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**Command Policy**

**PACAF INSPECTOR GENERAL INSPECTION  
ACTIVITIES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction is implemented by AFD 90-2, Inspector General--The Inspection System and AFI 90-201, Inspector General Activities. This instruction establishes readiness inspection and compliance inspection guidelines and procedures for evaluating and rating PACAF units. This instruction applies to all PACAF-gained Air National Guard (ANG) units and members when published in the ANG Master Catalog. This instruction also applies to Air Force Reserve Command (AFRC) units inspected or assessed by the PACAF Inspector General (HQ PACAF/IG) when published in AFRC Index 2 or when announced in the AFRC Publishing Bulletin.

**SUMMARY OF REVISIONS**

**This document is substantially revised and must be completely reviewed.**

<b>Chapter 1—INSPECTOR GENERAL INSPECTION ACTIVITIES</b>	<b>4</b>
1.1. Mission. ....	4
1.2. Objectives. ....	4
1.3. Types of Inspections. ....	4
1.4. Observations. ....	4
1.5. Staff Assistance Visits (SAV). ....	5
1.6. Scheduling Policy. ....	5
1.7. Ratings. ....	6
1.8. Letters of Instruction (LOI). ....	7

1.9.	Inspection Augmentation. ....	7
1.10.	Inspection Outstanding Individual Performers. ....	7
1.11.	Outstanding Teams. ....	7
1.12.	Special Recognition. ....	7
1.13.	“Best Seen To Date” ....	7
<b>Chapter 2— READINESS INSPECTIONS (ORI, IRRI, CERI, AND AFE)</b>		<b>8</b>
2.1.	Readiness Inspection Objectives. ....	8
2.2.	Ratings. ....	8
2.3.	Initial Response Readiness Inspection (IRRI). ....	8
2.4.	Combat Employment Readiness Inspection (CERI). ....	9
2.5.	Operational Readiness Inspection (ORI). ....	11
2.6.	Alert Force Evaluation (AFE) Objective. ....	13
2.7.	Inspection Scenarios. ....	13
2.8.	Exercise Higher Headquarters. ....	14
2.9.	Simulations. ....	14
2.10.	No-Play Areas. ....	15
2.11.	Safety. ....	15
<b>Chapter 3— UCI</b>		<b>16</b>
3.1.	UCI Objective. ....	16
3.2.	Ratings. ....	16
3.3.	Major Rated Areas. ....	16
3.4.	Originating an SII. ....	18
3.5.	SII Approval Procedures. ....	18
3.6.	SIIs Applicable to ANG Units. ....	18
3.7.	Related Inspections. ....	18
<b>Chapter 4— INSPECTION SUPPORT ACTIVITIES</b>		<b>19</b>
4.1.	Inspection Response Instructions. ....	19
4.2.	Inspector General Team Augmentation Procedures. ....	19
4.3.	Red Air Support. ....	20
4.4.	Munitions. ....	20

<b>Chapter 5— SCHEDULING AND REPORTING PROCEDURES</b>	<b>21</b>
5.1. Inspection Scheduling Procedures. ....	21
5.2. HQ PACAF Gatekeeper. ....	21
5.3. Accomplished Evaluation Activity During the Past Month -- PAF-IGI (M) 0303. ..	21
5.4. Projected Evaluation Activity for The Next 6 Months -- PAF-IGI (M) 0303. ....	22
5.5. Unit Exercise Reports. ....	22
5.6. HQ PACAF/IG Gatekeeper Web Page. ....	22
5.7. ANG and AFRC Inspection Activity. ....	22
<b>Chapter 6— UNIT SUPPORT REQUIREMENTS FOR INSPECTIONS</b>	<b>23</b>
6.1. Inspection Support. ....	23
<b>Chapter 7— INSPECTION OF CONTRACTED SERVICES</b>	<b>26</b>
7.1. Overview. ....	26
7.2. Description. ....	26
7.3. Applicability. ....	26
7.4. Scheduling. ....	26
7.5. Coordination. ....	27
7.6. Reports. ....	27
<b>Chapter 8— SELF INSPECTION</b>	<b>28</b>
8.1. General. ....	28
8.2. Unit Responsibilities. ....	28
<b>Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>29</b>
<b>Attachment 2— HQ PACAF/IG UCI &amp; ORI WORKCENTER REQUIREMENTS</b>	<b>32</b>
<b>Attachment 3— SIMULATION REQUEST FORMAT</b>	<b>37</b>
<b>Attachment 4— SAMPLE MEMO, MAJOR ACCIDENT RESPONSE EXERCISE (MARE), XX WING UNIT COMPLIANCE INSPECTION (UCI)</b>	<b>38</b>

## Chapter 1

### INSPECTOR GENERAL INSPECTION ACTIVITIES

**1.1. Mission.** The mission of HQ PACAF/IG is to provide COMPACAF an independent and accurate assessment of each unit's combat readiness and compliance with command directives.

**1.2. Objectives.** The purpose of the HQ PACAF/IG Inspection Activity is to assess the capability of active duty and PACAF-gained ANG/AFRC units to perform their missions and to provide feedback to the Command on the state of readiness and compliance of assigned units. The HQ PACAF/IG will harmonize inspection opportunities and style with current threat and OPSTEMPO realities. All PACAF inspections listed below will use the Common Core Readiness Criteria (CCRC) outlined in AFI 90-201, Attachment 5, for readiness inspections and Common Core Compliance Areas (CCCA) outlined in AFI 90-201, Attachment 6, for compliance inspections. In addition, PACAF inspections will also focus on these additional areas of interest:

- 1.2.1. Validate unit's sustained readiness.
- 1.2.2. Evaluate the unit's mission performance, effectiveness, efficiency, functions, and guidance.
- 1.2.3. Validate Air Force core values-based leadership.
- 1.2.4. Validate effective and secure information systems.
- 1.2.5. Validate effective anti-terrorism measures and force/resource protection capability.
- 1.2.6. Validate established links to joint tasks.
- 1.2.7. Validate effective Noncombatant Evacuation Operation (NEO) processes and execution.
- 1.2.8. Validate systemic areas and issues (i.e., responsibilities shared by lateral or host agencies or higher headquarters).

**1.3. Types of Inspections.** The PACAF IG conducts four types of readiness inspections: Initial Response Readiness Inspection (IRRI), Combat Employment Readiness Inspection (CERI), Operational Readiness Inspection (ORI), and Alert Force Evaluation (AFE). The ORI is the primary evaluation for assessing the readiness of PACAF units, and is comprised of a Phase I (transition from peacetime readiness into a wartime posture) and Phase II (ability to meet wartime tasking). The AFE is an assessment applicable only to the Hawaii Air National Guard air sovereignty mission. The IG also conducts Unit Compliance Inspections (UCIs) on all applicable units.

- 1.3.1. PACAF Air Postal Squadron (AIRPS)/CC will coordinate with HQ PACAF/IGSC to establish specific guidelines and policy affecting unit postal activities' level of participation in exercises due to the unique nature of the Military Postal Service (MPS).

**1.4. Observations.** The IG conducts non-rated observations at the request of the wing commander. Observation visits by a small IG team are tailored to observe locally generated readiness exercises, and provide feedback on the quality of exercise design. An observation may coincide with an actual deployment. Observations serve a dual purpose: to provide wing commanders an independent assessment of their exercise processes, and to provide COMPACAF another data point on sustained readiness and train-

ing programs. Feedback is provided directly to the wing commander and possibly COMPACAF. Typically, there is no written report.

**1.5. Staff Assistance Visits (SAV).** SAVs by HQ PACAF or NAF staff should be completed at least 120 days prior to the start of any scheduled readiness/compliance inspection, and coordinated within HQ PACAF.

**1.6. Scheduling Policy.** The HQ PACAF/IG goal is to limit each unit to one major inspection per 15 month Aerospace Expeditionary Force (AEF) cycle. Scheduling procedures outlined in **Chapter 5** are designed to provide unit commanders with a high degree of scheduling flexibility, while ensuring inspections are scheduled and accomplished at correct intervals. During contingencies and AEF obligations, HQ PACAF/IG is prepared to accept less than full wing participation in an inspection. In those situations, PACAF/IG and the inspected wing commander will mutually agree on an acceptable level of participation.

1.6.1. Inspection Frequency and Applicability. The inspection intervals below signify the desired time between inspections. Intervals may vary to accommodate IG and unit scheduling requirements. HQ PACAF/IG will not normally inspect ANG units from 6 months prior to a unit conversion through 12 months after the unit reaches C-3 or better, in accordance with National Guard Bureau (NGB) guidance. However, affected ANG units may receive a tailored UCI in accordance with NGB procedures.

1.6.1.1. ORI.

1.6.1.1.1. Non-Korean Active Duty Units - 45 months (3 AEF cycles).

1.6.1.1.2. 7th Air Force, 8th Fighter Wing, 51st Fighter Wing - 2 years.

1.6.1.1.3. PACAF-gained Air National Guard Units - 45 months desired, 60 months maximum.

1.6.1.1.4. PACAF-gained Air Force Reserve Units - 45 months desired, 60 months maximum.

1.6.1.2. IRRI. All active duty units are susceptible to an IRRI at any time.

1.6.1.2.1. 36 ABW - 45 months (announced IRRI in lieu of ORI).

1.6.1.3. CERI. No schedule interval assigned.

1.6.1.4. AFE. The 154th Wing assets tasked to conduct air sovereignty alert are subject to an AFE at any time.

1.6.1.5. UCI.

1.6.1.5.1. Non-Korean Active Duty Units – 45 months (3 AEF cycles).

1.6.1.5.2. 7th Air Force, 8th Fighter Wing, 51st Fighter Wing – 2 years.

