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**HQ AIR FORCE GLOBAL STRIKE COMMAND
INSPECTOR GENERAL**



TO DETER AND ASSURE

Consolidated Unit Inspection - Phase 0

91st Missile Wing

**Minot AFB, North Dakota
04 - 13 March 2013**

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DEFINITIONS

This inspection was graded IAW AFI 90-201 and applicable governing guidance.

5 Tier (CUI-PH-0) Item Level grading scale definitions

Outstanding:

The rating given to indicate performance or operation far exceeds mission requirements. Procedures and activities are carried out in a far superior manner. Resources and programs are very efficiently managed and are of exceptional merit. Minimal deficiencies exist.

Excellent:

The rating given to indicate performance or operation exceeds mission requirements. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed and relatively discrepancy-free.

Satisfactory:

The rating given to indicate performance or operation meets mission requirements. Procedures and activities are carried out in an effective and competent manner. Resources and programs are efficiently managed. Minor deficiencies may exist but do not impede or limit mission accomplishment.

Marginal:

The rating given to indicate performance or operation does not meet some mission requirements. Procedures and activities are not carried out in an efficient manner. Resources and programs are not efficiently managed. Deficiencies exist that impede or limit mission accomplishment.

Unsatisfactory:

The rating given to indicate performance or operation does not meet mission requirements. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

DEFICIENCIES:

A validated deficiency assessed as **CRITICAL**, **Significant**, or **Minor**.

a. CRITICAL:

Any deficiency that results or could result in widespread mission impact or failure.

b. Significant:

Any deficiency that has or could have significant mission impact.

c. Minor:

Any deficiency that is procedurally incorrect but has only modest mission impact.

RECOMMENDED IMPROVEMENT AREA (RIA):

An identified process, product, or capability which could be improved by a suggested course of action.

STRENGTHS:

An area that far exceeds compliance directives or mission requirements and/or expectations.

SUPERIOR PERFORMERS/TEAMS:

An organized group or dedicated individual whose knowledge, perseverance, and professionalism contributed greatly to the unit's compliance with directives and high state of mission success.

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EXECUTIVE SUMMARY

12 March 2013

MEMORANDUM FOR 91 MW/CC

FROM: HQ AFGSC/IG
245 Davis Avenue East Suite 200
Barksdale AFB, LA 71110

SUBJECT: Consolidated Unit Inspection, Phase 0

1. The HQ AFGSC/IG conducted a Consolidated Unit Inspection (CUI), Phase 0 of the 91st Missile Wing from 4 - 13 Mar 13. The authoritative guidance for the inspection was IAW AFI 90-201, The Air Force Inspection System.

2. The CUI, Phase 0 integrated or synchronized the following activities:

- a. Compliance Inspection (CI)
- b. Aircrew Standardization/Evaluation Visit (ASEV)
- c. Logistics Compliance Assessment Program (LCAP)
- d. Safety Program Management Evaluation (PME)

3. The 91 MW CUI was graded SATISFACTORY overall. The integrated/synchronized activities were graded as:

- | | |
|---------------|--------------|
| a. LCAP | Satisfactory |
| b. ASEV | Incomplete |
| c. Safety PME | Excellent |

4. The team also inspected the 91 MW on Commander's Interest Item 13-01, Health and Wellness. The HQ AFGSC/IG found one inappropriate item. Unit leadership was notified and the item was removed from the workplace.

5. Please forward any comments about this report to HQ AFGSC/IGX, 245 Davis Avenue East Suite 200, Barksdale Air Force Base, Louisiana 71110, DSN 781-6301.

(b)(6)

Inspector General

Colonel, USAF

Attachment:
91 MW CUI Report

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INSPECTION SUMMARY

PURPOSE

The HQ AFGSC/IG conducted a Consolidated Unit Inspection (CUI), Phase 0 of the 91st Missile Wing from 4 - 13 Mar 13. The authoritative guidance for the inspection was IAW AFI 90-201, The Air Force Inspection System.

The CUI, Phase 0 integrated or synchronized the following activities:

- a. Compliance Inspection (CI)
- b. Aircrew Standardization/Evaluation Visit (ASEV)
- c. Logistics Compliance Assessment Program (LCAP)
- d. Safety Program Management Evaluation (PME)

The 91 MW CUI was graded SATISFACTORY overall. The integrated/synchronized activities were graded as:

- | | | |
|----|------------|--------------|
| a. | LCAP | Satisfactory |
| b. | ASEV | Incomplete |
| c. | Safety PME | Excellent |

The team also inspected the 91 MW on Commander's Interest Item 13-01, Health and Wellness. The HQ AFGSC/IG found one inappropriate item. Unit leadership was notified and the item was removed from the workplace.

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Table: 91st Missile Wing Unit Grade / Aggregate Totals

Org Abbrev	Inspected Organization	Unit Grade	Deficiencies									Strengths	RIAs
			Severity					HHQ Support	Repeat	PFW&A	Unit Identified		
			Critical	Significant	Minor	SII	CII						
91 MW	91st Missile Wing	Satisfactory	0	3	14	0	0	0	0	0	0	10	4

Table: 91st Missile Wing Unit Item Grades / Summary Table

Index	SII / CII	Item	Grade	Deficiencies									Strengths	RIAs
				Severity					HHQ Support	Repeat	PFW&A	Unit Identified		
				Critical	Significant	Minor	SII	CII						
1.2		AF/A1 (Manpower, Personnel, and Services)	Satisfactory	0	0	0	0	0	0	0	0	0	0	0
1.2.1		Force Support	Satisfactory	0	0	0	0	0	0	0	0	0	0	0
1.3		AF/A2 (Intelligence, Surveillance and Reconnaissance)	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.3.1		Intelligence Oversight (ByLaw)	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.3.7		Additional Programs	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.3.9		Intelligence Support	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.4		AF/A3/5 (Operations, Plans and Requirements)	Satisfactory	0	0	0	0	0	0	0	0	0	0	0
1.4.1		Aircrew Standardization/ Evaluation	Incomplete	0	1	3	0	0	0	0	0	0	0	0
1.4.2		Aircrew Flight Equipment (AFE) Training Program	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.4.6		Information Operations	Satisfactory	0	0	1	0	0	0	0	0	0	0	0
1.4.8		SERE Inspection	Not Graded	0	0	0	0	0	0	0	0	0	0	0
1.4.c1		ICBM Operations	Marginal	0	0	3	0	0	0	0	0	0	0	0
1.6		AF/A4/7 (Logistics, Installations and Mission Support)	Satisfactory	0	0	0	0	0	0	0	0	0	0	0
1.6.23		LCAP	Satisfactory	0	2	2	0	0	0	0	0	0	0	0
1.6.24		AF/A4/7 (Security)	Excellent	0	0	2	0	0	0	0	0	0	2	2
1.12		AF/HO (Air	Excellent	0	0	0	0	0	0	0	0	0	0	0

