

18 JUNE 2003



Command Policy

ASSISTANCE VISIT PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: 622RSG/XP (Col Norman Frese)
Supersedes 22AFOI 90-101, 1 March 2001

Certified by: 22AF/CC (Maj Gen James Bankers)
Pages: 11
Distribution: F

This instruction implements AFRCPD 90-1, *Assistance Visit Program*. It establishes policy and procedures for conducting and reporting assistance visits. It applies to Headquarters 22nd Air Force, 622nd Regional Support Group, and assigned units. The Commander, Headquarters 22nd Air Force, implements assistance visit policy and delegates authority for execution to the Assistant Vice Commander (CVA) .

1. Policy: The purpose of the assistance visit program is to ensure readiness by providing assistance; validating compliance with governing directives, instructions, and policies; evaluating administrative and management processes; evaluating critical items in AFI 90-201, *Inspector General Activities*, Core Inspection areas; identification and correction of known compliance deficiencies; and encouraging process improvement. This program compliments MAJCOM inspection and unit self-inspection programs and identifies superior methods or innovative practices that contribute to improved unit performance .

NOTES:

1. For Geographically-separated Units (GSU) - The 622RSG/CC acts in the function of Wing Commander for the purposes of this operating instruction. Wherever the term "Wing Commander" is used, substitute 622RSG/CC .
2. For the 622 Flight Test Group (622FTG) - The 622FTG/CC acts in the function of Wing Commander for the purposes of this operating instruction. Wherever the term "Wing Commander" is used, substitute 622FTG/CC .
- 1.1. Assistance visits fall into three categories:
 - 1.1.1. Staff Assistance Visit (SAV). A SAV is designed to provide the Wing Commander an extensive look at the compliance readiness of a wing. It is scheduled off-cycle from an AFRC Unit Compliance Inspection (UCI) and in accordance with a schedule published by 622RSG/XP. A SAV is conducted by a large team covering as many functional areas as possible in a single visit using the AFRC and 22AF-published self-inspection checklists as a standard.

1.1.2. Functional Assistance Visit (FAV). A FAV is a visit designed to meet any functional area assessment need. FAVs may be either unit requested or directed by HQ 22AF. The specific purpose of the FAV must be identified in the coordination prior to approval. Requests for FAVs must be coordinated with the unit chain of command, the wing/GSU/FTG inspection gatekeeper, and the Wing Commander. The 22AF/DO, LG, and 622RSG/CC exercise FAV approval authority for their respective areas of responsibility. The CVA exercises approval authority for Command Section FAVs. After approval, the NAF Functional Area POC for the visit forwards FAV scheduling information to 622 RSG/XP for annotation on the 22AF master schedule.

1.1.3. Readiness Assistance Visit (RAV). A RAV is an exercise designed to provide the Wing Commander a look at the operational readiness of a wing, concentrating on any or all of the major graded areas designated in gaining major command (MAJCOM) operational readiness inspection publications (90-201 series). The RAV format may range from exercising multiple wings and all of their deployment and employment processes down to exercise assistance for individual UTCs. RAV participation is at the discretion of the Wing Commander. HQ 22AF will prioritize RAV invitations/requests with first consideration given to wing/GSU operational readiness inspection timing. Gaining MAJCOM operational readiness inspection publications are used as the standard for RAV activities.

1.2. The objectives of assistance visits may include, but are not limited to:

1.2.1. Providing assistance and guidance.

1.2.2. Identifying non-compliance and ensuring correction.

1.2.3. Identifying problems in meeting requirements levied upon subordinate units by this headquarters, other intermediate headquarters, HQ AFRC, and gaining MAJCOMs .

1.2.4. Assisting process improvement through the identification of outstanding programs.

1.2.5. Ensuring operational readiness in accordance with gaining MAJCOM directives.

2. Responsibilities :

2.1. 22AF/CVA (Assistant Vice Commander)

2.1.1. Ensures an assistance visit schedule is established and distributed.

2.1.2. Appoints SAV/RAV Team Chiefs.

2.1.3. Reviews potential findings identified by the Team Chief and makes the final finding/observation determination .

2.1.4. Monitors the status of discrepancies or other issues identified during the visit until resolution is achieved .

2.1.5. Ensures outstanding program/crossfeed information is made available to applicable units.

2.2. 622RSG/XP (Director, Plans Division)

2.2.1. Performs the gatekeeper role by coordinating and maintaining the assistance visit schedule.

2.2.2. Maintains assistance visit continuity books and updates as necessary. These books include, but are not limited to, detailed lists of Team Chief and the Team Support Manager (with staff) duties prior to, during, and after an assistance visit.

