



CAP Subordinate Unit Inspection Team Member Handbook

Companion Guide to this handbook is the:

SUI REPORT WRITING GUIDE

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Purpose

This handbook is a reference for **Subordinate Unit Inspection (or abbreviated SUI throughout this guide)** team members. The purpose is NOT to specify how to *conduct* a SUI but how to manage a SUI and SUI program. It formalizes much of what has previously been only passed on by word-of-mouth and puts new team members and “old hands” alike on an even setting with regard to the wealth of handed down oral tradition “we’ve done it this way and it seemed to work “ that is essential to a smoothly functioning team and successful SUIs.

Philosophy

- Assess and assist the visited unit.
- Foster a climate of trust and confidence.
- Provide a productive learning experience.
- Recognize excellence
- Be the eyes and ears of the commander
(Wing, Region, and National Commander, as appropriate)

All SUI Team Members should:

- Demonstrate Commitment to the Program
- Add Value to the Program (Judgment, Knowledge, Temperament)
- Demonstrate a Positive Attitude Toward:
 - The inspection Program
 - The SUI Inspection Team
 - Your Customers: Units, Groups, the Wing

Remember, you must always be flexible.



Captain Semper Gum-bee

Selection of Team Members

SUI team member candidates should have a depth of experience in at least one of CAP's three mission areas, or have held a range of CAP positions, and ideally have had leadership experience. SUI team members need to have the knowledge base and judgment required to effectively assess CAP programs in diverse settings.

Wing IGs need to develop a Plan of Action designed to train and implement a SUI program designed around highly qualified personnel, unit location, physical geography, and typical time constraints.

Commanders and current members of the SUI inspection team may suggest candidates for inclusion on the inspection team based on the following mandated criteria:

- Complete or plan to complete at least the **SUI Team Member Course segment of the IG Basic Course or the Basic Course** or higher as mandated by CAPR 123-3 Para 12
- Have a background in CAP, usually with no less than 3 years of membership
- Have current working knowledge of at least three of the inspection areas
- Be a mission pilot in order to inspect flying programs. See CAPR 123-3
- Be counterdrug qualified to inspect unit counterdrug programs. See CAPR 123-3

It is highly recommended that the team member inspector:

- Demonstrate commitment to the improvement of the CAP Program
- Possesses program knowledge and sound judgment with a fair and even temperament
- Always be:
 - Neat
 - Properly attired
 - Well mannered
 - Dependable
 - Self-confident – firm, fair and friendly
 - Alert to new ideas
 - Knowledgeable of CAP policies, programs and trends

In addition, inspectors must:

- Have the ability to spot program anomalies
- Be able to size-up people quickly and correctly
- Have initiative to prepare for an inspection, conduct the interview, and prepare the write-up without direct supervision

- Know the inspection areas and keep informed of changes

Suggested Training of SUI Team Members

Observer Phase

To be considered “highly qualified,” a candidate must meet two criteria: (1) complete the IG Team Member Course or higher, and (2) be a subject matter expert in one or more of the inspection areas. Then the candidate must participate in a SUI inspection as an observer in any area in which the candidate is deemed a subject matter expert.

While an observer at a SUI inspection, the candidate will be teamed with a qualified team member, who acts as the trainer/mentor. The candidate is expected to observe the inspection process in general, as well as the specifics of the area assigned (i.e., Operational mission management, Finance, Commander, etc.). He or she should participate in individual interviews, draft reports from those interviews and participate in the discussion during any grade resolution session, but not yet “vote” on the grades. All work of the candidate will be guided and reviewed by the trainer/mentor.

After this inspection, the trainer would recommend that the candidate:

- Move on to the qualification phase,
- Attend further training as an observer at a future SUI inspection, or
- Remove the candidate from the SUI inspection team member training program.

Qualification Phase

After successful participation in a SUI inspection and upon the recommendation by the trainer/mentor, the candidate will be scheduled to participate in a SUI inspection as the primary inspector in the inspection position in which the candidate previously trained. This, again, will be accomplished under the guidance of a qualified SUI inspection team member. After the initial qualification phase inspection, the candidate may be recommended for:

- Qualification as a SUI inspection team member,
- Need for further training at additional SUI inspections, or
- Separation from the SUI inspection team member training program.

The inspection program (in a wing) is a **commander’s program**. The wing IG will administer the program for the Wing. Read CAPR 123-3 para 12a. With 52 wings in the CAP, ranging greatly in size from Rhode Island Wing or Wyoming Wing to California Wing or Texas Wing “**One size fits all**” could not apply. Unique geographic (2 hours to drive from one end of the state versus 20-hours drive) as well as internal wing structure (i.e., Groups versus no groups) precludes defining **exactly** how a well managed subordinate unit inspection program should be structured.

TO REPEAT: Wing IGs need to develop a Plan of Action designed to train and implement a SUI program designed around the personnel, unit location, state geography, and time constraints.

A **flexible** (Captain Semper Gum-bee) Wing SUI Plan of Action¹ needs to address these issues:

What follows in numbers 2 through 12 below, and which is expanded in the Plan of Action, is in compliance with the requirements of a SUI program found in CAPR 123-3 Para 12 “Subordinate Unit Inspections.” The Wing IG:

1. needs to appoint assistants and develop a training program for those assistants.
2. needs to **formatively** train all team members in the wing.
3. has to develop a working relationship with wing and **if applicable**, group staffs to monitor the process.
4. **develop** a schedule of inspections that covers the requirements of the regulation in the time constraints allowed.
5. **put** in place a procedure to close discrepancies that inevitably occur in subordinate unit inspections.
6. **publish** the results of inspections in such a way as to provide feedback to other units in the wing, as well as to inform the wing commander, the wing staff, and group commanders (where applicable) of problem areas and success areas.
7. **must produce consistent reports for the** inspection program. The IG Training Disc (CD-ROM) available from CAPHQ-EXS has a built-in template to follow. The companion to this handbook is the SUI Report Writing Guide.
8. **should** consult with region or neighboring IGs as to the need for consistency in reports. That means that a “successful” in one unit, should mean the same thing in other units, and that a “discrepancy” is in fact an answerable violation of a particular CAP directive.
9. **should** include compliance with any applicable wing and region supplements and operating instructions.
10. **should** develop a SUI program that is open and transparent **and** the SUI schedule should be published in such a way that it is available to all units in the wing.
11. **ensure that the units understand** that the anniversary date of the last SUI becomes the date of subsequent inspections and any mandatory self inspections dictated by the inspection interval of 36 months.
12. **work with the wing commander to try** to divert a portion of the mission training funds to allow SUI teams to travel to various locations within the wing to conduct the inspections.
13. **prudently plan to schedule** most inspections on weekends.

