION

Documents:

Support Agreements

SORTS Data

Vehicle Authorization Listing (VAL)

WRM Pallet and Net Report

Areas to Visit:

Transportation (Site and Host Areas, as applicable)

WRM Storage Areas

Deployment Processing Areas

Briefings:

Mission

Transportation Support

WRM Status

Support Agreements

Deployment Mission

Equipment Status

Personnel Contacts:

Traffic Manager

Transportation QAE

Transportation Contractor

WRM Manager/Monitor

Installation Deployment Officer

Contingency Plans Office

COMMUNICATIONS MAINTENANCE:

Documents:

Training Materials/Program Documentation

Contingency Plans

Cross Feeds or Inspections/QC Check Reports

Areas to Visit:

Tour Communications Areas

Demarc Points

Briefings:

Mission

Types of Communications Links

Maintenance Concept

PMI Process

Personnel Contacts:

Communications Squadron Commander

Communications Squadron MA

Technical Control

Quality Assurance

Maintenance Control

Workcenters

Support Agreements/DISA forms