1.6.1.5.3. PACAF-Gained Air National Guard Units – 45 months desired, 60 months maximum.

1.6.1.5.3.1. HQ PACAF will submit Compliance Inspection criteria to NGB/IG for coordination to ensure applicability to ANG unit.

1.6.1.5.3.2. Compliance Inspections will inspect using ANG criteria where ANG criteria are published and listed in the ANG Master Catalog.

1.6.1.5.4. AFRC units will receive unit compliance inspections from AFRC/IG.

1.6.2. AEF Rotation Cycle Inspection Policy. The 15-month AEF cycle will be the primary scheduling factor for AEF assigned units and the following inspection windows take precedence over the guidelines above. HQ PACAF/IG may conduct an inspection of PACAF assigned AEF participating units during the following periods:

1.6.2.1. Ten-month training period.

1.6.2.2. Two-month preparation stage immediately prior to an AEF rotation. The wing commander may excuse squadrons or individuals if inspection participation would disrupt essential AEF preparation activities.

1.6.2.3. Observe, on a noninterference basis, real-world AEF activities during the 90-day rotational period.

1.6.2.4. Observe a 30-day no-play reconstitution period after return from an AEF rotation.

1.6.2.5. AFRC units will normally not be scheduled for inspections during AEF cycles in which they are tasked.

**1.7. Ratings.** HQ PACAF/IG will subjectively evaluate all major areas and sub areas and will determine ratings based on mission performance, readiness, and compliance, as applicable.

1.7.1. The IG will use the AFI 90-201 five-tiered rating system for all readiness and compliance inspections:

1.7.1.1. OUTSTANDING.

1.7.1.2. EXCELLENT.

1.7.1.3. SATISFACTORY.

1.7.1.4. MARGINAL.

1.7.1.5. UNSATISFACTORY.

1.7.2. The IG will use the following three-tiered rating system when evaluating all Special Interest Items, and for Air Force Common Core Compliance Areas (CCCA), when CCCAs are rated separately or not incorporated into PACAF Mission Performance Checklist (MPCs):

1.7.2.1. Complies.

1.7.2.2. Complies with comment.

1.7.2.3. Does not comply.

1.7.3. The IG may use unit metrics, sampling, and other management tools to evaluate sustained performance.

1.7.4. HQ PACAF/IG will re-inspect units or areas rated UNSATISFACTORY no earlier than 90 days, but not later than 12 months following the initial inspection. At PACAF/CC direction, units or areas rated MARGINAL may also be subject to re-inspection.

**1.8. Letters of Instruction (LOI).** Specific instructions from HQ PACAF/IGI will be provided in LOIs, which will be given to the unit commander prior to the inspection or upon IG team arrival.

**1.9. Inspection Augmentation.** HQ PACAF/IG uses functional area experts from MAJCOMs, NAFs, and wings to augment the HQ PACAF/IG permanent party staff to carry out command inspections.

**1.10. Inspection Outstanding Individual Performers.** During readiness inspections, IG inspectors will recognize those individuals that exhibit exceptional performance of assigned duties. The number of Outstanding Performers is normally limited to a maximum of 1.5 percent of the inspected unit's population. Recognition is limited to officers in the grades of Capt and below and enlisted personnel in the grades of TSgt and below.

**1.11. Outstanding Teams.** During readiness inspections, IG inspectors will recognize those teams that exhibit extraordinary performance of assigned duties. The number of Outstanding Teams is normally limited to 10, with a maximum of 10 persons per team.

**1.12. Special Recognition.** During any type of inspection, IG inspectors may further recognize a select few individuals whose support to the IG or whose performance during the inspection was well above and beyond normal duty expectations. Those individuals will be presented a "Special Recognition" coin by PACAF/IG.

**1.13. "Best Seen To Date" Declarations.** On a restricted basis (once every 18 months), each permanent party IG inspector will be allowed to declare an observed, outstanding program or process as "Best Seen To Date." That declaration will be reflected in applicable unit inspection reports.

## Chapter 2

### READINESS INSPECTIONS (ORI, IRRI, CERI, AND AFE)

**2.1. Readiness Inspection Objectives.** HQ PACAF/IG will provide an independent assessment and a subjective rating on a unit's ability to transition to a wartime posture and sustain combat operations in support of OPLAN/CONPLAN/Small-Scale Contingency tasking. The primary readiness inspection for all PACAF units is the ORI (except as noted in para 1.6.1.2.1., or at the discretion of the MAJCOM commander). Readiness inspections will focus on the unit's ability to accomplish the mission in accordance with the Designed Operational Capability (DOC) statement, assigned OPLAN taskings, and Mission Essential Task Lists (METLs). In addition to AF Common Core Readiness Criteria (CCRCs), the following objectives will be evaluated:

- 2.1.1. Air Force and PACAF standards for mobilizing, deploying, and employing personnel and assets in support of wartime or contingency operations.
- 2.1.2. Unit's ability to protect personnel, resources and information.
- 2.1.3. Unit's sustained combat capability.
- 2.1.4. Unit's ability to defend, survive, and recover from a nuclear, biological, chemical, cyber, or conventional attack.

**2.2. Ratings.** The IG will use the 5-tier rating system for all readiness inspections to subjectively assess major mission areas and sub-areas. The sub-area ratings roll up for an overall major mission area rating, and the mission area ratings roll up to an overall wing or unit rating. The major mission areas and sub-areas for each type of readiness inspection are listed below.

**2.3. Initial Response Readiness Inspection (IRRI).** IRRIs are readiness inspections of a unit's weapon systems generation, mobility, noncombatant evacuation, and applicable reception and bed-down phases of their major theater war plan, contingency, or actions in response to a major operation other than war. IRRI planning and scenario development are based on the unit's Designed Operational Capability (DOC) Statement. Active duty units are subject to an IRRI at any time. IRRIs may also be used for focused Re-inspections of all units. Major IRRI mission areas are:

- 2.3.1. Command and Control. The measure of the unit's ability to effectively respond, resolve, coordinate, and carry out all actions to accomplish the transition from normal to contingency operations.
- 2.3.2. Employment Readiness. Employment Readiness includes all actions taken to generate, deploy (if applicable), and regenerate the unit to conduct wartime/peacetime contingency operations. Rated sub-areas may include:
  - 2.3.2.1. Generation.
  - 2.3.2.2. Deployment.
  - 2.3.2.3. Regeneration.
  - 2.3.2.4. Operations. Areas evaluated may include, but are not limited to, Mission Planning Cell, Intelligence, Weather, and Life Support.
  - 2.3.2.5. Military Deception.

2.3.3. Mission Support Readiness. Mission Support Readiness comprises all mobility and reception/bed-down support actions necessary to ensure employment readiness is successfully executed. Rated sub-areas may include:

2.3.3.1. Mobility.

2.3.3.1.1. Deployment Operations Command and Control. Areas evaluated include procedures to control, monitor, and direct activities of deployment actions.

2.3.3.1.2. Cargo Suitability for Movement. All loads will be evaluated for suitability for movement based on proper identification, packing, marking, and documenting of all general, hazardous, sensitive, and classified cargo.

2.3.3.1.3. Personnel Suitability for Movement. Areas evaluated include management of Manpower and Personnel Module-Base (MANPER-B), deployment folders, personnel eligibility, personnel accountability kits (PAKs), ability to control/segregate processing personnel, and accountability of personnel.

2.3.3.2. Reception and Bed-down.

2.3.3.2.1. Personnel Reception. Units will be inspected on ability to receive, account for, and integrate incoming personnel.

2.3.3.2.2. Cargo Reception. Units will be inspected on ability to receive, account for, and turn over inbound cargo to the appropriate base agency.

2.3.3.3. Noncombatant Evacuation Operation (NEO). Evaluate ability to process or receive NEO personnel as appropriate to include, but not limited to, accountability, lodging, pay services, medical support, and transportation of NEO evacuees.

2.3.4. Ability to Survive and Operate (ATSO) Readiness. ATSO Readiness includes all personnel, resource, medical, and facility protection, sustainment, and restoration actions taken to prepare for and respond during contingency operations. Rated sub-areas may include:

2.3.4.1. Resource Protection/Force Protection/Base Defense. Areas evaluated may include Force Protection Condition (FPCON) implementation and response, FPCON Working Group process, and asset dispersal and protection.

2.3.4.2. Information Protection. Areas evaluated may include Information Conditions (INFO-CONS) implementation, computer network defense, and measures taken to protect and sustain information flow.

2.3.4.3. Attack/Incident Response. Areas evaluated may include non-medical emergency services, facility/installation sustainment and restoration actions during contingency operations.

2.3.4.4. Medical Response. Areas evaluated will include casualty care, self-aid and buddy care (SABC) in both a non-chemical/biological and chemical/biological environment.

**2.4. Combat Employment Readiness Inspection (CERI).** The CERI is an evaluation of the unit's ability to sustain all elements of its wartime missions in a realistic combat scenario. CERI planning and scenario development are based on the unit's Designed Operational Capability (DOC) Statement and OPLAN tasking. CERIs are currently utilized at PACAF/CC direction when only the combat employment phase of a readiness inspection is directed, or for focused Re-inspections. The major mission areas are:

2.4.1. Command and Control. The measure of the unit's ability to effectively direct, respond, resolve, coordinate, and execute all actions to accomplish the assigned tasking in a wartime scenario.