¹ See Plan of Action template on pages 31-33.

Inspection Process

Prior to the Inspection:

Approximately a month prior to each scheduled inspection, the following documents should be distributed electronically to each assigned team member:

1. A copy of the previous SUI inspection report.
2. A copy of the latest SUI Guide
3. A listing of the open discrepancies, if any, from the last SUI inspection.
4. A draft inspection schedule indicating who is inspecting whom, and when.
5. A list of the vehicle(s) and aircraft to be inspected. Most units in CAP have only one or two vehicles or aircraft; consequently, the expectation is to inspect all of them!
6. The last Self Inspection report in wings where such reports are required.

Note: the Counter Drug (CD) program is an optional program. If the wing has no CD missions available they do not have to support a CD program. The same would be true of subordinate units even if the wing did have a CD program. If a unit does not have any CD qualified people and are not planning on getting into that arena, that portion of the operations tab is "Not Rated."

This raises a similar question: what does a SUI Team do with units that have no program in a particular tab? Senior only units do not have cadet programs. Some units have no pilots. Many do not have vehicles, and even more do not have aircraft. Anytime a unit does not have a program, that area is marked "Not Rated."

Inspection Team Attire

The preferred attire for the CAP volunteer SUI Team member is listed below in the order of preference. Specific information on each of the listed attire is found in CAPM 39-1.

Flight suits should not to be worn by CAP members for any SUI Inspection unless perhaps, an SUI team member flies into an inspection in a corporate aircraft on an assigned mission number. BDUs are acceptable for inspectors who may spend a portion of their time outdoors inspecting vehicles or aircraft where a white aviator shirt may get easily soiled. Refer to CAPR 39-1 for appropriate circumstances for the wear of flight suits and BDUs. Specifically consult CAPM 39-1 Table 1-1

Suggested attire

- **CAP Distinctive Corporate Attire**

- White Aviator Shirt -- short or long sleeved (Tie is required with long sleeve shirt)
- Gray trousers/skirts/slacks
- Plain civilian black belt with conservative, non-decorative type gold or silver buckle, not to exceed 2 inches in size
- Gray CAP epaulet sleeves
- Gray, 3-line CAP nameplate
- Black shoes/socks

**O
R**

- **Alternate CAP Distinctive Corporate Attire**

- CAP golf shirt either long or short sleeves
- Gray trousers/skirts/slacks
- Plain civilian black belt with conservative, non-decorative type gold or silver buckle, not to exceed 2 inches in size
- Black shoes/socks

**O
R**

- **Air Force Style Uniform**

- AF Blue Shirt -- short or long sleeved
- Tie/Tab: USAF blue tie (males) or CAP blue ties/floppy bow (mandatory with long sleeve shirt)
- Blue AF-style pants/slack or skirt
- Dark blue 1 ¼ inch cotton web or elastic belt with silver buckle
- Gray CAP epaulet sleeves
- Gray, 3-line CAP nameplate
- Black shoes/socks

- **CAP Blazer Combination**

AF style uniforms demand adherence to weight and grooming standards. For guidance consult CAPM 39-1

A point to consider: Uniforms can be contentious. Cadet's point out errors in a team member's uniform. Rank can be thrown around. Intimidation by position and rank can damage effective interviews. By nature, inspections are adversarial enough. Use good judgment. This is why Wing IGs need to put things like this into a Plan of Action.

On the Day of the Inspection

Team Member Conduct:

- Remember that during a SUI inspection, you are representing your wing commander. The team should demonstrate the highest professional standards at all times. The following are some specific items that should be kept in mind during an inspection:
- Whenever practical and whenever necessary, discuss with any co-inspectors, should your team be staffed two per area, the roles each will play (who leads, who takes notes, which one does the follow-on questions, etc.) prior to the scheduled interviews.

- Prior to the interviews, determine the quantity of sampling if sampling may be required. This will include a discussion of the possible number of records available for inspection, whether sampling will be necessary, etc.
- Don't argue with, be confrontational, or contradict other team members or unit members you are inspecting. All differences of opinion on the process need to be resolved among all members. The Team Leader has the final say on how the inspection will be conducted.
- Leave your "hot button" issues at home. They have no place at an inspection.
- CAP directives are the standard against which the unit is evaluated. While you may dislike a provision in a CAP directive, you should address concerns to your wing commander who can address the CAP rule-making process. Do not use the SUI as a soapbox to express your views.
- Do not expound on how things are done in your part of the CAP world. Examples of how an inspector has seen requirements accomplished in other units are acceptable but only as examples of how others have accomplished the requirements, not as the best way to meet the requirements.
- "Well, back in my unit we do it this way." No, you do not do this. See above.

On-line documents vs. paper documents:

This issue is becoming larger with respect to inspections (CIs, SAVs, and SUIs). With the performance of CAP activities increasingly being maintained on-line, it now is apparent that some inspection guidelines need to be established. One thing to keep clearly in mind is that on-line viewing of the necessary documents is acceptable to validate their existence for an inspection.

During an interview the interviewee may state that the necessary supporting documents are maintained on-line or in some computer system. In this case, the following guidelines will be used:

Allow ample time for the interviewee to show you the necessary documents on-line. This may require that a computer at some other place in the inspection location be used and therefore you may wish to make notes of what you want see, and see them at the end of the interview.

If the necessary documents can be viewed on-line during or at the end of the interview, they may be viewed any time prior to the close of business on the last day of the interviews.