2.2.3. Through the Analysis and Integration Branch (622RSG/XPY), manages the discrepancy closeout process for the 22AF/CVA by facilitating coordination between the participating wing and the 22AF/622RSG functional areas.

2.2.4. Through 622RSG/XPY, conducts trending and provides information to AFRC, 4AF, and assigned units on known discrepancies and outstanding programs.

2.3. Team Chief

2.3.1. Ensures guidance in this instruction is carried out. Publishes new guidance and informs team members, staff, and the visited unit as soon as practicable if unique circumstances require modifications to published instruction guidance.

2.3.2. Appoints Exercise Director and Team Support Staff.

2.3.3. Schedules and conducts planning meetings.

2.3.4. Ensures appropriate notification of team composition, to include: name, rank, sex, smoking preference, security clearance, line badge number, and billeting and transportation requirements.

2.3.5. Directs all team activities prior to, during, and following the visit.

2.3.6. Identifies potential findings during visit based on inputs from Functional Area POCs.

2.3.7. Ensures publication of a final report as directed.

2.4. Division and/or Branch Chief

2.4.1. Provides the Team Chief with points of contact (POCs) for each functional area in their division that is participating in the visit.

2.4.2. Ensures the POC or a designated representative who has been briefed on pertinent issues and is authorized to make decisions for the functional area attends planning meetings and complies with Team Chief suspenses and directions .

2.4.3. Ensures team member information is provided as directed.

2.4.3.1. SAV/RAV - Provides the team database manager with team member information in accordance with approved 22AF database worksheets no later than 60 days prior to a SAV/RAV. If there are personnel changes after the information is submitted to the team database manager, ensures the changes are coordinated with the Team Chief/Team Support Manager.

2.4.3.2. FAV - Provides team information to the Team Chief, as directed.

2.4.4. Ensures team members use current standards with appropriate references. Special Interest Items (SIIs) pertaining to the functional area are also included.

NOTE: 22AF unit baseball caps will be worn on all assistance visits. The utility uniform is required.

2.4.5. Coordinates team augmentation, when needed.

2.5. Functional Area POC

2.5.1. Attends planning meetings or provides a designated representative.

2.5.2. Coordinates with unit counterparts to determine special unit requirements

2.5.3. Creates a functional area SAV/FAV visit itinerary.

2.5.4. Ensures their team members are experts in assistance visit processes.

2.5.5. Edits and consolidates report information for their functional area.

2.5.6. Attends Team Chief update meetings to provide information on the progress of the visit, to include identification of potential findings to the Team Chief.

2.6. Team Member

2.6.1. Reviews standards and referenced publications for currency and Special Interest Items (SIIs) for applicability prior to the visit.

2.6.2. Identifies present and potential problem areas with complete references so corrective action can be identified. Where possible, provides a suggested corrective action and/or conducts training to alleviate the problem.

2.6.3. Evaluates corrective actions from the last inspection/assistance visit report to ensure discrepancies have been corrected .

2.6.4. Reviews common core items applicable to their functional area.

2.6.5. Provides the Functional Area POC updates on the progress of the visit, as required.

2.6.6. Debriefs unit functional area counterparts before the visit ends.

2.6.7. Identifies unit initiatives to improve programs and processes. Improvements that can be duplicated elsewhere and can be described in terms of programs, processes, or methods are identified as Outstanding Programs .

2.6.8. Provides draft discrepancies to the Functional Area POC prior to completion of visit/exercise. Augmentees provide draft discrepancies prior to departing for home .

2.6.9. Provides assistance to the unit, as requested.

2.7. Team Support Manager. Comply with duties listed in the assistance visit continuity books located in XP.

2.8. 22AF/DOOC (Command Post). The 22AF Command Post manages airlift requirements through the airlift allocations conference. If necessary, directed airlift taskings are coordinated through 22AF/DO.