2.4.2. Operations.

2.4.2.1. Employment. Evaluation of the unit's ability to employ forces and weapons systems to perform tasked missions during contingency operations. The following sub-areas contribute to the Employment rating and, on a case-by-case basis, may be individually rated, especially when a sub-area is performed by a specific squadron:

2.4.2.1.1. Interdiction/Offensive Counter Air (INT/OCA).

2.4.2.1.2. Airborne Interdiction/Alert Interdiction/Strategic Attack (AI/XINT).

2.4.2.1.3. Close Air Support/Counter Fire (CAS/XATK).

2.4.2.1.4. Suppression of Enemy Air Defenses (SEAD).

2.4.2.1.5. Defensive Counter Air (DCA).

2.4.2.1.6. Tactical Airlift (TAL) (Aeromedical Evacuation, Air-drop, Air Support).

2.4.2.1.7. Air Refueling (AR).

2.4.2.1.8. Air Battle Management (ABM).

2.4.2.1.9. Combat Search and Rescue (CSAR).

2.4.2.1.10. Air Strike Control (ASC).

2.4.2.2. Sortie Generation. Evaluation of the unit's ability to sustain aircraft and munitions sortie generation to meet all tasked missions.

2.4.2.3. Operations Support. Areas evaluated may include, but are not limited to, Mission Planning Cell, Air Traffic Control, Airfield Management, Intelligence, Weather, and Life Support.

2.4.3. Mission Support. Evaluation of essential support functions that affect the unit's ability to conduct contingency operations. Rated sub-areas may include:

2.4.3.1. Logistics. Areas evaluated may include, but are not limited to, Supply, POL, Transportation, Munitions, Logistics Plans, and Maintenance.

2.4.3.2. Support. Areas evaluated may include, but are not limited to, Communications and Information, Services, Civil Engineers, contracting, personnel, financial management, and Combat Support Services.

2.4.3.3. Reception and Beddown.

2.4.4. ATSO. Evaluation of the unit's ability to protect, sustain, or restore mission capability during contingency operations. Rated sub-areas may include:

2.4.4.1. Base Defense/Force Protection. Areas evaluated may include active defense, force protection, resource protection, asset dispersal and protection, personnel response and protection, and contamination avoidance.

2.4.4.2. Recovery Operations. Areas evaluated may include damage assessment, rapid runway repair, expedient construction, crash, fire, and rescue, nuclear, biological and chemical defense, and explosive ordnance disposal operations.

2.4.4.3. Information Warfare. Areas evaluated may include Information Conditions (INFOCONs) implementation, computer network defense, and measures taken to protect and sustain information flow.

2.4.4.4. Casualty Care.

2.4.4.5. Survivability.

**2.5. Operational Readiness Inspection (ORI).** The ORI is the primary readiness inspection for PACAF units, and combines major areas and elements within the IRRI and CERI assessments. Elements of all four major rated areas may occur at the same time. All PACAF units will normally receive an ORI except where noted. ORIs are noticed inspections. The following are possible major and sub-rated areas for this inspection.

2.5.1. Initial Response (Phase I). Evaluates weapon systems generation, mobility, noncombatant evacuation, and applicable reception and bed-down phases of the unit's major theater war plan, contingency, or actions in response to a major operation other than war. Major mission areas are:

2.5.1.1. Command and Control. The measure of the unit's ability to effectively respond, resolve, coordinate, and carry out all actions to accomplish the transition from normal to contingency operations.

2.5.1.2. Deployment Processing/Mobility.

2.5.1.2.1. Cargo Suitability for Movement. All loads will be evaluated for suitability for movement based on proper identification, packing, marking, and documenting of all general, hazardous, sensitive, and classified cargo.

2.5.1.2.2. Personnel Suitability for Movement. Areas evaluated include management of Manpower and Personnel Module-Base (MANPER-B), deployment folders, personnel eligibility, personnel accountability kits (PAKs), ability to control/segregate processing personnel, and accountability of personnel.

2.5.1.3. Noncombatant Evacuation Operation (NEO). Evaluate ability to process or receive NEO personnel as appropriate to include, but not limited to, accountability, lodging, pay services, medical support, and transportation of NEO evacuees.

2.5.1.4. Reception and Beddown.

2.5.1.4.1. Personnel Reception. Units will be inspected on ability to receive, account for, and integrate incoming personnel.

2.5.1.4.2. Cargo Reception. Units will be inspected on ability to receive, account for, and turn over inbound cargo to the appropriate base agency.

2.5.1.5. Generation.

2.5.1.6. Deployment.

2.5.1.7. Regeneration.

2.5.1.8. Operations. Areas evaluated may include, but are not limited to, Mission Planning Cell, Intelligence, Weather, and Life Support.

2.5.1.9. Military Deception.

2.5.2. Employment (Phase II). Evaluates the unit's ability to sustain all elements of its wartime missions in a realistic combat scenario. Planning and scenario development are based on the unit's Designed Operational Capability (DOC) Statement and OPLAN tasking. Major mission areas are:

2.5.2.1. Command and Control.

2.5.2.2. Primary mission areas (as applicable; each rated individually)

2.5.2.2.1. Interdiction/Offensive Counter Air (INT/OCA).

2.5.2.2.2. Airborne Interdiction/Alert Interdiction/Strategic Attack (AI/XINT).

2.5.2.2.3. Close Air Support/Counter Fire (CAS/XATK).

2.5.2.2.4. Suppression of Enemy Air Defenses (SEAD).

2.5.2.2.5. Defensive Counter Air (DCA).

2.5.2.2.6. Tactical Airlift (TAL) (Aeromedical Evacuation, Air-drop, Air Support).

2.5.2.2.7. Air Refueling (AR).

2.5.2.2.8. Air Battle Management (ABM).

2.5.2.2.9. Combat Search and Rescue (CSAR).

2.5.2.2.10. Air Strike Control (ASC).

2.5.2.3. Non-Primary Missions.

2.5.2.4. Maintenance.

2.5.2.5. Operations Support. Areas evaluated may include, but are not limited to, Mission Planning Cell, Air Traffic Control, Airfield Management, Intelligence, Weather, and Life Support.

2.5.3. Mission Support. Evaluation of essential support functions that affect the unit's ability to conduct both phases of the ORI.

2.5.3.1. Command and Control.

2.5.3.2. Logistics. Areas evaluated may include, but are not limited to, Supply, POL, Transportation, Munitions, Logistics Plans, and Maintenance.

2.5.3.3. Wing Support. May include Judge Advocate, Financial Management, Services, and Chaplain.

2.5.3.4. Information Operations. Includes all aspects of Information Operations to include computer security.

2.5.4. Ability To Survive and Operate (ATSO). Evaluation of essential ATSO functions that affect the unit's ability to conduct both phases of the ORI.

2.5.4.1. Command and Control.

2.5.4.2. Casualty Care.

2.5.4.3. Recovery Operations.

2.5.4.4. Base Defense/Force Protection.

2.5.4.5. Survivability.

**2.6. Alert Force Evaluation (AFE) Objective.** HQ PACAF/IG will conduct an AFE of 154th Wing assets tasked to conduct air sovereignty alert. The Hawaii air defense system consists of the air control facility and the alert force. The AFE is a no-notice, live-fly evaluation of the air defense system's ability to conduct its daily peacetime air sovereignty mission under realistic conditions. Enhanced scenarios with warning and intelligence buildup may be used. Major rated areas are described below:

2.6.1. Employment Readiness. Employment Readiness consists of initial response, command and control, and execution activities of both the alert force and the Region Air Operations Center (RAOC).

2.6.2. Mission Support Readiness. Mission Support Readiness consists of essential support functions that sustain system performance. Aircraft maintenance and RAOC operability are key elements of mission support readiness.

2.6.3. Timing. AFEs are no-notice inspections; however, Air National Guard home base alert site evaluations will normally be conducted during technician duty hours, unit training assemblies, or encampment periods.

2.6.4. Notification. The PACAF IG notifies the RAOC and the alert force unit control center or command post of an impending AFE via hand-delivered letter. This letter will include team EAL and any LOIs or Special Instructions (SPINS) that provide further guidance on conduct of the evaluation.

**2.7. Inspection Scenarios.** Readiness inspections are based on realistic response to war plan scenarios, but may be enhanced to give adequate opportunities for the IG to evaluate essential war tasks and objectives. Units based in Korea face an immediate threat and fight from home station; therefore, inspection scenarios for Korea based units will progress from armistice operations to war with minimum pause between generation and hostilities. Units based outside of Korea will normally receive two inspection scenarios testing their capability to mobilize and deploy to a conflict and engage in sustained operations (PAUSEX between Phase I and Phase II). The IG team will develop scenarios to evaluate the unit's capability to perform assigned wartime/peacetime tasking as determined by applicable Operations Plans (OPLANS), Concept Plans (CONPLANS), Designed Operational Capability (DOC) statements, and Mission Essential Task Lists (METLs). Scenarios for IRRIs will range from large contingency to small contingency, depending on the tasked OPLAN/CONPLAN and the extent of unit involvement. Scenarios for CERIs will typically be large contingencies.

2.7.1. Intelligence. Intelligence reports will be used to move the inspection through the programmed scenario. Scenario messages and inputs received by unit intelligence will be annotated with time of receipt. Requests for information can be sent to HQ PACAF/IGO prior to the arrival of the inspection team, and after the inspection begins, through the standard intelligence channels as described in Beverly Bearcat LOIs.

2.7.2. Warning/Alert/Execution/Integrated Tasking/Air Tasking Orders and Emergency Action Messages. Normally, the IG will electronically transmit applicable Beverly Bearcat warning, alert and execution orders to the unit. The Warning Order will give general deployment information and guidance for preparatory action. Detailed information such as length of deployment, small arms, and deployment bag requirements, etc., will be provided in the Deployment Order. Transmission of the first integrated tasking orders/air tasking orders (ITO/ATO) will normally occur no later than 24 hours prior to STARTEX. The IG will publish special instructions (SPINS) prior to readiness inspections and will use BEVERLY BEARCAT ITOs/ATOs to direct flying activities. Units can expect to receive the first ITO with SPINS and Airspace Control Order (ACO) no later than 24 hours prior to the

inspection start time. The unit should react to the scenario as it would to a real world situation. Some events will be initiated by card input and some events will be conducted separately as task evaluations.