If you will need a copy of any on-line document to support your written report, ask that the interviewee provide you the minimum printed copies necessary. An electronic copy should be sufficient if it can be obtained.

If the viewing of the documents cannot be accomplished during the allotted inspection time, and electronic or paper copies of required documents cannot be provided, a Discrepancy for the lack of necessary documentation in violation of CAPR 123-2 paragraph 7b(2) should be written.

There is an exception to the above information. This exception deals with Test Inventory Logs. The Test Inventory Log must have “wet” signatures on it. Electronic signatures of any type are not acceptable. Therefore the inventory log must be a paper, not electronic, document.

The rationale for this requirement is stated by Ms. Tourville in the e-mail shown below.

Subject: RE: Test Inventory template - CAP Talk, the unofficial Civil Air Patrol forum
From: "Tourville, Bobbie" <BTOURVILLE@capnhq.gov>
Date: 3/8/2012 7:27 AM
To: <CAP_IG@yahoo.com>, "Ray Lantz" <capigi@earthlink.net>

The signatures need to be real... the point is not to have someone “create” a test inventory electronically the week before the inspection. Something must be in the cabinet with real sigs. The truth of the matter is, if you are in and out of the test cabinet pulling tests during the meeting, the inventory should be at one’s finger tips, would it not?

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Interviewing:

- The primary method of developing information during an inspection is the interview with the person responsible for a specific area.
- Besides this handbook, the Inspector General Basic and Senior courses have extensive readings and scenarios on interviewing. The “Complaint Investigating Officer’s Guide” has an extensive section on interviewing. Though interviewing for an inspection is different from an interview for an investigation, more similarities exist than differences.

Wording of Questions

- Wording should be open-ended like this: “Tell me how you track property issued to members,” not like this: “You track equipment with CAPFs 37 temporarily until the transaction can be posted on ORMS, don’t you?” “Yes” and “no” questions are pointless in gathering information for an accurate report. The ones being inspected should be able to choose their own terms when answering questions, and not have the opportunity to answer with a “yes” or “no.” Trust but verify.
- Questions should avoid inflammatory, evocative or judgmental wording.
- Questions should be worded clearly and carefully. Inspectors should know and use terms particular to the program. Be sensitive to the terms and phraseology of interview respondent’s culture as well as peculiarities of your own that the interview respondent may not understand.
- Be careful asking “why” questions. This type of question infers a cause-effect relationship that may not truly exist. These questions may also cause respondents to feel defensive, e.g., that they have to justify their response, which may inhibit their responses to this and future questions. Turn “why” questions into “how” questions. “How have you responded to the upturn in cadet heat related incidents in the last 18 months?” instead of “Why have there been so many cadet heat related incidents since you took over the unit cadet program?”

Carrying Out the Interview

- Ask one question at a time.
- Attempt to remain neutral. Don't show strong emotional reactions to responses. Act as if "you've heard it all before" but without a "ho-hum" attitude or a bored dismissive glance, or disinterested stare, so. . .
- Encourage responses with occasional nods of the head.
- Be careful about the appearance of your note taking. If you jump to take a note, it may appear as if you're surprised or very pleased about an answer, which may influence answers to future questions. If you realize you need to take some notes and are afraid of losing your train of thought, simply say that:

There are some important things that we have talked about and I would like to write them down so I will not forget them. Could you give me a minute to write these down?

Another method of note taking, if you are fortunate enough to be in a two-person team, is to decide before the interview begins who will be the questioner and who will be the note taker. When interviewing alone, it is allowable to use a digital tape recorder to make sure nothing is missed provided all agree to it.

- Provide transition between major topics, e.g., "we've been talking about (some topic) and now I'd like to move on to (another topic)."
- Don't lose control of the interview. This can occur when **interview** respondents stray to another topic, take so long to answer a question that time begins to run out, or even begin asking questions of the interviewer. Disruptive, verbose or dominating people can be managed in clever ways, like sending them out of the interview area to gather data, etc., while you interview others, but those solutions are not always available and don't always work. Be prepared to tell them firmly that you can discuss the subject later but you have to move on to other things to make sure the unit gets full credit for its accomplishments.
- Probe deeper into the initial answers provided to your questions. You do not offend the interview respondent by asking for facts and documents. Trust but verify. Usually the interview respondent will expect this and be ready with the material. When the person is not ready it is powerful evidence that deeper questioning is appropriate.
- Ask the tough questions. Probe with the follow-up questions to get concrete examples/documentation of what you are told. Remember that the SUI team works on the "Trust, but verify" model. Your role is to get the facts.
- Allow ample time at the conclusion of the interview to encourage the interview respondent(s) to come forward with anything they may have overlooked or forgotten that demonstrates how they have enhanced the program or its management.

Immediately After Interview

- Work up your written notes, e.g., to clarify any scratch written comments and to fill out any notes that a few hours later would make little sense.
- Write down any observations made during the interview. For example, were there any surprises during the interview?
- Follow-up on any questions that arose during the interview. Prepare to cross-reference these with other team members to include in their interviews (Logistics, Safety, and Commander, for example) for verification; check with any other higher headquarters, if appropriate, or as needed.
- If time allows, begin to draft the report of this section while the material is fresh. The process may also spur questions that can be answered and documented more readily while on location, with unit members on hand.

Physical Inspections: In a number of inspection areas there will be files and/or equipment that will need to be inspected. It is mandated that all items requested for an inspection be there and ready for inspection. All airplanes and vehicles are inspected, unless the unit is rare enough to have, say, five corporate airplanes assigned to it. If so, the team leader may designate which two aircraft need to be inspected. **WHAT** is inspected is the call of the SUI team, *never the unit!*

The Sample Size Chart, shown in Figure 1 should be in every team member's "Go Kit"

Sample Size Chart

When circumstances prevent a 100% inspection of the files, use the sample size table on the right to determine the minimum number items that should be inspected. A **NORMAL** sample size yields a 92.5% probability that you are seeing an accurate picture of the entire lot (entire fleet/entire set of records, etc.).