2.9. Exercise Director. This is an XP or DO officer appointed by the Team Chief to direct detailed planning, development, and execution of the exercise Master Sequence of Events List (MSEL) during a RAV. See the RAV Continuity Book in XP for duties.

2.10. Visited Wing/GSU/FTG

2.10.1. Coordinate scheduling of visit/participation in RAV through command channels. See para [1.1](#), this instruction.

2.10.2. When hosting the team, coordinate billeting, transportation, and facility requirements with the Team Support Manager.

2.10.3. Coordinate itinerary so that unit personnel are available at required times to maximize assistance.

2.10.4. Process discrepancy corrective actions IAW this instruction.

3. Team Composition: The Team Chief will ensure proper team composition. GSU team composition is determined by the 622RSG/CC and the 22AF Functional Area POC. FTG team composition is determined by the 622FTG/CC and the 22AF Functional Area POC .

3.1. SAV. Division and/or Branch Chiefs provide team member names to the team database manager using the 22AF database worksheets no later than 60 days prior to a SAV .

3.2. FAV. Team composition is based on FAV purpose and augmentation that may be needed to assist the unit.

3.3. RAV. Team composition is based on exercise objectives. Augmentation may be needed to provide all required training. See RAV Continuity Book for guidance on team composition.

4. Report:

4.1. Complete SAV/FAV reports in accordance with the SAV Continuity Book. Use only applicable parts based on the purpose of the visit. Accomplish RAV reports IAW the RAV Continuity Book.

4.2. Each discrepancy must be referenced to specific regulatory guidance and contain sufficient detail for appropriate action.

4.3. Reports are coordinated in the following manner:

4.3.1. SAV. 22AF/CVA, DO, LG, and 622RSG/CC each identify an individual within their respective area responsible for gathering their discrepancies and consolidating them into a single report for their division/Command Section. The final report from each area of responsibility is forwarded to the Team Chief or designated representative within two weeks after return from the visit. Incomplete reports are returned to the CVA, DO, LG, and 622 RSG/CC for immediate resolution and resubmission. The Team Chief or designated representative consolidates the functional area reports into the final report and forwards it to the 22AF/CVA for review and approval.

4.3.2. FAV. The Team Chief or designated representative is responsible for gathering all functional area discrepancies and consolidating them into a single report within two weeks after return from the visit. The single report is forwarded to the approving authority for the visit for review and approval.

4.3.3. RAV. The Functional Area POCs gather their functional area discrepancies, consolidate them into a single report for their functional area, and write the functional area summaries. These functional area reports are forwarded to the Team Chief or designated representative within two weeks after return from the exercise. Incomplete reports are returned to the Functional Area POCs for immediate resolution and resubmission. The Team Chief or designated representative consolidates the functional area reports into the final report and forwards it to the 22AF/CVA for review and approval.

4.4. The final report is forwarded to the unit NLT 30 days after completion of the visit.

4.5. Report distribution is to 22AF/622RSG and the participating wing/GSU/FTG commander, only. The final report is filed to the 22AF public drive by 622RSG/XPY.

5. Corrective Action:

5.1. SAV/FAV. Completed in accordance with [Attachment 1](#).

5.2. RAV. Completed in accordance with RAV Continuity Book.

JAMES D. BANKERS, Maj Gen, USAFR
Commander

Attachment 1

22 AF DISCREPANCY CLOSEOUT INSTRUCTIONS

A1.1. General : Assistance visit discrepancies fall into one of three categories:

A1.1.1. Finding. A finding is specific, focused, and based on non-compliance with an established DoD, USAF, MAJCOM, NAF, or Wing directive. A finding documents an oversight process deficiency. Oversight is the process/procedure unit leadership uses to ensure (to the appropriate level) mission/supporting processes are meeting requirements. A finding identifies an adverse or potentially adverse condition existing within a unit process and is based upon fact. All findings include a reference to the appropriate guidance. Potential findings are identified by the Team Chief during the visit and proposed to the CVA, who makes the final finding/ observation determination. All findings are answerable, with corrective actions, by the Wing Commander to the 22AF/CC.