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Index	SII / CII	Item	Grade	Deficiencies									Strengths	RIAs
				Severity					HHQ Support	Repeat	PFW&A	Unit Identified		
				Critical	Significant	Minor	SII	CII						
		Force History and Museum Programs)												
1.12.1		History Office	Excellent	0	0	1	0	0	0	0	0	0	2	1
1.12.2		Heritage Activities	Not Graded	0	0	0	0	0	0	0	0	0	0	0
1.16		AF/SE (Chief of Safety)	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.16.1		Flight	Excellent	0	0	0	0	0	0	0	0	0	3	0
1.16.2		Ground	Outstanding	0	0	0	0	0	0	0	0	0	1	0
1.16.3		Weapons	Excellent	0	0	1	0	0	0	0	0	0	0	0
1.16.6		Safety Office Administration	Excellent	0	0	0	0	0	0	0	0	0	2	0
1.24		SAF/FM (Financial Management and Comptroller)	Excellent	0	0	0	0	0	0	0	0	0	0	0
1.24.1		Financial Management and Comptroller	Excellent	0	0	1	0	0	0	0	0	0	0	1
Totals:				0	3	14	0	0	0	0	0	0	10	4

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REPLY INSTRUCTIONS

HQ AFGSC/IG will open deficiencies in IGEMS within 5 working days of the conclusion of the inspection. The 91 MW will reply within 45 days of report publication to HQ AFGSC/IG with corrective action plans, assigned root cause, deficiency code and counter measurement for all critical and significant deficiencies in accordance with AFI 90-201. Corrective actions and closure recommendations for critical and significant deficiencies will be coordinated with HQ Functional Area Managers (FAM) as appropriate prior to closure by HQ AFGSC/IG. For the purposes of this CUI, these reply instructions identified apply to deficiencies identified in the Compliance Inspection.

Functional inspections, such as the LCAP, have their own specific reply instructions.

The CUI report may not be used as a cited achievement in the award fee determination process. Additionally, it cannot be used by government or contractor personnel in potential discussions pertaining to termination for default or termination for convenience proceedings.

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CUI-PH-0 COMPLIANCE INSPECTION OBSERVATIONS

91st Missile Wing	Satisfactory
Compliance Inspection (CI)	Not Graded
AF/A1 (Manpower, Personnel, and Services)	Satisfactory
Force Support	Satisfactory

Comments:

The IG identified zero deficiencies in the area of Force Support. The 91 MW Family Care Plan and Unit Fitness Programs were evaluated in squadrons across the wing. Additionally, the following 219 SFS programs were inspected: Family Care Plan, Unit Fitness Program, Reenlistments, Unit Training, and Unit Deployment Manager. The majority of 91 MW/219 SFS program managers demonstrated a thorough understanding of their processes.

AF/A2 (Intelligence, Surveillance and Reconnaissance)	Excellent
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Intelligence Oversight (ByLaw)	Excellent
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Comments:

The IG identified zero deficiencies. 91 OSS/IN personnel presented a superior Intelligence Oversight program that clearly met all requirements and provided thorough continuity throughout the program. Force Protection (FP) Monitors went above and beyond to ensure directions for procedures and locations of items were included within the FP Continuity Book and Intelligence Oversight reference cards were provided to all trainees, ensuring SAF-reportable events were correctly reported.

Additional Programs	Excellent
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Comments:

The IG identified zero deficiencies. The 91 OSS/IN Force Protection program exceeded mission requirements by ensuring extensive coordination occurred between 91 OSS/IN, 5 OSS/IN, OSI, and 91 SFG/S2. The implementation of weekly, rather than quarterly, Threat Working Group meetings allow continuous updates across both wings and provides the ability to generate Force Protection changes in real-time.

Intelligence Support	Excellent
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Comments:

The IG identified zero deficiencies. 91 OSS/IN Intelligence Support program fully ensured Intelligence Force Protection support is well integrated into the installation's Force Protection program. Intelligence personnel participate in weekly Threat Working Groups as well as the

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Intelligence Fusion Cell with 5 OSS/IN, OSI and Security Forces Intelligence personnel.

AF/A3/5 (Operations, Plans and Requirements)

Satisfactory

Aircrew Standardization/Evaluation

Incomplete

Comments:

Due to an ongoing UH-1N Class A Safety Investigation, and the subsequent restrictions to flight operations of AFGSC's UH-1N fleet, the inspectors were unable to complete the required flight evaluations to complete the ASEV.

The IG identified one significant and three minor deficiencies. The 91st Operations Group and 54th Helicopter Squadron demonstrated their superior support of the 91st Missile Wing's nuclear mission during the partial Aircrew Standardization and Evaluation Visit (ASEV). The ASEV flight evaluations will be completed at a later date. The inspectors reviewed the unit's standardization and evaluation, training programs and Aviation Resource Management (ARMS). In addition, two written examinations, a check of all individual aircrew publications, and all aircraft publications were reviewed. The 54 HS/CC has taken the necessary steps to ensure robust training and evaluation programs are in place to ensure aircrew members are qualified to execute tasked missions. However, the lack of an Electronic Flight Bag (EFB) program detracted from an excellent performance by the unit.

TECHNICAL PROFICIENCY: Twenty-two assigned and attached aircrew members averaged 99.5% with a 100% pass rate on the closed book exam and a 95.5% pass rate on boldface procedures with one failure. Inspectors reviewed 150 aircrew instructions, technical orders and checklists.

EVALUATION PROGRAM: The 54 HS/CCV is exceptionally well maintained and efficiently run. Their effective management process ensures a qualified aircrew force capable of conducting the unit's assigned missions IAW applicable directives. The Chief of Standardization and Evaluation established above and beyond policies, procedures, and checklists to maximize effectiveness and provide fidelity within the Standardization and Evaluation shop. Their diligent efforts and attention to detail led to one significant deficiency and only three minor deficiencies. All minor deficiencies were corrected during the inspection.