For example, if you have between 26-50 items to inspect (records), and you inspected the **NORMAL** sample size of 8 records, the results of that inspection will be representative of the entire group of items. If the **NORMAL** sample size is too large to be adequately inspected in the allocated time, use the **MEDIUM** sample size, however using the medium sample size will reduce the confidence or risk level of your inspection.

Lot Size	Normal Sample Size	Medium Sample Size	Small Sample Size
2-8	2	2	2
9-15	3	2	2
16-25	5	3	3
26-50	8	5	5
51-90	13	5	5
91-150	20	8	8
151-280	32	13	13
281-500	50	20	13
501-1200	80	32	20

Figure 1 Sample Size Chart

Team Member Cross-Tell

Feedback among the SUI team members is a vital part of the inspection process. Time should be set aside at the end of the inspection, or as needed over lunch for instance, for the whole team to share highlights and concerns from their interviews and observations.

This allows each member to consider what they have observed in the light of a broader context, and to identify trends and potential systemic problems. The shared information

and resulting insight may require a subsequent follow up interview to clarify information, a deeper look at documentation, or a broadening of the sample size while the team is still present at the unit; and files, documents, airplanes, etc. are all still there.

Team Cross-Tell gives team leaders a sense of how the inspection is progressing and what issues are being identified. This assists all in managing the inspection and provides key insights to share with the unit commander. It also identifies critical information and documents that were not available during interviews. Team leaders can inform the unit commander of the importance of getting these items to the SUI team and what the deadline for acceptance is.

Report Writing

“You are known by the quality of your reports”

Companion guide to this handbook:

SUI Report Writing Guide

Writing a quality report of inspection is critical to the successful outcome of the SUI inspection program. The report is the document that tells the command structure and inspected unit what program elements are successful and which have weaknesses or may be tending toward failure. It also informs other units and the wing commander how best to correct similar problems.

Whatever we see at a SUI is a snapshot of the unit at the time the SUI Team was there. By the time the final report is sent, part or all of what was observed could have changed. For this reason, all inspection reports should be written in past tense.

Here are some key points for the preparation of your report input:

- You do not need to have a statement for each item on the SUI inspection guide. If it is not mentioned, it is assumed to be in compliance with CAP directives.
- A **Commendable** special report entry should be created in the report of inspection if you identify concepts, techniques, or management practices that enhance mission accomplishment and exceed the inspected program’s requirements. The fact that some other unit may have received a Commendable special report entry for the same or similar concept, technique, or management practice is NOT an acceptable reason to not prepare a Commendable for this inspected unit.
- **Benchmark candidates** will flow out of a commendable, but are a “best of the best” practice that can be copied by other units. **Benchmark candidates** are rare. At the national level and among 52-wings there are rarely more than a few dozen.
- **Discrepancies must** reference the specific directive that has been violated to include the specific directive’s paragraph (or page if there are no paragraph numbers).
- If the inspected unit corrects the discrepancy violation prior to the end of the inspection, record it as a discrepancy, and include two sub-bullet entries. The first sub-bullet should say the inspected unit corrected the discrepancy prior to the completion of the inspection and the second sub-bullet should state that this discrepancy is closed and no further action by the unit is necessary.
- Non-mandatory processes or activities, such as an officer’s attendance at an SLS or CLC conducted by the wing, that are not accomplished, but would be beneficial or useful to the program, are usually documented by the use of an **Area of Concern (AoC)**.

Grading

Companion IG References:

CAPR 123-3 and

Basic or Senior Course Power Point Presentations

The objective of an Inspection is to find successful compliance with the organization's standards – its published rules and regulations.

The secondary objective is to locate and define (1) deficiencies that require correction and (2) accomplishments over and above the standards that deserve recognition and possible emulation.

Put simply, a grade reflects whether a program area, or the unit as a whole, is in successful compliance with the regulation, or whether it is performing above the bar (Highly Successful), below the bar (Marginally Successful), or is failing to comply (Unsatisfactory).

Please note that the Inspection Program does **NOT** compare the inspected unit against any other unit, and the "operational tempo" of a section or the unit in general **IS NOT** to be considered in determining the grade earned by the unit. The level of compliance with the governing directives determines the grade.

The grade for tab **E-1 – Commander** deserves special consideration when determining the tab grade. It is inappropriate to give this tab a grade higher than successful if any of the following areas have received a grade below successful.

- Finance
- Equipment Accountability (Supply and/or Communications)
- Equipment Maintenance (Aircraft Maintenance and/or Transportation)
- Safety

The length of time the present commander has been in that position is also something to be considered in the determination of the grade. As an example, a commander who has been in that position for less than 6 months, probably should not be graded higher than successful, unless there is evidence that his/her leadership has caused a significant improvement in the overall wing compliance since being appointed.

Each unit is compared to the standard of mission accomplishment as stated in the definition of the grade of Successful:

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.

In addition to evaluating the program to CAP standards, Inspectors should be cognizant of the fact that, because CAP is a volunteer organization, satisfaction of volunteer members' needs is a primary objective of the organization and is reflected in its rules and regulations. If membership needs are not met, volunteers will vote with their feet and the organization will begin to fail. Accordingly, the unit's success in meeting members' needs is a factor in grading.

The grade of **Successful** is a large target. It reflects the fact that the program area or the unit is meeting mission requirements. Resources are efficiently managed and procedures are carried out in an effective and competent manner. Mission critical and procedural deficiencies may exist that are of a magnitude and manner such as not to impede meeting mission requirements. Member needs are generally satisfied. These deficiencies must be reasonably correctable within the current capacities of the program or unit. Inspector judgment is expected.

Highly Successful is a grade that reflects accomplishment **over and above** the standards. Resources are very efficiently or uniquely well managed and procedures are carried out in an unusually effective and competent manner. Members' needs are satisfied. *Few Mission critical deficiencies* exist. The program or unit is worthy of emulation.

Marginally Successful reflects failure to meet some aspects of the program's or unit's mission. Resources are not accounted for and or managed efficiently. Procedures are not carried out in an efficient or effective manner. Some needs of CAP members are not met. *Mission success is limited or impeded* by deficiencies.