A1.1.2. Observation. An observation is specific, focused, and based on non-compliance with an established DoD, USAF, MAJCOM, NAF, or Wing directive. An observation documents a localized symptom of a possibly larger process deficiency which could lead to non-compliance without proper oversight. Observations are typically confined to a squadron or lower organization, and result from the lack of proper oversight. All observations include a reference to the appropriate guidance. All observations are answerable, with corrective actions, to the Wing Commander ONLY. The Wing Commander notifies the 22AF/CC when corrective actions for all observations are completed.

A1.1.3. Systemic Issues. A systemic issue is a discrepancy within a process that is beyond a single unit's capability to correct and requires higher headquarters action (NAF, AFRC, or higher) to resolve. Team members identify potential systemic issues and validate them with applicable HQ AFRC Functional Area Managers. The Team Chief reviews the validated systemic issues and submits them to the CVA for consideration for inclusion in the report. The NAF OPR (designated by the CVA) is responsible for following through on systemic issues until they are resolved and keeping the Wing updated on progress toward resolution. Open systemic issues are monitored by the CVA through 622RSG/XPY. Systemic issues are closed by the 22AF/CC with final notification to the Wing.

A1.2. Processing Discrepancies : 622RSG/XPY e-mails the visited Wing a copy of the final report and files it electronically on the designated 22AF common drive. The visited Wing and the NAF take the following actions:

A1.2.1. Findings. Corrective actions for findings are reportable to the 22AF/CC through the 622RSG/XPY office.

A1.2.1.1. The visited Wing outlines steps taken to correct the findings and to preclude recurrence.

A1.2.1.2. The visited Wing recommends the findings remain open or be closed.

A1.2.1.3. NLT 90 DAYS AFTER RECEIPT OF THE REPORT, the Wing Commander e-mails 622RSG/XPY the results of the Wing's corrective actions on the findings. 622RSG/XPY initiates coordination with the NAF functional areas to begin corrective action review for the 22AF/CC. The Wing Commander e-mails the following Finding Status Report (90-Day Initial) (Unit to NAF) for each finding (See [Attachment 2](#), Sample [A2.1](#)):

A1.2.1.3.1. Finding #

A1.2.1.3.2. Corrective Action

A1.2.1.3.3. Recommendation: Open/Close (If a finding is to remain open at the end of the suspense period, describe the actions taken and proposed, with an estimated date of completion.)

A1.2.1.4. The visited Wing POC and the 622RSG/XPY provide each other status updates monthly until all findings are closed by the 22AF/CC. E-Mail the following information:

A1.2.1.4.1. Finding Status Report (Monthly Update – NLT 15th of Month) (Unit to NAF) (See [Attachment 2](#), Sample [A2.2](#).)

A1.2.1.4.1.1. Finding #

A1.2.1.4.1.2. Corrective Action (What progress, if any, has been made in closing the finding since the last update?)

A1.2.1.4.1.3. Recommendation: Open/Close (If a finding is to remain open, describe the actions proposed, with a new estimated date of completion.)

A1.2.1.4.2. Finding Status Report (Monthly Update – NLT End of Month) (NAF to Unit) (See [Attachment 3](#), Sample [A3.1](#).)

A1.2.1.4.2.1. Finding #

A1.2.1.4.2.2. Status (What progress, if any, has been made in closing the finding since the last update?)

A1.2.1.4.2.3. Recommendation: Open/Close (If a finding is to remain open, describe the actions proposed, with a new estimated date of completion.)

A1.2.1.5. Once the 22AF/CC authorizes closure of all findings from a visit, the 622RSG/XPY notifies the Wing Commander via e-mail that all findings are closed (See [Attachment 3](#), Sample [A3.2](#)).

A1.2.2. Observations. Observation corrective actions are ONLY reportable to the Wing Commander .

A1.2.2.1. The visited Wing outlines steps taken to correct the observations and to preclude recurrence .

A1.2.2.2. The visited Wing recommends the observations remain open or be closed.