TRAINING PROGRAM: The 54 HS training shop is well maintained and efficiently run. The flight commander has solid management processes in place to guarantee unit instructors can accurately conduct training. The trainers are very proactive and utilize strong processes for scheduling required training events. The helicopter training program is maintained at a high level with no deficiencies noted during inspection.

SARM: The Squadron Aviation Resource Management (SARM) program is run by two

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personnel. The SARM office is compliant and zero discrepancies noted. The SARM office needs to continue to improve their written procedures and make them more effective and not just compliant.

Once flight evaluations are complete, this inspection will meet the Aircrew Standardization/Evaluation Visit requirements IAW AFI 11-202V2.

Deficiencies:

F.7972.1225531: Significant

91 OG/CC failed to ensure the 54 HS/CC implemented Phase 1 of the Command Policy for HQ AFGSC Electronic Flight Bag (EFB) Program. Specifically, the 91 OG/RA has not released funds to purchase a stand alone internet connection required to establish the EFB program.

Reference: Electronic Flight Bag Initiative, Concept of Employment, para 2.2.

OPR: 91 OG/CC

OCR: 5 CS/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

F.7972.1224237: Minor

91 OG/CC did not ensure OGV correctly marked documents in the aircrew Flight Evaluation Folders (FEF). Specifically, three AF Form 4348s, three AF Form 942s, and one AF Form 8 did not have the proper dates annotated. (CORRECTED DURING INSPECTION)

Reference: AFI 11-202V2 AFGSC Sup, pars 7.1.1., 7.4.1., 7.6.1.2., 7.6.3.3., 7.7., 7.7.4., and 7.8.3.1.1.

OPR: 91 OG/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

F.7972.1225513: Minor

91 OG/CC did not ensure OGV correctly marked multiple publications located in aircraft mission kits, aircrew publication and Flight Crew Information File (FCIF) library with DOD UCN/FOUO. Specifically, 18 individual aircrew binders, 2 FCIF library binders, and 7 mission kit binders were incorrectly marked. (CORRECTED DURING INSPECTION)

Reference: DOD5200.01 Volume 4, Enclosure 3, para 4.

OPR: 91 OG/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

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F.7972.1225519: Minor

91 OG/CC did not ensure OGV properly posted the List of Effective Pages (LEP) to the Flight Crew Information File (FCIF) Library. Specifically, there was no LEP posted on T.O.1H-1(U)N-6CL-1 in the FCIF Library. (CORRECTED DURING INSPECTION)

Reference: AFI 11-215 AFGSC Sup, para 8.1.2.1.

OPR: 91 OG/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

Aircrew Flight Equipment (AFE) Training Program

Excellent

Comments:

The IG identified zero deficiencies. The Aircrew Flight Equipment (AFE) office operates in an impressive manner. Inspectors confirmed the contractor's ability to provide clean, safe, and reliable equipment to aircrew members. Team members demonstrated superior management abilities for all workcenter programs. Officer members performed flawlessly on all IG-administered evaluations.

Information Operations

Satisfactory

Comments:

The IG identified 1 minor deficiency. Areas inspected were Operations Security (OPSEC) and Military Deception (MILDEC).

The 91 MW OPSEC Manager maintains a solid OPSEC program that meets all requirements and resulted in zero deficiencies.

The 91 MW Military Deception Officer (MDO) maintains a well-managed program that met most requirements. The MDO is relatively new in the position and has a cohesive plan to forge a strong program.

Deficiencies:

F.7972.1228595: Minor

91 MW/CC did not ensure the unit Military Deception Officer established a MILDEC Working Group comprised of a full spectrum of experts from across the wing. Specifically, only the group commanders and alternates are identified as working group members. Additionally, the MDO has not conducted exercises as required by AFI.

Reference: AFI 10-704 AFGSC Sup, para 9.6.1.7.5.1.1.

OPR: 91 MW/CC

MAJCOM FAM OPR: HQ AFGSC/A3B

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SERE Inspection

Not Graded

Comments:

The 54 HS Survival, Evasion, Resistance, and Escape (SERE) program is proceeding well and maturing. HQ AFGSC/A3TO's efforts to provide on-site support, coupled with Intel's local program assistance and newly published implementation guidance, have led to the program providing the required critical SERE training.

ICBM Operations

Marginal

Comments:

The IG identified 1 strength and 3 minor deficiencies. The 91st Operations Group displayed superior ability to manage Training and Evaluation Programs and ICBM Codes. While the substandard performance of missile combat crews on Emergency War Order Testing and during Missile Procedures Trainer evaluations are cause for concern, unit chefs and Facility Managers (FM) gave solid performances under observation by inspectors, boosting the unit's observed Technical Proficiency.

Training and Evaluation Programs: Four OGV evaluator crews conducted evaluations and six OSS instructor crews provided training in the Missile Procedures Trainer (MPT) with only one minor deficiency noted. Instructors provided flawless instruction during the two monthly Emergency War Order classes and two codes and weapons system training classes observed by inspectors. A thorough review of training and evaluation products for accuracy and content resulted in zero deficiencies noted. Facility Manager and Chef inspectors observed zero deficiencies in four chef/FM Training Proficiency Evaluations (TPE), two Evaluator Proficiency Evaluations (EPE) and a review of the Chef/FM training and evaluation programs.

ICBM codes: Forty-seven Operations Group and 17 Maintenance Group code handlers completed an IG-written codes test with a 96% pass rate. OG code handlers averaged 98% on the test while MXG code handlers averaged 94%. Inspectors also tested thirteen code controllers resulting in a 98% average and 100% pass rate. Codes inspectors audited the 15-day inventory with the accompanying Master Nuclear Certification List (MNCL), coding records, Launch Control Center/Launch Facility configuration records, a sample of 20-year spares and tamper detection indicators (TDI) and code handler/controller records with one deficiency noted. Codes inspectors administered one Quality Control Observation (QCO) noted for perfect coding operations, a flawless EPE on the chief of QA during a Wing Code Processing System (WCPS) evaluation and a TPE during a WCPS training session. During two monthly codes training sessions, instructors performed brilliantly as they provided highly detailed and relevant instruction to ensure 91 MW code handlers have a thorough understanding of their responsibilities.