Unsatisfactory is a grade reflecting failure to meet mission requirements and member needs. Resources are not accounted for or not adequately managed. Procedures are not carried out adequately. Deficiencies are significant; they **preclude or seriously limit** the mission and/or the needs of CAP members.

Grades for individual tabs are established by the Inspection team during Grade Resolution and are based on content of the inspection report for that tab. Any discussion that occurred during Grade Resolution that will affect the grade **must** be documented in the inspection report for that tab.

Grade Resolution

Grade Resolution should ideally occur the same day as the inspection. Some if not many subordinate units, can be inspected in a morning and grade resolution and write-ups can occur in the afternoon.

Grade resolution is accomplished **by consensus of the Inspection team members**. They consider the inspection report of each tab in turn, and assign a tab grade based on the inspection report. Tie votes or deadlocked consensus throws the grade in favor of the unit. A marginally successful argued to a draw over a successful will mean the grade is successful.

Consensus, noun, *general agreement; opinion of all or most of the people consulted*.

It is not a vote, though sometimes that is how we respond. Asking "Who agrees?" is a form of a vote. Consensus goes further to ask a dissenter why he or she voted a different way and to find out what needs to change or be amended to a point where he or she could then agree, even if only tacitly.

GRADE RESOLUTION EXAMPLES FOR STUDY:

What follows are grading examples taken from **actual Compliance Inspections of Wings** that reflect the reasoned consensus of trained and experienced team members, affording a reliable template to assess various grades.

These samples are provided by the CAP/IG as a direct result of specific inspections of CAP wing staff positions. These samples thus provide clear examples of suggested criteria for not only a specific grade, but what constitutes specific write-ups: **Program summaries, Commendables, Discrepancies, Benchmark Candidates, and Areas of Concern.**

The samples model the format used by compliance teams and highly recommended by the CAP/IG staff in subordinate unit inspections. Instructions regarding the format are found in the companion document, "SUI Report Writing Guide"

References to A-Discrepancies and B-Discrepancies, mandated for CIs, are omitted in these samples for clarity in use as simple "Discrepancies" in Subordinate Unit Inspections.

Highly Successful

CAPR 123-3 Para 8a defines "Highly Successful" thusly:

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 free of deficiencies.

C-1 – EMERGENCY SERVICES: Highly Successful

Program Summary:

The Wing Director of Emergency Services (DOS) has been in this position for approximately 6 months and has three assistants. The DOS holds a Technician rating in the Emergency Services Officer specialty track. The Wing has elected not to supplement CAPR 60-3, *CAP Emergency Services Training and Operational Missions*. The Wing maintains strong ties with state emergency management entities. The Wing is developing a Memorandum of Understanding for coordination with the State Division of Emergency Management. The Wing maintains accurate contact and equipment lists and alert rosters.

Training missions have been scheduled and properly approved and a random sampling of mission folders was examined with no discrepancies noted. Required mission records were maintained for the last 3 years, with reimbursement requests having been filed in a timely manner.

Identified Strengths:

(Commendable): The Wing made effective use of a multi-agency, statewide fire response exercise by conducting a simultaneous training exercise that enabled the Wing to effectively demonstrate its Satellite Digital Imaging System.

(Commendable): The Wing has developed a *Civil Air Patrol Assistance* package that is distributed to state and local emergency response agencies to advertise CAP capabilities to those agencies.

- The package contains an introductory letter, a list and explanation of CAP capabilities, procedures for requesting CAP support and testimonials from various agencies commending the Wing for previously provided support.
- The package is updated frequently to ensure current information and procedures are included.

(Commendable): The Wing developed an extremely comprehensive and thorough Incident Operations Guide, which is updated periodically and provides literally one-stop shopping for incident commanders (IC).

- The guide takes the user through the complete incident command system from start to finish, including regulations and required forms.
- Included is a color-coded spreadsheet outlining the qualified personnel and equipment available from each unit, along with a map that shows unit locations and repeater coverage within the state.
- Additionally, Wing developed an ES Missions Report that guides ICs through the process of completing required reports and forms associated with various types of missions.

(Commendable): The Wing maintains an extremely capable Mobile Emergency Services Command center funded by a grant from the state.

- This center is built into a specially designed, self contained bus-coach style vehicle.
- The center includes a full spectrum of radio communication capabilities, extensive computer capability and video and satellite downlinks.
- The Mobile Command Center was utilized extensively during the 20XX Hurricane Alpha and Hurricane Bravo relief efforts.

(Commendable): The Wing developed an interactive, web-based form that enables subordinate units to request training missions from Wing HQ on-line through the website, greatly streamlining the initial mission request process

(Commendable): The Wing established an Emergency Services Advisory Council that meets periodically to examine the status of Wing's ES program and provides guidance and vision for further ES developments and improvements.

- Members include representative from the Command and Operations staff
- Meeting minutes indicate a thorough examination of problems with an emphasis on continuous process improvement

Highly Successful example 2

C-3 – OPERATIONS:

Highly Successful

Program Summary:

The Wing Director of Operations (DO) has held the position for 6 years. The Wing's procedures for the suspension of aircrew flight privileges follow applicable CAP guidelines. FROs in Wing are properly trained, appointed and documented.

Identified Strengths:

(Commendable): The Wing has developed a Pilot Records Data Sheet for ease in monitoring pilot qualifications and in filing and maintaining pilot records.

(Commendable): The Wing has developed a Trend Analysis Report that augments the required semi-annual Check Ride Trend Analysis and enables the Wing to better identify and correct systemic pilot deficiencies noted during check rides.

- Areas identified as trends include checklist discipline, flight planning and weight & balance computation.
- The Wing tracks check pilot compliance to the trend analysis, to include negative reports.

(Commendable): The Wing has developed a monthly Critical Action Procedure testing program for use in ensuring Wing pilots conduct periodic emergency procedure review and retain a high proficiency in responding to potential emergencies during critical phases of flight.

(Commendable): Numerous Wing units sponsor cadet flight training scholarships, which provide cadets the opportunity to earn their private pilot certificates.

(Commendable): The Wing has developed a synoptic, easy to use Mission Pilot Training and Evaluation Guide.