A1.2.2.3. NLT 90 DAYS AFTER RECEIPT OF THE REPORT, the Wing Commander e-mails 622RSG/XPY the results of their corrective actions on the observations. The Wing Commander e-mails the following Observation Status Report (90-Day Initial) (Unit to NAF) (See [Attachment 2](#), Sample [A2.3](#)):

A1.2.2.3.1. Total Observations.

A1.2.2.3.2. Observations Closed.

A1.2.2.3.3. Estimated Completion Date (to close all remaining observations).

A1.2.2.3.4. Requested Assistance, if required. If the unit requires specific assistance in correcting an observation, provide detailed information to include why the observation cannot be closed and what assistance is requested.

A1.2.2.4. The Wing Commander continues to send the Observation Status Report (Monthly Update – NLT 15th of Month) (Unit to NAF) (See [Attachment 2](#), Sample [A2.4.](#)) until all observations are closed .

A1.2.3. Systemic Issues. Systemic issues identified on an assistance visit are assigned a NAF OPR who works the issue to conclusion. The NAF OPR provides status updates to 622RSG/ XPY every 90 days until resolution of the issue. Systemic issues are closed by the 22AF/CC with final notification to the Wing through 622RSG/XPY. These updates are e-mailed to the visited Wing by 622RSG/XPY as follows (See [Attachment 3](#), Sample [A3.3.](#)):

A1.2.3.1. Systemic Issue #.

A1.2.3.2. Status (What progress has been made in closing the finding since the last update?).

A1.2.3.3. Estimated Completion Date.

Attachment 2**SAMPLE WING STATUS REPORTS****A2.1. Finding Status Report (90-Day Initial) (Unit to NAF) :**

Finding # - 1

Corrective Action - The Explosives Instruction has been re-written.

Recommendation – Close

Finding # - 2

Corrective Action - All ARTs, supervisors, timekeepers and traditional reservists have attended a 4-hour block of training on time and attendance.

Recommendation – Close

Finding # - 3

Corrective Action - Point paper issued by CF/CC explaining scope of SATE program and clearly defining reporting responsibilities.

Recommendation – Open

Proposed Actions – Creation of a Master Database for use by the Wing SATE Program Manager in compiling overall completion percentages for reporting to Wing Commander.

Estimated Completion Date – 1 Jun 03

A2.2. Finding Status Report (Monthly Update – NLT 15th Of Month) (Unit To NAF) :

Finding # - 3

Corrective Action – Completed Master Database for use by the Wing SATE Program Manager in compiling overall completion percentages for reporting to Wing Commander.

Recommendation – Close

A2.3. Observation Status Report (90-Day Initial) (Unit to NAF) :

Total Observations – 24

Observations Closed – 22

Estimated Completion Date – 1 Jun 03

Requested Assistance – Observation #16. Request SC FAV in May 03 to assist new SATE Program Manager in assumption of duties .

A2.4. Observation Status Report (Monthly Update – Nlt 15th Of Month) (Unit to NAF)

Total Observations – 24

Observations Closed – 24

ALL OBSERVATIONS ARE CLOSED.

Attachment 3

SAMPLE NAF STATUS REPORTS

A3.1. Finding Status Report (Monthly Update – Nlt End Of Month) (NAF to Unit)

Finding # - 1

Status – Closed by 22AF/CC

Finding # - 2

Status – 622RSG/DP in coordination with AFRC/DPC on new AFRC time and attendance policy.

Recommendation – Open

Proposed Actions - 622RSG/DP will research applicability of new policy to this finding.

Estimated Completion Date – 1 Jun 03

Finding # - 3

Status – Awaiting wing completion of Master Database.

Recommendation – Open

Estimated Completion Date – 1 Jul 03

A3.2. Finding Status Report (Monthly Update – Nlt End Of Month) (NAF to Unit) :

Finding # - 2

Status – New AFRC time and attendance policy not applicable to this finding. Closed by 22AF/CC.

Finding # - 3

Status – Closed by 22AF/CC

ALL FINDINGS ARE CLOSED.

A3.3. Systemic Issues Status Report (90-Day Update – Nlt End Of Month) (NAF to Unit) :

Systemic Issue # - 1

Status – AFRC Working Group will meet on 15 Jul 03 to determine best course of action.

Estimated Completion Date – Unknown