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Technical Proficiency: Inspectors visited three Launch Control Centers (LCC) finding all to be properly configured, in compliance with directives and maintained in a professional manner. Chef and FM evaluations concluded with one Q1E, one Q1 and one Q2 rating for three chefs and two Highly Qualified ratings and one Qualified rating for three FMs. A 100% targeting audit showed all operational targeting to be complete and accurate. Eleven Missile Combat Crews completed an IG-administered MPT evaluation resulting in five Q1s, three Q2s and three Q3s. Additionally, 36 missile combat crew members completed an IG-developed EWO test with a 75% pass rate and an overall test average of 93%.

Individual unit performance on various inspection events:

740th Missile Squadron

MPT Evaluations: 1 Q1 ratings with zero errors and 2 Q3 ratings

Launch Control Center Visits: 1 LCCs visit with 0 deficiencies noted

Chef Evaluations: 1 Q1 with 1 minor error

FM Evaluations: 1 Q rating with 1 error

Emergency War Order Testing: 6 crew members out of 9 passed; 92% test average

Codes Testing: 19 crew members out of 19 passed; 94.6% test average

741st Missile Squadron

MPT Evaluations: 1 Q1 rating with zero errors and 2 Q2 ratings with 1 major error noted in each

Launch Control Center Visits: 1 LCCs visit with 0 deficiencies noted

Chef Evaluations: 1 Q2 rating with 4 errors

FM Evaluations: 1 HQ rating with 0 errors

Emergency War Order Testing: 7 crew members out of 9 passed; 92% test average

Codes Testing: 7 crew members out of 7 passed; 96.3% test average

742nd Missile Squadron

MPT Evaluations: 1 Q1 rating with zero errors, 1 Q2 rating with 1 major error and 1 Q3 rating

Launch Control Center Visits: 1 LCC visit with 0 deficiencies noted

Chef Evaluations: 1 EQ

FM Evaluations: 1 HQ rating with 0 errors

Emergency War Order Testing: 7 crew members out of 9 passed; 93% test average

Codes Testing: 12 crew members out of 12 passed; 98.75% test average

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91st Operations Support Squadron

MPT Evaluations: 1 Q1 rating with zero errors

Missile Combat Crew Member Training Proficiency Evaluations: 6 completed with 0 deficiencies noted

Chef Training Proficiency Evaluations: 1 Q1 ratings with 0 errors

FM Training Proficiency Evaluations: 3 HQ ratings with 0 errors

Emergency War Order Testing: 4 crew members out of 6 passed; 91% test average

Codes Testing: 6 crew members out of 6 passed; 100% test average

Programs Reviewed: Targeting, EWO Products, Scheduling, Scripts, Training Records,

Weapon System Lesson Plans, Individual Qualification Folders, Monthly Training,

Supplemental Training, T-9 Program, Missile Qualification Training Program, Instructor

Training Management Guide, Recurring Instructor Training (1 minor deficiency noted)

91st Operations Group Standardization and Evaluation section

MPT Evaluations: 1 Q1 rating with zero errors

Missile Combat Crew Member Evaluator Proficiency Evaluations: 4 completed with 1 minor deficiencies noted

Chef Evaluator Proficiency Evaluations: 1 Q1 rating with 0 deficiencies

FM Evaluator Proficiency Evaluations: 1 HQ rating with 0 deficiencies

Emergency War Order Testing: 3 crew members out of 3 passed; 100% test average

Codes Testing: 4 crew members out of 5 passed; 93.3% test average

Programs Reviewed: Evaluator Certification, Standardization/Evaluation products, Evaluator Training Scripts (0 deficiencies noted)

Deficiencies:

F.7972.1228227: Minor

91 OG/CC did not ensure evaluators presented status in accordance with the approved monthly evaluation script. Specifically, evaluators did not provide proper script presentation while administering evaluations. Additionally, evaluators did not standardize documents prior to evaluation. (CORRECTED DURING INSPECTION)

Reference: AFGSCI 13-5301v2, para 4.3.4.1.; Evaluation Management Guide, and Evaluation Baseline Configuration

OPR: 91 OG/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

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Speaking Truth FOIA AF 017

F.7972.1224236: Minor

91 OSS/CC did not ensure an Individual Qualification Folder was properly posted.

Specifically:

- One of the current year's training reports was incorrectly posted to Section 4 (Restricted Status Paperwork) instead of Section 6 (Training Records from January through December of the current calendar year) (CORRECTED DURING INSPECTION)
- One of the current year's training reports was not posted in reverse chronological order (CORRECTED DURING INSPECTION)

Reference: AFGSCI 13-5301, Volume 1, pars 8.4.5., 8.4.5.4., and 8.4.5.6.

OPR: 91 OSS/CC

MAJCOM FAM OPR: HQ AFGSC/A3T

F.7972.1227713: Minor

91 OSS/CC did not ensure codes controllers properly documented recovery of codes components. Specifically, an on-shift controller crew failed to sign for recovery of a Code Change Verifier (CCV). (CORRECTED DURING INSPECTION)

Reference: 341 OSS/OSB LF Record Review Checklist, para A4.6

OPR: 91 OSS/CC

MAJCOM FAM OPR: HQ AFGSC/A3I

AF/A4/7 (Logistics, Installations and Mission Support)

Satisfactory

LCAP

Satisfactory

Comments:

See 91 MW LCAP report on Appendix A for more information.

Deficiencies:

F.7972.1232146: Significant

91 MMXS/CC failed to ensure tools were accounted for accurately. Specifically, 91 MMXS had missing Equipment Identification Designators and inaccurate/missing Master Inventory Listings in Consolidated Tool Kits.

Reference: AFI 21-200, pars 10.3.3. and 10.3.4.

OPR: 91 MMXS/CC

MAJCOM FAM OPR: HQ AFGSC/A4V

F.7972.1227537: Significant

91 MOS/CC failed to ensure equipment items were accounted for accurately. Specifically, 91 MOS failed to track accountable items/inspection intervals in Integrated Maintenance Data System (IMDS) and had missing Equipment

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Identification Designators and inaccurate/missing Master Inventory Listings in Consolidated Tool Kits.

Reference: AFI 21-202 AFGSC Sup, Vol 1, para 3.4.6.6.; AFI 21-200, pars 10.3.3. and 10.3.4.