(Commendable): The Wing has a clear, concise written policy outlining corporate aircraft retention and placement among wing units, aiding significantly in determining the assignment of aircraft throughout the wing.

Identified Weaknesses:

(Discrepancy): Numerous CAPFs 99, *CAP Flight Release Log*, had not been signed by the FRO as required by CAPR 60-1 Para 4-6 and the instructions in CAP Index 0-9 Para 2b.

(Discrepancy): One pilot was released on a B12 mission in Sep 05 while not on the monthly pilot list provided to the State Director (SD) for that month, in violation of the Air Force and Corporate Mission Status Changes letter dated 8 June 2004.

- This may be due to poor interaction between the Wing Management Utility (WMU) and the CAP databases.

- It is the Wing's responsibility to ensure that the list provided to the SD is correct, and failure to ensure that a pilot is on the list will result in loss of Air Force Assigned Mission status for the flight.

(Discrepancy): The Wing is using a CAPR 60-1 supplement that has been submitted to HQ CAP, but has yet to be approved as prescribed by CAPR 60-1 Para 1-2.

(Discrepancy): Pilot records retained at Wing HQ are not maintained as specified in CAPR 60-1 Para 3-8. Of the 12 pilot records reviewed, 6 did not contain evidence of a current Statement of Understanding

(Area Of concern): One pilot was released and flew on a B12 mission in Sep 20XX while his pilot record indicated his FAA Medical Certificate had expired. A copy of the FAA Medical Certificate effective at the time of the flight was provided prior to the Inspection Team's departure.

Successful

CAPR 123-3 Para 7 defines "Successful" thusly:

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.

D-4 – ADMINISTRATION: Successful

Program Summary:

The Director of Administration (DA) has held that position for approximately 2½ years. The Wing uses the CAP website for downloading and viewing publications

Wing supplements are kept to a minimum and are retrievable from the wing website. Wing communication is conducted primarily by e-mail.

The DA maintains a suspense log to ensure suspense dates are tracked. Records are maintained IAW a file plan and cut-off instructions adhere to CAPR 10-2, *Files Maintenance and Records Disposition*. Records are screened for historical significance as specified in CAPR 10-2. The DA frequently backs-up electronic files on removable media and stores them at other locations

The DA will be conducting a *Unit Administration Workshop* at the 20XX Wing Conference with the ultimate goal of preparing squadrons for their Subordinate Unit Inspections (SUI). The DA plans to brief on file plans, suspense logs, CAP publications and wing/ squadron supplements. The DA will also cover Personnel issues since most squadrons have one person responsible for both Administration and Personnel.

NOTE:

Successful is a very broad category because it implies that the position is being managed within the normal guidelines of a CAP unit. **It means they are doing their job and doing it effectively**, that any of the deficiencies are not impeding the mission. The deficiencies can be paperwork issues that do not impede the mission. Frankly, “successful” program areas usually can have shorter write-ups, because, essentially, the job is getting done. It behooves the inspector to nevertheless make section summary comments useful for the recipient such that it can be effective at judging a program’s continued success.

Marginally Successful

CAPR 123-3 Para 7 defines “Marginally Successful” thusly:

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.

D-8 – TRANSPORTATION: Marginally Successful

Program Summary:

The Wing Transportation Officer resigned from this position recently. Twenty-three vehicles and seven trailers are assigned to the Wing. The Wing is not required by the State to register CAP vehicles so there are no registration forms in the vehicle folders.

The Wing uses Civil Air Patrol plates for all vehicles since the vehicles are not registered by the State. An exemption letter from the State was provided to the Inspection Team. A copy of the CAPF 37 and Statement of Origin must be carried in each vehicle as authorizing documents per letter from the State Department of Licensing. A copy of the authorization letter is also carried in each vehicle.

Identified Weaknesses:

(Discrepancy): Completed CAPFs 73, *Vehicle Inspection Guide and Usage Data*, for the current and prior years were not in all of the vehicle files as required by CAPR 77-1 Para 3c.

- This was a Discrepancy in the report of the recent Staff Assistance Visit.

(Discrepancy): Vehicle XXX41’s back-up alarm, required by CAPR 77-1 Para 8i, did not work.

(Discrepancy): A review of records indicates that the Wing does not follow manufacturers' recommended schedules for recurring maintenance as required by CAPR 77-1 Para 9b.

- A review of records shows vehicle XXX65's last oil change was 11 months ago.
- Vehicle XXX83 had no oil change records and the oil was dirty and 1 quart low.
- Vehicle XXX45's records show the last oil change was 4 Dec.
- The manufacturer's recommended oil change interval is every 5,000 miles or six months under "normal" operating conditions.
- The Wing must show how it will ensure all future oil change requirements will be met on all assigned vehicles in order to close this Discrepancy.

(Discrepancy-Safety): Vehicle XXX83's tires did not have the manufacturer's recommended tire pressure in violation of CAPR 77-1 Para 7a.

- The rear tire pressures were 65.5 and 66 psi versus the manufacturer's recommended tire pressure of 80 psi.
- This was a Discrepancy in the report of the last Liaison Region Staff Assistance Visit.
- This is a Safety Discrepancy and must be answered in accordance with the instructions at the beginning of this report.

(Discrepancy): Vehicle XXX66's rear door lock does not work properly in violation of CAPR 77-1 Para 8.

(Discrepancy): Files of the five vehicles inspected did not have CAPFs 175, *Vehicle Justification Form*, in violation of CAPR 77-1 Para 3f.

(Discrepancy): All five vehicles inspected did not have the required decal number markings on the back as required by CAPR 77-1 Para 10.

(Discrepancy): Vehicle XXX65's windshield washer had no fluid in violation of CAPR 77-1 Para 8a and CAPF 73 item 13.

Unsatisfactory

CAPR 123-3 Para 7 defines "Unsatisfactory":

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 or endanger personnel or resources.