2.7.3. Inspection Duration. IRRI length is determined by the unit's aircraft generation and mobility deployment timelines. CERI length is determined by flying day window and vulnerability period for ATSO activities. Normally both inspections will run 2 to 4 days. ORI length considers all of these factors and will normally run 3 to 5 days plus a backup "weather" day. The IG Team Chief determines the length for each inspection and may declare recesses due to weather or other uncontrollable factors.

2.7.4. Notification/Initiation/Termination. Notification of readiness inspections will normally take place at least 6 months prior to the Start of Exercise (STARTEX). Announcements for ANG and AFRC ORI tasking normally occur at least 12 months in advance. Units will receive a notification message followed by a series of BEVERLY BEARCAT messages (120, 60, 30 and 7-day messages). When directed by PACAF/CC, limited/no-notice IRRI evaluations may be conducted for any active duty PACAF unit. In those cases, the IRRI will be initiated by transmitted or hand delivered message from HQ PACAF/IG; expect that notification will be limited for large contingency IRRIs and no-notice for small contingency IRRIs. Time will be allotted for planning after initiation of a small contingency IRRI. Each inspection will terminate with a letter from the IG Team Chief to the unit commander.

**2.8. Exercise Higher Headquarters.** The inspection team functions as higher headquarters (HHQ), called Bearcat Control, for all ORI events unless HHQ are participating and/or being inspected. If HHQ are participating, any reports or requests will be sent to them with a copy to the IG Team Chief or designated representative. Other activities outside the unit will be presented to the IG Team Chief or designated representative in lieu of actually transmitting messages. The IG Team Chief may direct the actual transmission of specific messages. The inspection team will respond to inquiries in a format and time frame commensurate with the scenario.

**2.9. Simulations.** Units should make every attempt to react during the inspections as they would during a real world situation. Simulations will be minimized and will be reserved for those actions which are too costly (resource expenditure, potential risk, etc.) to perform in an exercise situation. Only IG-approved simulations will be used.

2.9.1. Simulation Requests. Simulation requests may be submitted at any time; however, those submitted immediately prior to an inspection may not be processed prior to the start of the inspection. IG approved simulations are normally validated for 12 months. Approved simulations will be assigned an expiration date and may include modifying instructions. Previously approved simulations should be submitted for renewal at least 60 days prior to expiration. Simulation requests should be submitted electronically to the IG Team Executive. Format for simulation requests is at [Attachment 3](#).

2.9.2. Standard Simulations. HQ PACAF/IG will publish and periodically update a set of Standard Simulations. These are available on the HQ PACAF/IG Web Page (<https://www.hqpacaf.af.mil/ig/>). All actions necessary for an actual air or surface deployment will be taken unless specifically exempted by the IG Team Chief. For any approved simulation for cargo movement, a container representing the actual size of the simulated cargo will be processed with all required shipping documentation, markings, pallets, nets, and tie-down straps. Necessary security procedures will be followed for all actual and simulated increments.

**2.10. No-Play Areas.** The unit commander will recommend exercise no-play areas and procedures for the IG Team Chief's approval prior to STARTEX.

**2.11. Safety.** Unit commanders and functional managers are responsible for ensuring flight, ground, and weapons safety directives are followed. If it becomes necessary to deviate from the scenario for safety, the IG Team Chief will immediately be informed of the reasons for the deviation. The unit commander is the final authority for conducting operations and is responsible for the safety and preservation of personnel, equipment, and resources.

## Chapter 3

### UCI

**3.1. UCI Objective.** The purpose of a UCI is to assess fundamental compliance and unit mission performance activities that are required by law and governing directives, to include U.S. federal and host-nation laws, regulatory policies, Department of Defense, Air Force, and PACAF directives and instructions, and execution of COMPACAF policies. The IG will assess unit compliance in these areas through the use of published checklists. The UCI will also assess a Major Accident Response Exercise, Security Forces Exercises, and applicable Air Force, PACAF, and Air National Guard Special Interest Items. In addition, the IG and PACAF DOTV will schedule the Aircrew Standardization Evaluation (ASEV) concurrently with a UCI to reduce the inspection footprint for a unit. AFRC units will receive UCIs from AFRC/IG using criteria in AFRCI 90-201. Primary inspection tools for a UCI are as follows:

- 3.1.1. Common Core Compliance Areas (CCCA) listed AFI 90-201, Attachment 6.
- 3.1.2. PACAF Mission Performance Checklist items listed in PACAF Directories (90-2XX series).
- 3.1.3. Air National Guard Compliance and Standardization Requirements Lists (C&SRLs).
- 3.1.4. Air Force, PACAF and applicable ANG/AFRC Special Interest Items (SIIs).
- 3.1.5. Major Accident Response Exercises (MARE).

**3.2. Ratings.** The IG will use the 5-tier system to subjectively rate compliance for individual units. The squadron is normally the lowest organization that will receive a rating. On a case-by-case basis, flights/workcenters may be rated and rolled up into an overall squadron rating. Squadron ratings are rolled up to the group level. Wing Staff, Group, CCCAs, SII, and MARE ratings are then rolled up to determine an overall wing or unit rating. The IG will use the three-tiered rating system, as outlined in paragraph 1.7.2., for all SIIs and CCCAs that are not incorporated into PACAF MPCs.

### 3.3. Major Rated Areas.

3.3.1. Mission Performance Checklists. HQ PACAF directorates will publish Mission Performance Checklists (MPCs) applicable to functional areas under their direct management. As a minimum, these checklists will address those areas identified in the CCCAs identified in AFI 90-201, Attachments 6. MPCs expand the CCCA and contain other functions essential to mission accomplishment at all levels of a unit. A pound sign (#) identifies items critical to the proper operation of the functional areas. MPCs will be used by HQ PACAF/IG to inspect the mission performance of units during UCIs. MPCs may be used in whole or in part by HHQs during visits, inspections, or exercises. Please note: The items listed do not constitute the order nor limit the scope of the inspection.

3.3.1.1. MPCs will be published as HQ PACAF Directories and will be reviewed and updated as required by publication management directories. PACAF IGI will conduct an annual review of the MPCs with PACAF staff OPRs to ensure checklists are accurate and up-to-date.

3.3.1.2. MPCs will be coordinated with NGB/IG to ensure applicability. HQ PACAF/IG will use ANG inspection criteria when published and listed in the ANG Master Catalog.

3.3.1.3. MPCs will have all inspectable items listed under an applicable Wing Mission Essential Task (MET), which serve as MPC category headings. Reference PACAFDIR 90-217, Manpower

and Organization Mission Performance Assessment, Atch 1, Manpower and Organization Mission Performance Checklist.

3.3.2. Major Accident Response Evaluation (MARE). The MARE is both an evaluation of the unit's ability to respond to an accident and an evaluation of the unit's Exercise Evaluation Team's (EET) ability to conduct a test of the unit. During the MARE, the IG will inspect the unit EET's ability to plan, execute and report on a MARE as well as evaluate overall wing performance.

3.3.2.1. MARE Timelines and Requirements. All inspected units should plan to execute a MARE. The following timelines highlight MARE milestones: 120 days out – The IG will decide if a MARE is required and request past MARE reports. 45 days out – The IG will forward the MARE objectives letter (see sample at [Attachment 4](#)) 30 days out – The Unit will provide EET meeting schedule, refined MARE objectives, a master events listing, and digital photos of the MARE location. The MARE should be planned so that the EET/CVI will complete all required work and deliver a final report to the IG NLT noon on the final day of formal inspection.

3.3.3. Health Services. Health services and medical functions not directly evaluated during an HSI, or those pre-approved by PACAF/SG, will be considered for inspection by IG during the Unit Compliance Inspection (UCI). Programs vulnerable for PACAF IG inspection during a UCI include Medical Group functions common to the wing, for example; commander support staff functions, personnel, personnel policy, support programs, weight management programs, WAPS, UFI's, MARE participation and, applicable Command Interest Item (CII) and SII issues.

3.3.4. Security Forces Exercise. Security Forces Exercises are conducted to test the unit's response to physical security penetrations, terrorism scenarios, and anti-robbery scenarios. Inspectors appraise both the exercise and unit evaluation section's ability to assess these exercises.

3.3.5. Special Interest Items. All active AF, PACAF and ANG SIIs that are applicable to the inspected unit will be assessed during a UCI using the three-tiered rating system, as outlined in paragraph [1.7.2](#). Applicable SIIs will be identified to the unit in the 60-day inspection message.

3.3.5.1. Air Force SII. When published by SAF/IG or HQ AFIA, HQ PACAF/IGIE will review all Air Force SIIs for their applicability to PACAF units. If applicable, HQ PACAF/IGIE will distribute SII information and checklists via the HQ PACAF/IG Web Page (<https://www.hgpacaf.af.mil/ig/>). During all UCIs, HQ PACAF/IG will conduct inspections of all current and applicable Air Force SIIs and will serve as the command focal point for Air Force SII reporting. In addition, when directed by specific SII guidance, HQ PACAF/IG will inspect applicable Air Force SIIs during readiness inspections.

3.3.5.2. Pacific Air Forces SII. HQ PACAF/IGIE will serve as the focal point for all PACAF SIIs. During UCIs, HQ PACAF/IG will conduct inspections of all applicable PACAF SIIs. In addition, when directed by specific SII guidance or at the discretion of the inspection team chief, HQ PACAF/IG will inspect applicable PACAF SIIs during readiness inspections. HQ PACAF/IG will provide all PACAF SIIs to NGB-IGD and AFRC/IGI for coordination. After coordination by NGB-IGD and AFRC/IGI, PACAF SIIs will pertain to ANG and AFRC units.