OPR: 91 MOS/CC

MAJCOM FAM OPR: HQ AFGSC/A4M

F.7972.1227503: Minor

91 MXG/CC did not ensure Personal Fall Arrest Systems received a thorough inspection at least quarterly. Specifically, 91 MMXS and 91 MOS did not inspect numerous harnesses and lanyards.

Reference: AFI 91-203, pars 1.4.4., 1.4.4.2., and 13.4.6.10.3.

OPR: 91 MXG/CC

MAJCOM FAM OPR: HQ AFGSC/SEG

F.7972.1225906: Minor

91 MW/CV did not meet Foreign Object Damage (FOD) program or Dropped Object Prevention (DOP) program requirements. Specifically, 91 MW/CV did not appoint a FOD/DOP monitor to implement, execute and integrate required program elements within the installation.

Reference: AFI 21-101, pars 3.3, 14.11, 14.19.3 and 14.19.4.

OPR: 91 MW/CV

MAJCOM FAM OPR: HQ AFGSC/A4V

AF/A4/7 (Security)

Excellent

Comments:

IG identified two minor deficiencies in the area of Security.

The 91st Security Forces Group is a well-honed and highly reliable unit. Their duty performance is indicative of a superbly led and extremely dedicated group of professionals. Without question, these Defenders ensure top-notch protection in support of America's nuclear enterprise.

TRAINER PROFICIENCY EVALUATION (TPE): IG inspectors assessed 290 training program items for compliance with HAF and AFGSC directives, and reviewed 46 randomly selected training records. IG inspectors assessed 50% of the 91 SSPTS training instructors for proficiency evaluations. 2 of 2 instructors passed their evaluation for a 100% pass rate.

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EVALUATOR PROFICIENCY EVALUATION (EPE): IG inspectors assessed 50% of the 91 SFG evaluators during verbal, written, and practical standardization and evaluation scenarios. 4 of 4 personnel passed all their evaluations for a 100% pass rate.

DUTY POSITION EVALUATIONS (DPE): Twenty-four SF personnel were randomly selected to receive duty position written examinations. Personnel displayed proficient job knowledge with a 98% overall test average, with an overall pass rate of 100%.

LIFE CYCLE REVIEW: IG inspectors reviewed 46 randomly selected training records for compliance with AFI 36-2201 and AFI 36-2646. Specifically, inspectors completed the HAF Security Forces Training and Standardization Compliance Inspection checklist and found that 6 of 46 records were not fully in compliance with instructions.

Strengths:

The 91 SFG Standardization and Evaluation Section has an extremely robust and realistic program. The evaluators have developed high-quality testing products, evaluation/exercise simulation aides, and practical application materials. Collectively these elements provide security forces members an evaluation and certification process that ensures both realistic and demanding scenarios that mimic real-world incidents Defenders may encounter.

The 219 SFS, a North Dakota National Guard security forces unit located on Minot AFB, has instituted a system to save money for AFGSC. They achieve these savings by rotating their Security Forces members between Title 32 and Title 10 duty positions. Currently, the unit has saved 901 Military Personnel Authority (MPA) days valued at \$171,000. Under the current plan, the unit will save of 1,800 MPA days for FY2013, exceeding \$340,000.

Deficiencies:

F.7972.1226911: Minor

91 MW/CC did not ensure missile field photography requirements were identified at the proper authorization level in the Installation Defense Plan (IDP) as required. Specifically, the 5 BW/91 MW IDP did not address joint determination by the 91 OG/MXG/SFG commanders, or their designated representatives, as to what constitutes official photography in the missile field in the local memorandum document.

Reference: 20 AFI 31-133, para 4.2.2.

OPR: 91MW/CC

MAJCOM FAM OPR: HQ AFGSC/A7S

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F.7972.1227990: Minor

91 SFG/CC did not ensure posted security forces were proficient on all required tasks.

Specifically, 3 of 3 Alarm Response Teams evaluated could not properly perform searching and handcuffing procedures to the AF standard.

Reference: AFMAN 31-222, Chapter 8 (inclusive)

OPR: 91 SFG/CC

MAJCOM FAM OPR: HQ AFGSC/A7S

Recommended Improvement Areas:

Recommend 91 SFG/CC conduct an extensive review of the Air Force Training Record (AFTR) local Job Qualification Standard (JQS). Tasks that are no longer valid should be completely removed from the AFTR database, preventing confusion regarding valid duty position tasks.

Recommend 91 SFG and 219 SFS develop documentation that clearly identifies the roles and responsibilities of each unit for certifying 219 SFS members who are in direct support of 91 SFG operations.

AF/HO (Air Force History and Museum Programs)

Excellent

History Office

Excellent

Comments:

HQ AFGSC/IG identified two strengths, one deficiency, and one RIA in the Historian's Office. The IG inspected the following areas: Historian Primary Responsibilities Contingency Operations, and Lineage and Honors Program. The office is equipped for its operations and the Historian's Program is functioning in an excellent manner. The strengths detected during the inspection provided evidence of the positive historian program at the Wing. Every question raised by the inspector was quickly answered and issues were resolved with alacrity. The strengths noted in this inspection, and the lone deficiency is indicative of the commitment of the 91 MW Historian to his craft and demonstrate his work ethic.

Strengths:

91 MW/HO maintains his file collection using an expanded Records Management Rule and Table system which enhances his organization and provides quick and accurate retrieval of documents needed to answer inquiries or to write the annual history.

91 MW/HO has been granted access to the Training Evaluation and Management System (TEAMS), a computer program which provides scheduling, agenda, and after action report information on a large number of wing activities. This greatly enhances the situational awareness of the historian and the accuracy of his data collection.

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Deficiencies:

F.7972.1225240: Minor

91 MW/CC did not ensure the 91 MW Heritage Pamphlet was posted to the wing's internet webpage. Specifically, 91 MW/HO created and submitted the Heritage Pamphlet to 5 BW/PA, but the pamphlet was not posted on the wing's website. (CORRECTED DURING INSPECTION)

Reference: AFI 84-101, para 2.3.1.

OPR: 91 MW/CC

MAJCOM FAM OPR: HQ AFGSC/HO

Recommended Improvement Areas:

Recommend 91 MW/HO build a system to track time spent answering inquiries to ensure accuracy of the Semi-annual Historical Activity Report.