Program Summary:

The Public Affairs Officer (PAO) had been assigned to this position for 2 years and held a Master rating in the Public Affairs Officer specialty track. The PAO was not present for the interview; the Chief of Staff stood the interview. The Wing had established a relationship with the Department of Emergency Services and the Army National Guard Public Affairs Officers. These two PAOs took the lead when CAP was conducting a mission. A reporter for the Capital City Tribune regularly wrote and published articles on CAP accomplishments. The Wing had been published twice in the *CAP Volunteer* magazine.

Identified Weaknesses:

(A- Discrepancy) [28]: The PAO had not developed an annual public relations plan to promote CAP, its goals and its missions as required by CAPR 190-1 paras 7a, 7a(1), 7a(2).

(A- Discrepancy) [29]: The PAO had not developed an annual public relations crisis communications plan approved by the commander as required by CAPR 190-1 para 7a(3).

(A- Discrepancy) [30]: The PAO had not developed standards, plans and procedures for external promotion of key events in the wing as required by CAPR 190-1 para 7b(3).

(A- Discrepancy) [31]: The PAO had not assembled a kit of standard materials presenting the background of CAP that could be given to media, prospective members, partner agency officials and others as required by CAPR 190-1 para 7b(4).

(B- Discrepancy) [32]: The PAO had not developed goals and objectives for the Wing Public Affairs programs as required by CAPR190-1 para 4c.

(Area of Concern): The Wing PAO did not select a Wing PAO of the Year as required by CAPR 190-1 para 13c.

(Area of Concern): The Wing PAO had not created and distributed a regular newsletter as recommended by CAPR 190-1 para 8a.

(Area of Concern): The PAO did not have a Mission Information Officer training program in order to fulfill the mission support functions described by CAPR 190-1 para 11.

Special Entry Items

Let us review the names and definitions of allowable write-ups used in a SUI.

Benchmark Candidate:

The best of the best processes observed and researched to date by the inspection team and **worthy of posting for consideration for emulation by other units.** Benchmark Candidates will be identified by the inspection team and reviewed by the wing IG, who will make the final decision as to whether the process is of Benchmark quality.

Real world samples of a Benchmark Candidate are presented here for instructional purposes:

From ILWG Aerospace Education:

(Benchmark): The AE staff developed an innovative training package designed to facilitate senior members in completing the Yeager Award program. This package included a teacher's guide and a PowerPoint slide presentation that followed the text, but was intriguingly augmented with historic video to increase interest.

- The series ended with a review of the content, including a test "dry run" prior to the student taking the on-line Yeager exam.
- The series was designed to be completed within a 6-hour block of time.
- To date, every senior member who took the series completed the Yeager exam successfully.
- This series was available on a CD-ROM.

From WIWG Flight Management:

(Benchmark): WIWG developed a detailed handbook to guide the cadet flight training program. In the past 4 years, 16 cadets have acquired their private pilot license using this outstanding syllabus.

And lastly, from TNWG Cadet Program:

(Benchmark): The DCP developed a safety handbook for cadet activities. The handbook is given to the project officers of various activities for their guidance in the implementation of the cadet safety program. The handbook contains:

- A copy of the TNWG Policy Letter on Wing Cadet Activities. This letter establishes the wing goal as the accomplishment of all CAP activities with zero mishaps.
- A copy of CAPR 62-1, *Civil Air Patrol Safety Responsibilities and Procedures*; a copy of CAPR 62-2, *Mishap Reporting and Investigation*.
- A copy of the Civil Air Patrol Guide to Operational Risk Management.
- Blank copies of the Tennessee Wing Cadet Activities Safety Briefing Record sheet used to record attendance at the activity safety briefing.
- A copy of the Tennessee Wing Cadet Activities Safety Briefing Guide.
- A copy of November/December 2008 edition of the CAP National safety newsletter, *The Sentinel*, which contains, among other safety information, specific Safety guidelines for hot weather environments;
- An article, *Obstacle, Confidence & Tarzan Course Safety*.
- Copies of CAPF 26, *Civil Air Patrol Safety Improvement or Hazard Report*.
- Copies of CAPF 78, Mishap Report Form;
- Copies of CAPF 79, CAP Mishap Investigation Form;
- Copies of Risk Management Worksheet.

Commendable

A highly effective concept, technique, or management practice which enhances mission accomplishment and exceeds the program requirements specified by CAP directives.

Area of Concern:

A minor deficiency listed to provide a marker for evaluating trends in future assessments and to place emphasis on the need for resolution before it develops into a more serious problem. An Area of Concern is listed when mission accomplishment, program purpose or membership satisfaction is impaired or threatened by one or more of the following:

- (1) A weakness or impairment that, if uncorrected, will lead to a violation of regulation or other standard.
- (2) A defect that would be a violation of regulation or standard if not corrected-on-the-spot during the scheduled inspection.
- (3) A sample which may indicate an unsatisfactory trend or violation if found to be prevalent in the unit.

Discrepancies:

Discrepancies are a deficiency that is a violation of a CAP directive that results or could result in mission impact or mission failure. Discrepancies may also be written as:

Repeat Discrepancies: Something not corrected from a previous inspection,

Potential Fraud, Waste and Abuse (FWA) Discrepancies: Be careful in the use of this label as its implications are serious enough that it must lead to an IG inquiry, command directed inquiry, or even criminal prosecution in extreme instances. Scary?

Safety Discrepancies: Safety Discrepancies require a shorter period of time to close. Safety discrepancies can appear in any area an inspection team member observes a breach of safety. (Think: During a composite squadron inspection, you watch cadets exercising for PT in the hot sun with no Senior Officer supervision. This would be in Tab B-1!)

These write-up terms are specifically referenced in CAPR 123-3, hence are regulatory. As such, an inspection team member cannot use any other terms. **A-Discrepancies and B-Discrepancies are for use exclusively in Wing Compliance Inspections and are NOT ALLOWED for SUIs.** Team members: Do not get creative

Summary of Program Missions

This list was developed by the staff at NHQ for each of the inspection program tabs.