3.3.5.3. Air National Guard (ANG) SII. HQ PACAF/IG will inspect all applicable ANG SIIs during UCIs of PACAF-gained ANG units. In addition, when directed by specific SII guidance, HQ PACAF/IG will inspect applicable ANG SIIs during readiness inspections.

3.3.6. Postal Operations Inspection (POI). Per DoD 4525.6-M, DoD Postal Manual, HQ PACAF AIRPS staff will conduct POIs at all military postal activities throughout the command, in lieu of the PACAF/IG UCI. These inspections are required annually and include several postal activities at geographically separated units as well as main operating bases.

**3.4. Originating an SII.** Any PACAF unit/agency may originate a SII by providing HQ PACAF/IGIE with a proposed checklist, coordination of the SII with all applicable HQ PACAF directorates and the National Guard Bureau if applicable, and the following general information:

3.4.1. Background (Reason for the SII).

3.4.2. Objective (Purpose of the SII).

3.4.3. Applicability (Active duty units, Air National Guard units, or both).

3.4.4. Inspection Period (From/To dates that SII is applicable).

3.4.5. Reporting (Rated or Non-rated).

3.4.6. Office of Primary Responsibility (OPR) (Name, Organization/Office Symbol, Telephone Number).

**3.5. SII Approval Procedures.** When a proposed SII is received, HQ PACAF/IGIE will forward to HQ PACAF/CV for approval. If approved, HQ PACAF/IGIE will post it on the HQ PACAF/IG Web Page (<https://www.hqpacaf.af.mil/ig/>).

**3.6. SIIs Applicable to ANG Units.** Formal written coordination will be obtained from HQ NGB IG for applicability to ANG units.

**3.7. Related Inspections.**

3.7.1. Environmental Safety and Occupational Health Compliance Assessment Management Program (ESOHCAMP). Environmental compliance activities are primarily evaluated during ESOHCAMP inspections. However, applicable Environmental Compliance Inspection items and environmental related items identified by the MPCs will be evaluated during UCIs. Ground safety items will be inspected during UCIs. This applies to ANG units that are collocated on PACAF installations.

3.7.2. Health Services Inspection (HSI). During HSIs the Air Force Inspection Agency (AFIA) inspects the USAF health and dental services, medical support (logistics, TRICARE, patient administration, etc.) and expeditionary operations functions/programs within a Medical Group. During HSIs, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) inspects military medical organizations for national accreditation to US federal medical standards. Health and dental services, medical support (logistics, TRICARE, patient administration, etc.) and expeditionary operations functions/programs inspected during an HSI by AFIA and JCAHO will be avoided during IG inspections.

3.7.3. Aircrew Standardization/Evaluation Visits (ASEVs) will normally precede a scheduled UCI by one to two weeks.

## Chapter 4

### INSPECTION SUPPORT ACTIVITIES

#### 4.1. Inspection Response Instructions.

4.1.1. Findings. A finding is used to identify a core problem that has a negative effect on mission impact and requires follow-up correspondence. The core problem is identified in the main bullet and, if required, additional sub-bullets are used to relate symptoms of the core problem. Replies to findings should address the core problem, not the symptoms described in the sub-bullets. Each finding will be linked to an applicable Wing Mission Essential Task (MET).

4.1.2. Tracking Open Findings. All status concerning findings identified during any type of PACAF inspection will be tracked via the HQ PACAF/IG web site at <https://www.hqpacaf.af.mil/ig/>. As unit finding replies are received, HQ PACAF/IGIE will update the information on the IG web site, identifying current action agency and the suspense. The status of any given finding can be determined at any time by reviewing the IG web site. In addition, a history of all correspondence regarding individual findings is available on the IG web site.

4.1.3. Replies to Findings. Replies to findings should have enough detail so the IG and PACAF staff can decide whether to close the finding or keep it open. Include a recommended status (open or closed) for each finding. If your corrective action is not complete, describe what you are doing now and include an estimated completion date (ECD). If the finding is beyond the OPR's ability to solve, describe the action taken to get help. The OPR is responsible for coordinating with the OCR.

4.1.3.1. Responses should be submitted electronically to HQ PACAF/IGIE. All findings should be reviewed by the Numbered Air Force (NAF), if applicable.

4.1.3.2. The HQ PACAF/IGI will review the unit's response to findings and determine if individual findings can be closed or should remain open. In most cases, HQ PACAF/IGI will request comment from the appropriate HQ PACAF staff agency. HQ PACAF/IGIE will establish a suspense for follow-up status reporting on all findings that remain open.

#### 4.2. Inspector General Team Augmentation Procedures.

4.2.1. Request for Augmentation. Most augmentee requests are made by name. An email message addressed to the individual's commander or HQ PACAF director, as applicable, will contain the period of inspection, travel and reporting procedures, and orders preparation instructions. Hawaii-based augmentees with no TDY conflicts prior to or after an inspection will travel with the IG team. Other augmentees who are not able to travel with the IG team will make their own travel arrangements and provide their travel itinerary to HQ PACAF/IGIE. Augmentation support that cannot be filled on a by-name basis will be requested through the appropriate HQ PACAF Functional Directorate or staff agency. HQ PACAF will arrange for TDY funds and Military Personnel Appropriation (MPA) man-days for ANG and AFRC personnel required to support the HQ PACAF IG team during inspections.

4.2.2. Augmentee Temporary Duty (TDY) Orders: TDY orders for augmentees will be prepared by the augmentees' unit or directorate. All information required to prepare travel orders will be included in the augmentation request letter. Augmentees will provide one copy of the published TDY order to the IG Team Executive (HQ PACAF/IGIE).

**4.3. Red Air Support.** HQ PACAF/IG and HQ PACAF/DO will coordinate, as necessary, adversary air support for each readiness inspection.

**4.4. Munitions.** All personnel assigned to the PACAF IG Team should complete annual Ground Burst Simulator/Smoke Grenade training. Augmentees supporting ORIs are required to be trained at home station prior to the inspection.

4.4.1. Units will forecast for training munitions IAW AFCAT 21-209, Vol 1, table 2-110.

4.4.2. Munitions required for ORI expenditure will be forecasted IAW AFCAT 21-209, Vol 1, table 2-109.

## Chapter 5

### SCHEDULING AND REPORTING PROCEDURES

**5.1. Inspection Scheduling Procedures.** HQ PACAF/IG and PACAF wings share scheduling responsibility for ORIs and UCIs. Procedures below afford wing commanders the opportunity to schedule inspections on a least interference basis with the wing's AEF or OPSTEMPO.

5.1.1. HQ PACAF/IGI will use the following procedures to schedule ORIs and UCIs.

5.1.1.1. Every 6 months, HQ PACAF/IGI will publish an inspection line-up for the next 2 years. Units with inspections due but not yet scheduled, must provide their preference for inspection dates within 30 days of the message. The desired inspection window is plus or minus 3 months of the due date.

5.1.1.2. HQ PACAF/IGI will compile unit proposals, satisfy as many as possible, and when necessary, negotiate dates to resolve scheduling conflicts.

5.1.1.3. HQ PACAF/IGI will coordinate the inspection schedule with HQ PACAF/DO to deconflict inspections, training, and contingency/AEF activities.

**5.2. HQ PACAF Gatekeeper.** The Gatekeeper resides in HQ PACAF/IGI and is the single point of contact to monitor, control, and deconflict all inspection activity for PACAF units. The Gatekeeper has authority to deconflict, combine, schedule, or, with HQ PACAF/CV concurrence, cancel evaluations. All inspection scheduling requests and notifications from outside agencies should be submitted to the Gatekeeper by message or electronic mail no later than 6 months prior to the projected evaluation date. Evaluations that are not cleared by the Gatekeeper will be considered uncoordinated visits. Make requests by email message to <mailto:pacaf.igigk@hickam.af.mil>. When requesting a visit, please provide the following information in your message:

5.2.1. Unit/Activity Evaluated.

5.2.2. Evaluation Type.

5.2.3. Organization Requesting Visit.

5.2.4. Inclusive Dates.

5.2.5. Number of Inspectors.

5.2.6. Number of Days On Base.

5.2.7. Did Unit CC Request Activity, Yes or No?

**5.3. Accomplished Evaluation Activity During the Past Month -- PAF-IGI (M) 0303.** Activity reports shall contain accomplished and forecasted OREs, IRREs, CEREs, MAREs, unit unique exercises, and unclassified deployments. PACAF Unit Gatekeepers POCs shall submit the following information to <mailto:pacaf.igigk@hickam.af.mil> no later than the fifth working day of each month:

5.3.1. Unit/Activity Evaluated.

5.3.2. Evaluation Type.

5.3.3. Evaluation Results.

- 5.3.4. HHQ/Outside Agency Conducting Evaluation.
- 5.3.5. Inclusive Dates; Number of Inspectors.
- 5.3.6. Number of Days On Base.
- 5.3.7. Activity at Unit by CC Request. Yes or No?
- 5.3.8. Number of Man-Days.
- 5.3.9. Was the Evaluation Coordinated and Verified Through PACAF/IG Gatekeeper?