Heritage Activities

Not Graded

Comments:

There are no heritage activities for this wing.

AF/SE (Chief of Safety)

Excellent

Flight

Excellent

Comments:

The IG identified 3 strengths and zero deficiencies. The IG performed a Program Management Evaluation (PME) and Compliance Inspection (CI) of the Mishap Prevention Program. The Flight Safety Officer (FSO) is currently performing Wing Chief of Safety duties as well as his primary position. He is an energetic Captain executing a highly effective Mishap Prevention Program. A focus on proactive safety and sound Risk Management principals is very evident. There is good cooperation between 91 MW/SEF and 5 BW/MDOS/SGOQ examining fatigue issues related to 24/7 helicopter alert operations. The working relationship between the wing and squadron Flight Safety Officers is excellent. All records and documents are logically organized and easy to access.

Strengths:

The FSO is very involved with the Installation Complex Encroachment Management Action Plan (ICEMAP) initiative and is using this opportunity to build relationships with local industry to help mitigate the risk to helicopter operations posed by the many towers being erected in the local flying area. Sound assessment of hazards that may be legal (e.g. a tower two feet below the FAA threshold to be lighted) are being assessed and work is underway to provide helicopter crews methods to mitigate risk.

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A comprehensive continuity book is in place clearly documenting past actions, policies and procedures to help facilitate any changeover of the FSO and is a useful tool for day-to-day operations.

A strong spot inspection program with detailed documentation of items inspected, discrepancies noted, and follow up actions to address issues helps the FSO keep commanders informed of emerging issues. A useful database is complemented with "plain text" details captured in MFRs allowing useful trend analysis.

Ground

Outstanding

Comments:

The IG team identified 1 strength and zero deficiencies. The IG performed a PME and CI of the Mishap Prevention Program. 91 MW Ground Safety Program is the best seen in 6 CUIs. The 91 MW Ground Safety team is an energetic, motivated and professional group. Available records showed a focused and sustained effort to manage the safety program IAW DoD, Air Force, and AFGSC guidance.

Strengths:

Winter Safety Driving briefings are above and beyond what is required. These briefings are scheduled over a two week period just prior to winter. They are one hour in length and mandatory for 91 MW personnel who are unfamiliar with North Dakota winters. Additionally, these briefings are highly encouraged for 5 BW personnel and all spouses and dependents who drive.

Weapons

Excellent

Comments:

The IG identified 1 minor deficiency. The IG performed a PME and CI of the Mishap Prevention Program. The 91 MW Weapons Safety Managers demonstrated exceptional knowledge, their proactive approach to explosive safety was evident in several unit visits. 91 MW/SEW checklists, weapons safety representative training guide, and mishap reporting procedures are highly effective. The office also has a remarkable crosstell process to disseminate information throughout the wing.

Deficiencies:

F.7972.1228115: Minor

91 SFG/CC did not ensure Tactical Response Force armory personnel conducted proper storage of Hazard Division (HD) 1.1 40MM High Explosive (HE) cartridges. Specifically, 1 of 46 40MM HE cartridges inspected were stored in a licensed location without the required protective plastic cover installed. Without the required protective plastic cover the 40MM

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HE is considered HD 1.1. This HD cannot be stored in a licensed location. (CORRECTED DURING INSPECTION)

Reference: AFMAN 91-201, pars 3.14.2.2.1., and 11.2.4.

OPR: 91 SFG/CC

MAJCOM FAM OPR: HQ AFGSC/SEW

Safety Office Administration

Excellent

Comments:

The IG identified 2 strengths and zero deficiencies. The IG performed a PME and CI of the Mishap Prevention Program. 91 MW Safety personnel are highly motivated and fully engaged in all installation safety programs and provide sound guidance and oversight of the wing's mishap prevention and risk management programs.

Strengths:

91 MW High Risk Activity Guide is a checklist for commanders to oversee their personnel who participate in high risk activities. This guide is comprehensive and offers links and information to local businesses who train personnel on how to conduct activities safely. Additionally, a high risk assessment matrix, included in the guide, allows personnel to manage risks at the individual's level.

Follow-up actions on hazards and deficiencies are historically difficult to track and manage. However, 91 MW created an inspection template that is easy to use and includes follow-up action areas. This provides immediate confirmation that corrective actions were implemented.

SAF/FM (Financial Management and Comptroller)

Excellent

Financial Management and Comptroller

Excellent

Comments:

The IG identified 1 minor deficiency and 1 recommended improvement area. The IG inspected the following areas in Financial Management: Government Travel Card (GTC), Management Internal Control Program, and budget. The 91 MW has a solid Financial Management team. Their knowledge and experience enables them to provide excellent financial decision support to wing leadership and resource managers.

Deficiencies:

F.7972.1226095: Minor

91 MW/FM did not ensure all Government Travel Card (GTC) Agency Program Coordinators (APC) conducted periodic internal control reviews to ensure travel card misuse and delinquencies were properly identified, reported, and tracked. Specifically, 91 MW/FM did

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not validate the 10 APCs assigned to the Wing were conducting monthly GTC surveillance as required by regulation.

Reference: DoDFMR, Vol. 9, 0311, 031005, and Air Force GTC Interim Guidance, Jul 2008, Attachment E

OPR: 91 MW/FM

MAJCOM FAM OPR: HQ AFGSC/FMP

Recommended Improvement Areas:

Recommend 91 MW/CC sign or endorse the Financial Management Board (FMB) minutes. As the chairperson of the FMB, the 91 MW/CC should approve the meeting minutes to ensure wing priorities and allocation of resources are effectively communicated to the wing's resource managers.

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SUPERIOR PERFORMERS

SSGT (b)(6)
91st Missile Wing

SSgt (b)(6) displayed exceptional professionalism and superior knowledge while performing his time change technical order management duties during his four months on station. He cooperatively rectified 75 active time change technical order errors between reliability and maintainability information systems and integrated maintenance data systems with the Item Manager (IM). Additionally, SSgt (b)(6) has continued to review the time change technical orders even though this is an annual requirement. His diligence has ensured that findings have been fixed by the IM and errors that have not been fixed have been documented and sent back to the IM for correction.

MR. (b)(6)
91st Missile Wing

Mr. (b)(6) demonstrated exceptional performance throughout the inspection as the wing's historian. He established a thorough and aggressive program that went above and beyond the requirements in AFI 84-101 and AFI 84-105. Mr. (b)(6) developed a file management plan that AFGSC/HO is evaluating to recommend as the "standard" for other historians. His dedication and attention to detail was evident in every aspect of this inspection as he provided detailed, correct information to every inspector question. Mr. (b)(6) hard work was evident in the presentation of his office and the consistently high quality of his work.

MR. (b)(6)
91st Missile Wing

Mr. (b)(6) displayed enthusiasm and a high degree of knowledge in safety program management as the Ground Safety Manager. He managed 15 safety programs above and beyond guidance set forth by OSHA, DoD, AF, AFGSC and 20 AF. The programs had several strengths and no deficiencies, all to his credit. Mr. (b)(6) created and annually executed a winter driving briefing held daily for two weeks in October-November timeframe, with two nighttime sessions. This briefing is mandatory for all 91 MW personnel and highly encouraged for all others who are new to Minot winters and better acquaints them with local driving conditions.

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TSGT (b)(6)
91st Maintenance Group

TSGt (b)(6) provides superior support to the 91st Maintenance Group mission serving as the Unit Environmental Coordinator. He has developed recurring notices within the quality assurance system to aid in meeting all training requirements. TSgt (b)(6) has also worked to standardize all AF Form 1098s and AF Form 55s across 91 MXG to improve consistency and efficiency. He developed training for managing flammable lockers, worked to improve shelf life management of hazardous materials, and assured proper management of hazardous waste. TSgt (b)(6) provides exceptional support to the installation environmental office and is a key enabler for the shop personnel to meet their environmental requirements in support of the 91 MXG mission.

CAPT (b)(6)
91st Operations Support Squadron

Capt (b)(6) demonstrated exceptional performance as Chief of Operations and Interim Senior Code Controller (SCC). He fulfilled all administrative duties while maintaining flawless coding operations. As Interim SCC, Capt (b)(6) brought stability and ensured proper operation of the codes shop while providing training and on-the-job experience for the newest SCC. Due to his steady leadership through adversity, his willingness to lead his team despite difficulties, and his cool and calm nature, Capt (b)(6) can be highly credited for the flight's current stability.

CAPT (b)(6)
91st Operations Support Squadron

Capt (b)(6) demonstrated exceptional knowledge and poise with codes instruction despite technical difficulties rendering his computer inoperative while teaching. He ensured every student was actively engaged in each topic and truly provided an environment conducive to learning. He showed his expertise through teaching the lesson plan, catering to the experience of the students and adapting when he needed to go "off script" due to student questions.

1LT (b)(6)
91st Operations Support Squadron

Lt (b)(6) demonstrated exceptional performance throughout the inspection, especially while leading instruction on two separate occasions. First, during monthly Weapons System class (T-3), she instructed fellow missile operators on proper operation and troubleshooting of the Minuteman III ICBM Weapons System, leading to a 100 percent pass rate on the monthly Weapon System test. Second, Lt (b)(6) was observed instructing in the Missile Procedures Trainer. Her confidence and flexibility created a dynamic training environment tailor-made for the crew. In both observations, Lt (b)(6) spot-on instruction culminated in zero training deficiencies noted by HHQ inspectors.

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TSGT (b)(6)
91st Missile Security Forces Squadron

TSGT (b)(6) demonstrated superior job knowledge during post checks while posted as a Flight Security Controller (J-1). Her leadership and direction of the site security personnel was top notch as she demonstrated this throughout the post visit. Finally, her professionalism coupled with the performance of her duties and in-depth knowledge of assigned tasks showed a dedication to duty above her rank.

SRA (b)(6)
742nd Missile Squadron

SRA (b)(6) displayed outstanding performance while operating as a missile chef. His system knowledge and meticulous attention to detail was the best seen to date. He committed zero errors during his evaluation and earned the only Exceptionally Qualified rating for 91 OG missile chef's during the CUI. His professionalism and infectious tenacity far exceeded the standard.

SSGT (b)(6)
740th Missile Squadron

SSgt (b)(6) displayed outstanding performance throughout the inspection. While under evaluation, she successfully identified 28 MAF kitchen discrepancies although IG inspectors injected only eight. SSgt (b)(6) scored 100 percent on proficiency testing and displayed exceptional system knowledge. Her meticulous attention to detail was evident in her nearly perfect kitchen inspection.

CAPT (b)(6)
91st Operations Support Squadron

Capt (b)(6) demonstrated excellence as the Chief of Quality Assurance in the Codes Flight. His professionalism and expertise were abundantly clear through both his products and his evaluator conduct. His leadership ensured the validity of the evaluator program from cradle to grave and he created enough continuity to enable his successors are able to maintain the high standards that he set.

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SUPERIOR TEAMS

Electro-Mechanical Team Training Section 91st Maintenance Group

The Electro-Mechanical Team Training section is managed in a superior and professional manner that contributed to multiple error free programs being noted. TSgt (b)(6) has developed outstanding products to maintain currency of all shop programs. The team's Master Training Plan was noteworthy and should be shared with other sections. In addition, Electro-Mechanical Team instructors SSgt (b)(6) and SSgt (b)(6) expertly lead a training session on Motor Generator Power Installation Test Set Checkout.

TSgt (b)(6)
SSgt (b)(6)

SSgt (b)(6)

Power, Refrigeration and Electric Laboratory (PREL) Section 91st Maintenance Group

The PREL section displayed professionalism at all levels. Their programs were in pristine condition and presented in a compliant manner. The team was excellent in their lesson plan review and tracking. In addition, the shop's proficiency evaluations were error free with a 100% pass rate. Overall, the team did an outstanding job.

MSgt (b)(6)
SSgt (b)(6)
SSgt (b)(6)
SrA (b)(6)

SSgt (b)(6)
SSgt (b)(6)
SrA (b)(6)

Facility Manager Training Section 91st Operations Support Squadron

The Facility Manager (FM) Training section displayed superior performance and knowledge in standardized training, training documentation and systems operations. The FM Training section displayed a standardized, centralized training system that streamlined FM training effectiveness. Additionally, all three trainers earned Highly Qualified (HQ) with zero errors on 3 of 3 Trainer Proficiency Evaluations (TPE). Lastly, the FM Training section has the best training documentation seen to date.