**5.4. Projected Evaluation Activity for The Next 6 Months -- PAF-IGI (M) 0303.** PACAF Unit Gatekeepers and HQ PACAF Staff Directorate Gatekeeper POCs shall submit the following forecasted evaluations/assessments for the next 6 months to <mailto:pacaf.igigk@hickam.af.mil> no later than the fifth working day of each month:

- 5.4.1. Unit(s) to be Evaluated.
- 5.4.2. Evaluation Type.
- 5.4.3. Agency Conducting Evaluation.
- 5.4.4. Inclusive Dates.
- 5.4.5. Number of Anticipated Inspectors/Visitors.
- 5.4.6. Number of Days on Base.
- 5.4.7. Activity at Unit by CC Request.
- 5.4.8. Number of Man-Days.
- 5.4.9. Was the evaluation coordinated and verified through HQ PACAF/IG Gatekeeper, HQ PACAF Staff Directorate POC, and Unit Gatekeeper?

**5.5. Unit Exercise Reports.** HQ PACAF/IG requires electronic copies of all after-action reports of OREs, IRREs, CEREs, and MAREs. Units will forward copies of each report as it is published. Unclassified reports can be sent to <mailto:pacaf.igigk@hickam.af.mil>. Send classified reports via Global Command and Control (GCCS) classified electronic mail to <mailto:pacaf.igoc@hickam.af.smil.mil>

**5.6. HQ PACAF/IG Gatekeeper Web Page.** The HQ PACAF/IG Gatekeeper Web page, [HTTPS://www.hqpacaf.af.mil/ig/gatekeeper.htm](https://www.hqpacaf.af.mil/ig/gatekeeper.htm) contains scheduling information to be used to deconflict visits and minimize impact to PACAF units.

**5.7. ANG and AFRC Inspection Activity.** ANG and AFRC units will submit Inspection Activity to NGB-IGD or AFRC/IGI respectively. NGB-IGD and AFRC/IGIO are the respective designated Gatekeepers for ANG and AFRC units with Gatekeeper responsibilities.

## Chapter 6

### UNIT SUPPORT REQUIREMENTS FOR INSPECTIONS

**6.1. Inspection Support.** HQ PACAF/IGIE, Team Executive, is the Inspector General focal point for all inspection support requirements.

6.1.1. Lodging. Lodging requirements are coordinated approximately two weeks prior to team arrival. A listing will be faxed or e-mailed to the unit IG identifying all team members. In the event of a "short/no-notice" IRRI, lodging cannot be worked prior to team arrival. In this case, a list of team members will be provided to the unit commander upon arrival or in the LOIs transmitted to the unit. Lodging arrangements are expected to be completed within 2 hours of receipt of the list. UCIs and ORIs are scheduled far enough in advance to preclude billeting off base. If on-base billeting will be a limiting factor, contact Team Executive for guidance at the earliest opportunity. For advanced planning purposes, team size estimates are given for each type of inspection.

6.1.1.1. UCI: Approximately 95 team members (plus a 10-15 person Aircrew Standards/Evaluation (ASEV) team). UCIs at the 18th and 3rd Wings will require an additional 20 to 25 inspectors.

6.1.1.2. ORI: Approximately 100 to 115 team members.

6.1.1.3. IRRI Only: Approximately 65 team members.

6.1.1.4. CERI Only: Approximately 70 to 100 team members.

6.1.2. Workcenter Requirements. The inspected wing will establish an IG workcenter for each inspection. The facility identified should be dedicated to the IG for the duration of the inspection period as well as the post-inspection, report-processing period. Access to the immediate vicinity of the workcenter will be limited to IG personnel and must be securable. It's preferred the facility be well lighted and contain at least two separate rooms that will comfortably hold the IG team. A separate office for the IG Team Chief and IG is desirable. Adequate parking within close proximity to the workcenter is essential and should be reserved for exclusive IG use. Reserved parking signs are required for the Inspector General, Inspection Team Chief, Chief of Operations Inspections, Chief of Maintenance Inspections, Chief of Support Inspections, and the Team Executive. The IG workcenter will also include the following:

6.1.2.1. Computer Support. See [Attachment 2](#) for minimum computer requirements. Due to changes in technology and fluctuating team sizes, units should coordinate with the Team Executive prior to arrival to confirm upgraded requirements, additions, or deletions.

6.1.3. Vehicles. Vehicles will be required for team transportation to and from billets and to assigned work areas and dining facilities. The unit will ensure IG team members are briefed on local driving requirements and conditions as well as flightline considerations. For all inspections, the IG Team Executive will coordinate specific vehicle requirements prior to team arrival. IRRI vehicle requirements will be provided to the unit as part of the initial set of LOIs. For planning purposes, the following vehicle requirements may be used; team size and composition will dictate exact number required:

6.1.3.1. UCI: 6 Sedans, 35 General Purpose Vehicles.

6.1.3.2. ORI: 6 Sedans, 55-70 General Purpose Vehicles.

6.1.3.3. IRRI: 6 Sedans, 30-40 General Purpose Vehicles.

6.1.3.4. CERI: 6 Sedans, 50-60 General Purpose Vehicles.

6.1.4. Administrative Requirements. Inspected wing/unit will provide the IG workcenter with two Information Managers per shift. One will be at least a TSgt/MSgt, and one must be Workgroup Manager certified. See **Attachment 2** for additional requirements.

6.1.5. Inspection Inbrief. An inspection inbrief will be given by the IG Team Chief for all inspections. Likewise, the inspected unit commander will provide the IG senior team with an inbrief for all inspections (IG senior team attendance will include the IG, the Inspection Team Chief, each IG Division Chief, and Team Executive). The inspected unit inbrief topics for ORIs and UCIs (as applicable) will include:

6.1.5.1. Overview of unit mission.

6.1.5.2. Status of Resources and Training System (SORTS).

6.1.5.3. Limiting Factors (LIMFACs).

6.1.5.4. Play/No-Play Areas.

6.1.5.5. Local Inspection Considerations/Constraints.

6.1.6. Inspection Outbrief.

6.1.6.1. Formal IG Outbrief. A formal outbrief will be presented by the IG Team to the inspected unit for all inspections. This is normally conducted at the base theater. Although maximum attendance is encouraged, attendance is at the inspected unit commander's discretion and may be limited to only key personnel in some circumstances. The unit is permitted to film or record the outbrief, however, the content of the outbrief is "For Official Use Only." The outbrief presentation will not be broadcast via Commander's Access Channels nor replayed in any venue where attendance is not controlled. The motivational outbrief video presentation developed by the IG Team will not be recorded. Vigilance must be exercised to prevent the transmission of the report to persons or agencies outside the Air Force. The tape or transmission of the outbrief must state "FOR OFFICIAL USE ONLY," with the statement: *"This is a privileged document that cannot be released in whole or part to persons or agencies outside the Air Force, nor can it be republished in whole or part in any publication not containing this statement, including Air Force magazines and general use pamphlets, without the express approval of the Secretary of the Air Force."*

6.1.6.2. Support Requirements. The inspected unit will provide visual-information support at the IG workcenter to download images for the outbrief presentation. Requirements are listed in **Attachment 2**.

6.1.6.3. Audio-visual support at the outbrief location: Unit is required to set up outbrief location with equipment listed in **Attachment 2**.

6.1.6.4. Protocol. The inspected unit protocol function will manage parking and seating of all distinguished visitors (including selected IG team members) as well as unit senior leaders.

6.1.7. Report Reproduction and Distribution. The IG Team Executive is responsible for production of the final report. The IG Team Executive will coordinate reproduction requirements with the unit. HQ PACAF/IG will post copies of each report on the HQ PACAF/IG Web Page (<https://www.hqpacaf.af.mil/ig/>).

6.1.8. Entry Authorization Listing (EAL). An EAL will be published for each inspection and will contain each IG team member's name, last 6 of their social security number, security clearance, and line badge number printed on the front of the badge. A copy of the EAL will be distributed to the HQ PACAF Command Center and a copy faxed to the inspected unit's Command Post. The unit will authenticate this EAL with the HQ PACAF Command Center. Once authenticated, the EAL should be distributed unit-wide NLT start of the inspection, as this is the entry authority for all team members to all unit facilities.

6.1.9. Photography. IG team members are authorized to carry cameras and photograph those authorized areas under control of the unit being inspected. A paragraph in the EAL will authorize photography. A copy of this letter will be distributed unit-wide and to each IG team member to facilitate picture taking in authorized areas.

6.1.10. Transportation. The inspected unit will be required to provide ground transportation from either the nearest civilian airport or military airfield, including adequate transportation for team member's luggage. HQ PACAF/IGE will coordinate team size and arrival information with the unit IG staff prior to team arrival.

6.1.11. Personnel Support. For the Phase I of an ORI (or IRRI) each wing will be required to provide between 60 to 100 base personnel to simulate reception troops and noncombatant civilians. Additionally, the inspected wing will identify a wing IG representative to serve as a PACAF IG trusted agent to manage the base personnel into shifts and chinks. Finally, the inspected wing will provide a staging area, i.e. base theater, for the simulated reception troops for the duration of the inspection.

6.1.12. Bearcat Control. During readiness inspections, the IG will require space set aside in the workcenter for a command and control function. Within this area should be a classified fax, STU III, unclassified phone, desk top computer and printer, safe, log books for incoming and outgoing message traffic and correspondence, and an LMR base station. Bearcat Control will be manned by IG inspectors 24 hours a day from STARTEX to ENDEX. If a TBMCS or similar system is used by the inspected wing, a terminal should be located in the same area as Bearcat Control and manned by workcenter support personnel.

## Chapter 7

### INSPECTION OF CONTRACTED SERVICES

**7.1. Overview.** The inspection of contracted services during UCIs and ORIs provide commanders an independent assessment of the performance of contractors. The Federal Acquisition Regulation (FAR) clearly reserves the Government's right to inspect contracted services. On a day-to-day basis this is accomplished via the Quality Assurance Personnel (QAP); however, nothing in the FAR prohibits the IG from reviewing a contractor's process as part of the Government's inspection process. This chapter outlines the process for the inspection of functions provided via contract.