MSgt (b)(6)
SSgt (b)(6)

TSgt (b)(6)

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**Missile Procedures Training Instructor Team
91st Operations Support Squadron**

The Missile Procedures Training Instructor team demonstrated exceptional instruction. Their professionalism and expertise was confirmed through six training proficiency evaluations. The instruction went far above and beyond the training requirements set by HHQ. Their use of real world examples ensured maximum conceptual understanding of key concepts required to effectively accomplish the nuclear mission. Specifically, their thorough understanding of the weapon system both enabled them to correctly augment the instruction as necessary when the missile combat crew chose an incorrect path and assist them in finding their way back on to the correct one.

Capt (b)(6)
Capt (b)(6)
Capt (b)(6)
1Lt (b)(6)
1Lt (b)(6)
2Lt (b)(6)

Capt (b)(6)
Capt (b)(6)
Capt (b)(6)
1Lt (b)(6)
1Lt (b)(6)

**Operations and Intelligence Integrated Briefing Team
91st Operations Support Squadron**

The Operations and Intelligence team presented an outstanding briefing that seamlessly integrated operational ICBM capabilities with an in-depth review of foreign ballistic missile defense systems. The presentation fully capitalized on the different functional expertise of the presenters. The briefing also engaged the audience with a detailed description of specific Emergency War Order missions of the 91 MW and thoroughly explained how re-entry systems deploy chaff. Their integrated approach to briefing missile combat crew members is unique to the 91 OSS/OSK and sets the command standard for educating and motivating the entire crew force.

Capt (b)(6)
SrA (b)(6)

Capt (b)(6)
Ms. (b)(6)

**Security Forces Group (SFG) Standardization and Evaluation Team
91st Security Forces Group**

The 91 SFG Standardization and Evaluation team's actions and support were above reproach. They conducted five duty performance evaluations providing flight personnel with valuable Security Forces duty validation, conducting themselves with expertise and professionalism. Finally they supported the inspection team during post visits throughout the missile complex leading to a successful inspection.

SSgt (b)(6)

SSgt (b)(6)

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**Missile Security Forces Squadron (MSFS) Security Managers
91st Security Forces Squadron**

The MSFS Security Managers displayed superior knowledge and compliance in their execution of the unit's security manager program. The team successfully managed a difficult security program that encompasses all of the Missile Alert Facilities in addition to other duties. Zero deficiencies were noted across 93 inspected items. Additionally, the 5 BW Information Protection Office also recognized the 91 MSFS security managers as one of the best teams in the wing.

TSgt (b)(6)

SSgt (b)(6)

**54th Helicopter Squadron (HS) Standardization and Evaluation Team
54th Helicopter Squadron**

The 54 HS Standardization and Evaluation team did an exceptional job ensuring the responsibilities were met for not only their own shop, but for the Group Standardization and Evaluation shop as well. Their established policies, procedures, and checklists exceeded standards and maximized effectiveness by providing fidelity within their shop. The 20 AF Chief of Helicopter Standardization and Evaluation rated their overall shop as "the best standardization and evaluation shop among the helicopter squadrons in 20 AF".

Capt (b)(6)
Capt

1Lt (b)(6)
TSgt (b)(6)

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TEAM COMPOSITION

RANK/NAME

FUNCTIONAL AREA

Col Thomas P. Hesterman	Inspector General
Col Lance K. Kawane	Team Chief
Col (b)(6)	Inspections Division Chief
CIV (b)(6)	IG Oversight
CMSgt (b)(6)	Superintendent
Lt Col (b)(6)	Wing Staff Agencies
Lt Col (b)(6)	Mission Support Branch Chief
Lt Col (b)(6)	Operations Branch Chief
Maj (b)(6)	Maintenance Branch Chief
CIV (b)(6)	Workcenter Branch Chief
Lt Col (b)(6)	Maintenance
Lt Col (b)(6)	Workcenter Manager
Maj (b)(6)	Mission Support
Maj (b)(6)	Operations
Maj (b)(6)	Operations
Maj (b)(6)	Operations
Maj (b)(6)	Mission Support
Maj (b)(6)	Financial Management
Maj (b)(6)	Operations
Maj (b)(6)	Operations
Maj (b)(6)	IG Oversight
Maj (b)(6)	Operations
Maj (b)(6)	Operations
Maj (b)(6)	Maintenance
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
Capt (b)(6)	Operations
1Lt (b)(6)	Operations
CMSgt (b)(6)	Maintenance
SMSgt (b)(6)	Maintenance
SMSgt (b)(6)	Safety
SMSgt (b)(6)	Mission Support
SMSgt (b)(6)	Mission Support

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SMSgt	(b)(6)	Financial Management
SMSgt		Mission Support
SMSgt		Maintenance
SMSgt		Workcenter Support
SMSgt		Mission Support
MSgt	(b)(6)	Maintenance
MSgt		Maintenance
MSgt		Maintenance
MSgt		Maintenance
MSgt		Mission Support
MSgt		Operations
MSgt		Operations
MSgt		Operations
MSgt		Operations
MSgt		Mission Support
MSgt		Mission Support
MSgt		Maintenance
MSgt		Mission Support
MSgt		Safety
MSgt		Operations
MSgt		Maintenance
MSgt		Maintenance
MSgt		Operations
MSgt		Mission Support
MSgt		Maintenance
MSgt		Maintenance
MSgt		Maintenance
MSgt		Mission Support
MSgt		Workcenter Support
MSgt		Maintenance
MSgt		Maintenance
MSgt		Maintenance
MSgt		Operations
MSgt		Maintenance
MSgt		Workcenter Support
TSgt		Maintenance
TSgt		Maintenance
TSgt		Maintenance
TSgt		Maintenance
TSgt		Mission Support
TSgt		Maintenance
TSgt		Maintenance
TSgt		Safety
TSgt		Maintenance
TSgt		Maintenance

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TSgt	(b)(6)
TSgt	
TSgt	
TSgt	
TSgt	
CIV	(b)(6)
CIV	
CIV	
CIV	
CIV	
CIV	
CIV	

Mission Support
Maintenance
Maintenance
Maintenance
Maintenance
Maintenance
Mission Support
SERE
Mission Support
Safety
Workcenter Support
Historian
Mission Support

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APPENDIX A - LCAP

Attached is the draft LCAP report.

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