**7.2. Description.** Functions performed by contractor personnel will be inspected in relation to the applicable Performance Work Statement (PWS), AFI, Directive, and/or Policy on contract in coordination with the applicable Mission Performance Checklist. These inspections will provide an assessment of the ability of the PWS or Statement of Work (SOW) to satisfy mission requirements.

#### 7.2.1. Contractor Relations:

7.2.1.1. Only the contracting officer can take formal action against the contractor or direct contractors to correct IG-identified deficiencies.

7.2.1.2. IG inspectors will not direct contractor performance, nor will they direct the contractor to correct deficiencies. Inspectors will immediately notify the contracting officer of unsafe practices or conditions.

**7.3. Applicability.** The HQ PACAF/IG may inspect any function provided by contracted service. During ORIs, the IG will inspect only those contractors that are required to be in place during contingency/war-time conditions.

**7.4. Scheduling.** Contracted services will normally be inspected in conjunction with UCIs or ORIs.

7.4.1. When units are notified of impending inspections, they will notify HQ PACAF/IGSK, Chief of Contract Inspections, of any contracted service that exceeds the simplified acquisition threshold. The contract listing is required NLT 90 days prior to the inspection and will include: Contract number, description, total dollar value, name and number of the Contracting Officer (CO), and name and number of associated QAP.

7.4.2. HQ PACAF/IGSK will notify the unit's contracting office of those contracts that will be inspected.

7.4.3. Upon receipt of the contract(s) participating in the inspection, send the following items for each contract to HQ PACAF/IGSK (electronic copies are preferred):

7.4.3.1. Contract Cover page.

7.4.3.2. Performance Work Statement/Statement of Work, conformed with all modifications.

7.4.3.3. Quality Assurance Surveillance Plans (QASP).

7.4.3.4. A list of the names and telephone numbers of all Functional Commanders (FCs) and QAPs.

**7.5. Coordination.** HQ PACAF/IG will coordinate with HQ PACAF/LGC and/or HQ PACAF/JA on contractual policies and other matters that will affect inspections of contracted services.

7.5.1. Functional inspectors will coordinate the inspection schedule with the appropriate QAP. QAPs are encouraged to accompany inspectors during the inspection.

7.5.2. Functional inspectors will in-brief the FC prior to the inspection start. The briefing will cover the purpose, scope, and conduct of the inspection process. The FC may invite the QAPs, Contracting Officers, and/or contractor personnel.

7.5.3. After the inspection, the inspector will out-brief the FC of significant issues. The FC may request the QAPs, COs, and/or the contractor attend this out-brief.

**7.6. Reports.** Inspection results will be documented in the UCI/ORI report.

7.6.1. Inspectors will compare the MPCs with the PWS/SOW.

7.6.1.1. If an MPC item is not covered by the PWS/SOW, the FC and/or QAP will show how the MPC item is accomplished.

7.6.1.2. If the MPC item is covered by the PWS/SOW, the inspector will compare the MPC reference with the contractual references.

7.6.1.2.1. If the MPC reference is identified on contract as “mandatory,” the contractor will be inspected to the Government standards.

7.6.1.2.2. If the MPC reference is not in the contract, or is identified as “advisory,” the QAP and/or contractor personnel will show the inspector how the contractor’s process fulfills the intent of the MPC.

7.6.2. Contractors will NOT receive ratings. The rating will be given to the unit responsible for mission performance.

7.6.3. The IG will not release inspection information to the contractor. The unit may release the report to the contractor provided that the privileged document statement in AFI 90-201, Paragraph **2.8.**, appears on the released information.

7.6.4. The OPR/OCR must reply to findings as outlined in **Chapter 4** of this instruction. The reply must be coordinated through the FC and the CO prior to submission to the IG.

## Chapter 8

### SELF INSPECTION

**8.1. General.** Self-inspection is an internal tool commanders at all levels use to assess processes. It is an integral part of every Commander's Management Control Program and should be documented in each commander's annual Statement of Assurance (SOA). There is no requirement to up-channel discrepancies discovered in the annual Self-Inspection. When the ability to resolve a discrepancy is beyond the capability of the unit commander, the issue should be raised to the next level of command.

#### **8.2. Unit Responsibilities.**

8.2.1. Designate primary and alternate Self-Inspection Program Monitors.

8.2.2. Ensure supplemental Self-Inspection checklists are developed as required.

8.2.3. Ensure supplemental checklists are reviewed annually or when policy or guidance changes. PACAF Mission Compliance Directories may be obtained at

<https://www.hqpacaf.af.mil/sc/im/publications/pages/basicpubs.htm#90>

8.2.4. Ensure self-inspections are conducted annually, and documented in the unit's annual Statement of Assurance (SOA). Ensure discrepancies beyond unit control are documented in the SOA and elevated to the next level of command.

8.2.5. ANG and AFRC units will follow self-inspection policies as outlined in ANGI 90-201 and AFRCI 90-201 respectively.

DAVID S. FADOK, Colonel, USAF  
Inspector General

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 90-201, *Inspector General Activities*

AFPD 90-2, *Inspector General—The Inspection System*

PACAFDIR 90-217, *Manpower and Organization Mission Performance Assessment*

***Abbreviations and Acronyms***

**ABM**—Air Battle Management

**ACO**—Airspace Control Order

**AFCAT**—Air Force Catalog

**AEF**—Air Expeditionary Force

**AFE**—Alert Force Evaluation

**AFI**—Air Force Instruction

**AFIA**—Air Force Inspection Agency

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AI**—Air Interdiction

**AIRPS**—Air Postal Squadron

**ANG**—Air National Guard

**AR**—Air Refueling

**ASC**—Air Strike Control

**ASEV**—Aircrew Standardization Evaluation Visit

**ATO**—Air Tasking Order

**ATSO**—Ability to Survive and Operate

**CAS**—Close Air Support

**CCCA**—Common Core Compliance Area

**CCRC**—Common Core Readiness Criteria

**CERE**—Combat Employment Readiness Exercise

**CERI**—Combat Employment Readiness Inspection

**CII**—Command Interest Item

**CO**—Contracting Officer

**CONPLAN**—Contingency Plan

**CSAR**—Combat Search and Rescue

**C&SRL**—Compliance & Standardization Requirements List

**DCA**—Defensive Counter Air

**DOC**—Designed Operational Capability

**DoD**—Department of Defense

**DMS**—Defense Message System

**EAL**—Entry Authority List

**ECD**—Estimated Completion Date

**ESOHCAMP**—Environmental Safety and Occupational Health Compliance Assessment Management Program

**FAR**—Federal Acquisition Regulation

**FC**—Functional Commanders

**FPCON**—Force Protection Condition

**HHQ**—Higher Headquarters

**HIRAOC**—Hawaii Regional Air Operations Center

**HSI**—Health Services Inspection

**INFOCON**—Information Condition

**INT**—Interdiction

**IRRE**—Initial Response Readiness Exercise

**IRRI**—Initial Response Readiness Inspection

**ITO**—Integrated Tasking Order

**JCAHO**—Joint Commission on Accreditation of Healthcare Organizations

**LAN**—Local Area Network

**LIMFAC**—Limiting Factors

**LMR**—Land Mobile Radio

**LOI**—Letter of Instruction

**MANPER-B**—Manpower and Personnel Module-Base

**MARE**—Major Accident Response Exercise

**METL**—Mission Essential Task List

**MPA**—Military Personnel Appropriation

**MPS**—Military Postal Service

**NAF**—Numbered Air Force

**NGB**—National Guard Bureau  
**NEO**—Noncombatant Evacuation Operation  
**OCA**—Offensive Counter Air  
**OPLAN**—Operation Plan  
**OPR**—Office of Primary Responsibility  
**ORE**—Operational Readiness Exercise  
**ORI**—Operational Readiness Inspection  
**PAK**—Personnel Accountability Kits  
**POI**—Postal Operations Inspection  
**POL**—Petroleum, Oil, Lubricants  
**PWS**—Performance Work Statement  
**QAP**—Quality Assurance Personnel  
**QASP**—Quality Assurance Surveillance Plan  
**RAOC**—Regional Air Operations Center  
**SABC**—Self Aid & Buddy Care  
**SAF**—Secretary of the Air Force  
**SAV**—Staff Assistance Visit  
**SEAD**—Suppression of Enemy Air Defenses  
**SII**—Special Interest Item  
**SOA**—Statement of Assurance  
**SORTS**—Status of Resources and Training System  
**SOW**—Statement of Work  
**SPINS**—Special Instructions  
**TAL**—Tactical Airlift  
**TBMCS**—Theater Battle Management Contingency System  
**UCI**—Unit Compliance Inspection

## Attachment 2

## HQ PACAF/IG UCI &amp; ORI WORKCENTER REQUIREMENTS

## A2.1. HQ PACAF/IG Workcenter Requirements-UCI

	<b>A2.1.1. WorkCenter Requirements Checklist.</b>
	Six Pacific access DSN telephones (one will be in the Team Chief's office).
	Four single line telephone outlets for remote e-mail, one in each division work area
	Pacific access DSN STU-III located in private area
	Unsecure fax machine
	<p><b>Computers For Inspectors and Team Executive:</b></p> <ul style="list-style-type: none"> <li>- Six computers that adhere to the latest PACAF standards (one will be in the in the Team Chief's Office and one will be in the Team Executive's area)</li> <li>- LAN/Internet access with an organizational e-mail account for the entire team's use. Sign-in/sign-out logs will be posted by each computer station to monitor individual use (Individual email accounts are not required or desired).</li> </ul>
	<p><b>Printers:</b></p> <ul style="list-style-type: none"> <li>- Laser printer capability for each workstation</li> <li>- LAN printer is acceptable if in the immediate work area</li> <li>- Duplex printer for Team Executive</li> <li>- Access to a color laser printer for Team Executive</li> </ul>
	<p><b>Image Download In Workcenter:</b></p> <ul style="list-style-type: none"> <li>- One computer station dedicated to photo and video download</li> <li>- CD-writer</li> <li>- Internet access</li> <li>- Imaging editing software (Photoshop or equivalent)</li> <li>- Two dedicated visual-information technicians to download and enhance digital images to create a high-impact video presentation</li> </ul>

	<p><b>Bearcat Control:</b></p> <ul style="list-style-type: none"> <li>- Portable radios and base station in IG workcenter on a dedicated IG Net with repeater. Radios should also have SF, Crash/Fire, Medical, and CE nets.</li> <li>- 10 LMRs for UCI MARE. Contact PACAF/IGSC for specific instructions.</li> <li>- STU III or STE</li> <li>- NIPRNET computer</li> <li>- Dedicated telephone line</li> </ul>
	<p><b>Misc/Other:</b></p> <ul style="list-style-type: none"> <li>- Porcelain message board with markers: one in each division work area and one in the common area.</li> <li>- Four wire distribution racks with legal-sized folder for distributing messages. They should be labeled for each inspector (sorted by division) and located in common area.</li> <li>- Coffee pot and initial supplies. Pay as you go snack bar, if desired.</li> <li>- Copier (capable of collating, duplexing, sorting, and making multiple copies).</li> <li>- Safe and shredder to accommodate up to "secret" materials.</li> <li>- Six beepers established on base paging system (or 6 cell phones if available)</li> <li>- Portable projection screen</li> </ul>
	<p><b>A2.1.2. Outbrief Audio-Visual Support Requirements Checklist:</b></p>
	<p><b>Outbrief Video Production:</b> Video &amp; Imaging editing capability.</p>

	<p><b>Outbrief Venue Requirements:</b></p> <ul style="list-style-type: none"> <li>- PA system that provides sufficient quality and projection for voice and music.</li> <li>- Two lighted podiums equipped with cordless/wired microphones (with backup mikes and light source).</li> <li>- One cordless or lapel microphone connected to the PA system to be used by unit commander</li> <li>- Audiocassette deck, CD (if req'd), and VCR connected to PA system.</li> <li>- A sheet of sturdy plywood or a table placed on top of theater seats centered five rows back from the front to support: <ul style="list-style-type: none"> <li>- A laptop capable of PowerPoint presentation</li> <li>- Data and Video LCD projector, 750 or greater ANSI lumens</li> <li>- (Spare projector required)</li> <li>- VCR</li> <li>- PA system soundboard (may be located back stage)</li> <li>- CD and tape player (if required)</li> <li>- Small reading light</li> <li>- Duct tape, extension cords, and power strips for audio-visual equipment.</li> </ul> </li> </ul>
	<p><b>A2.1.3. Workcenter Administrative Supplies Checklist:</b></p>
	3 boxes computer discs
	2 boxes pens
	10 key personnel rosters (local)
	1 pair scissors
	1 base map (1:400 scale)
	1 box yellow hi-liters
	1 two hole punch
	1 three hole punch
	1 box legal size file folders, 1 box pocket folders
	1 roll brown paper tape
	2 rulers
	1 roll nylon strapping tape
	10 steno pads
	25 large/50 small brown envelopes
	5 staple removers
	1 set classification stamps

2 boxes paper clips
2 boxes "post-it" pads
10 staff directories (local)
1 box thumb tacks
1 roll scotch tape with dispenser
Colored card stock suitable for printing color report covers (50 sheets)
Local and base phone book at each telephone
Recycling bins as required

**A2.2. HQ PACAF/IG WORKCENTER REQUIREMENTS -Readiness Inspection**

<b>A2.2.1. Workcenter Requirements Checklist.</b>
<ul style="list-style-type: none"> <li>- All requirements previously listed for UCI (see A1.1. above) plus the following:.</li> <li>- Secure (secret) fax machine with Pacific-wide capability</li> <li>- 2x Analog lines for IG DMS laptop computers (if used)</li> <li>- At least one printer for IG DMS laptops (if used)</li> <li>- Wing Alpha roster containing both enlisted and officer</li> <li>- Two-drawer safe for secret materials</li> <li>- Shredder to accommodate up to secret materials.</li> <li>- Portable projection screen.</li> </ul>
<b>A2.2.2. Outbrief Audio-Visual Support Requirements Checklist:</b>
<p><b>Outbrief Video Production</b></p> <ul style="list-style-type: none"> <li>- Video &amp; Imaging editing hardware (i.e. Macintosh or AVID, to include appropriate software). This requirement may be met using the host base Visual Information facilities</li> </ul>

**Outbrief Venue Requirements**

- PA system that provides sufficient quality and projection for voice and music.
- Two lighted podiums equipped with cordless/wired microphones  
(with backup mikes and light source).
- One cordless or lapel microphone connected to the PA system to be used by unit commander
- Audiocassette deck, CD (if required), and VCR connected to PA system.
- A sheet of sturdy plywood or a table placed on top of theater seats centered five rows back from the front to support:
  - A laptop capable of PowerPoint presentation
  - Data and Video LCD projector, 750 or greater ANSI lumens (Spare projector required)
  - VCR
  - PA system soundboard
  - CD and tape player (if required)
  - Small reading light
- Duct tape, extension cords, and power strips for audio-visual equipment.

### **Attachment 3**

#### **SIMULATION REQUEST FORMAT**

**A3.1.** The following format will be used for simulation requests. Multiple simulation requests will be numbered and consolidated into one MS Word document. Units must renew their simulations requests with the PACAF/IG annually.

A3.1.1. Short Title of Simulation.

A3.1.2. OPR/OCR: (XX WG/Office Symbol/Name/Phone Number).

A3.1.3. Reason: (brief explanation of why the simulation is required).

A3.1.4. Event/item to be simulated.

A3.1.5. Specific cost and/or impact if not approved: (for example, extra expense, wasted resources).

A3.1.6. Demonstrate: (state how simulation will be accomplished).

A3.1.7. Indication of wing commander or equivalent approval.

**Attachment 4****SAMPLE MEMO, MAJOR ACCIDENT RESPONSE EXERCISE (MARE),  
XX WING UNIT COMPLIANCE INSPECTION (UCI)**

XX November XXXX

MEMORANDUM FOR XX WG/CC/CV/IG

FROM: HQ PACAF/IG

25 E Street, Suite I109

Hickam AFB HI 96853-5438

SUBJECT: Major Accident Response Exercise (MARE), XX Wing Unit Compliance Inspection (UCI)

1. As part of your UCI, your unit is required to plan, conduct, critique, and report the results of a MARE between the period of X - X Jan XX. This MARE must not be identical to one performed by the XX FW in the past 12 months.

2. The MARE scenario should involve a weapons of mass destruction incident including both chemical and biological agents, with details and parameters to be developed by XX FW exercise planners. The following inspection criteria need to be incorporated into the overall exercise scenario:

- a. Command and Control (DRF/CP/CE/SF/Units)
  - (1) On-Scene Commander
  - (2) Disaster Control Group
  - (3) Battle Staff/Disaster Response Force
  - (4) Applicable unit control centers
- b. Fire Protection / Rescue (CE)
  - (1) Notification/Dispatch
  - (2) Communications
  - (3) Incident command and control
  - (4) On-Scene command and control
  - (5) Risk assessment
  - (6) Firefighter safety and health/2in-2out requirements
  - (7) Firefighting techniques and rescue procedures
  - (8) Protection of the public (protective measures)
- c. Security Forces Support (SF)
  - (1) Hostage negotiation team techniques and procedures
  - (2) Control of incident area
  - (3) Assist notification and evacuation of the area
  - (4) Communication
  - (5) Cordon sentry duties
- d. Explosive Ordnance Disposal Support (CE)
  - (1) Recall
  - (2) Situational assessment
  - (3) Operations
  - (4) Response/Operational equipment

- e. Services Support (SV)
  - (1) Mortuary procedures
  - (2) Higher headquarters reporting
- f. Logistics Support (LG): Incident support equipment and supplies
- g. Engineer Support (CE)
  - (1) Required Nuclear, Biological and Chemical reconnaissance, sampling, monitoring and identification
  - (2) Infrastructure and equipment support
  - (3) Damage assessment
- h. Medical Response (SG)
  - (1) Reception, triage, and medical actions for casualties
  - (2) Emergency decontamination and transport
  - (3) Assist with required Nuclear, Biological and Chemical reconnaissance, sampling, monitoring and identification
  - (4) Provide medical intelligence and epidemiological information
- i. Airfield Management/Operations (DO)
  - (1) Airfield operations and response measures
  - (2) Applicable sample transport preparation requirements
- j. Critical Incident Stress Management techniques and procedures (HC)
- k. Casualty Notification (DP/HC/SG)
  - (1) Higher Headquarters procedures
  - (2) Administrative procedures
  - (3) Notification(s) program/procedures
  - (4) Following established guidelines
- l. Media Support (PA)
- m. Recall of required supporting departments/agencies and implementation of required support agreements/memorandums of understanding (Note: Exercise message/requests proceed no further than the Exercise Evaluation Team, but are reported to HQ PACAF/IG).

3. After the scenario is developed, send a copy of the XX FW Exercise Evaluation Team meeting schedule, objectives and Master Scenario of Events Listing to HQ PACAF/IGSE NLT XX. In addition, we request that you e-mail digital photos which clearly delineate the proposed exercise site(s) and highlight any site constraints.

4. If you have any questions or need any additional information, please call HQ PACAF/IGSE at DSN 449-3964.

DAVID S. FADOK, Colonel, USAF  
Inspector General, Pacific Air Forces