Program	Mission
Aerospace Education	<p>The mandate of the Internal AE Program is to educate cadets on AE subjects and aerospace career opportunities, and to use CAP's AE products and programs to improve senior member knowledge so they may fulfill their responsibilities for aerospace education within their units.</p> <p>The mandate of the External AE Program is to enhance the general public's understanding of aerospace and its importance to our society, the role aerospace supremacy plays in national security and aerospace career opportunities for America's youth. The primary conduit is CAP's senior member involvement in communities and the school system and through the outreach involved in the annual Brewer Award.</p>
Cadet Programs	<p>The Cadet Program mission is to promote aerospace knowledge and character development for America's youth through principles of effective leadership; the importance of core values in character development; knowledge of aerospace and related career opportunities; and the life-long benefits of physical fitness.</p>
Drug Demand Reduction	<p>The Civil Air Patrol Drug Demand Reduction Program assists squadrons, groups, wings, and regions to instill an aggressive, positive, drug-free attitude in CAP members, AF families, DoD civilians, and school-age children through a comprehensive program that:</p> <ul style="list-style-type: none"> ➤ Promotes CAP as a positive community service lifestyle. ➤ Encourages youth to remain in school. ➤ Focuses on drug abuse education, prevention, and awareness. ➤ Provides positive activities as an alternative to drugs and gang violence.
Operational Mission Management	<p>To train for and provide support to persons in distress in a competent, expeditious, professional and safe manner. Proper training, thoroughness, and timeliness cannot be overemphasized and Safety is always a primary concern.</p>
Communications	<p>To maintain the equipment and qualified personnel so as to provide the tools for commanders and incident staff to safely and effectively execute missions especially when commercial infrastructure is unavailable or unsuitable, as well as provide contingency communications support to other agencies when the need exists.</p>
Flight Management	<p>To control and manage CAP flying programs, aircraft and aircrews to ensure the CAP airplane and glider programs are safely executed with qualified and current pilots and aircrews.</p>
Aircraft Management	<p>To ensure that all CAP corporate owned aircraft are maintained in a dependable, ready and safe operable condition.</p>

Program	Mission
Professional Development	To provide informed, active senior members trained in leadership, management, and functional tasks that prepare members to serve their units, their communities, and their nation.
Test Control Officer & Test Administrator	Test Control Officer (TCO) and Test Administrator (TA) will ensure positive control of testing materials to preclude compromise.
Chaplain Corps	To ensure the free exercise of religion; promote moral leadership, spiritual care, and character development to CAP senior and cadet members; and to prepare to respond to Civil Air Patrol, USAF, and community contingencies such as disasters, aircraft accidents, or acts of terrorism.
Finance	Financial responsibility, accountability, and stewardship of CAP's resources
Administration	<p>To implement, manage and direct administrative services activities. This mission is accomplished by:</p> <ul style="list-style-type: none"> ➤ Development and implementation of administrative policies and procedures ➤ Development and implementation of procedures to control correspondence (including messages) ➤ Development and implementation of procedures for the preparation and authentication of administrative authorizations by subordinate units and to perform these actions for the Wing Headquarters ➤ Development and implementation of procedures for the preparation of local publications and forms by subordinate units and to perform these actions for the Wing Headquarters
Personnel	To maintain personnel/training records and associated documentation
Public Affairs	To inform CAP members, maintain public awareness of CAP and to provide information/media support for CAP missions
Supply	To maintain proper control and accountability of CAP physical resources, including property and real property
Transportation	To control and manage CAP vehicle operations by maintaining vehicles in a dependable and safe condition and by ensuring vehicle operators are properly authorized
Commander	Squadron commanders are responsible to the corporation and to the wing commander (or group commander if applicable) for ensuring that the corporation objectives, policies, and operational directives are effectively executed within their squadron.
Safety	To minimize the risks faced by our membership in the performance of their volunteer duties.

Miscellaneous

12 & 15 passenger vans

The ubiquitous 12 or 15 passenger van is the transportation backbone of the CAP emergency services and cadet programs. It is the vehicle to which our cadets are most accustomed. When you look at any vehicle, but especially the 12/15 passenger vans keep the following in mind:

Would you let your son or daughter ride in this vehicle?

Would you take this vehicle on a trip across the U.S.?

Does the vehicle drive, handle and brake properly?

Do the seat belts and lights work?

Are all of the materials inside the vehicle secured so they won't become lethal projectiles inside in the event of an accident?

CAP aircraft:

Aircraft and Engine logbooks form more than a record of maintenance for an aircraft. These logbooks form the legal foundation for the aircraft to be flown with passengers in the United States as defined not by CAP regulation alone but by the Federal Aviation Administration.

Would you as a pilot be willing to fly this aircraft on a search and rescue mission?

Would you as a pilot be willing to place your own child (as a member of CAP) in this airplane to receive an orientation flight?

Are the discrepancies noted not material to the successful and safe operation of this aircraft?

Tire Pressures:

- Tire pressures on vehicles and aircraft should be those specified by the vehicle manufacturer or those found in the aircraft Pilot's Operating Handbook.
- There are a number of factors that affect the measurement of tire pressures. These include, but are not limited to, ambient temperature, recent use of the tires, and inaccuracies in the gauge used to measure the tire pressure.
- When checking tire pressures of vehicle or aircraft, the following guidance is provided. **This guidance not an allowance to operate vehicles or aircraft with tire pressures other than those specified by the vehicle manufacturer or those found in the aircraft Pilot's Operating Handbook.**
 - If the unit has a tire gauge and you plan on using your own gauge, always compare the two gauges to determine if there is a significant difference between the two gauges.
 - Tire pressures found to outside of $\pm 10\%$ of the tire pressure specified by the vehicle manufacturer or those found in the aircraft Pilot's Operating Handbook should be considered a Discrepancy.

Cadet Programs:

CAPR 52-16 paragraph 2-1c states,

Standard of Training. Because no cadet unit can succeed without adult leadership, every cadet unit **should have** at least two graduates of the Training Leaders of Cadets course assigned (see paragraph 2-2a). If a unit does not meet this requirement, the **commander must develop a plan** for doing so.” (Emphasis added).

Note that the need for at least two graduates of the TLC course is optional (should have) but if the unit does not have two graduates, then a plan to get two graduates is a mandatory (must develop) item.

Report Format

Formatting an SUI inspection report in a manner that is consistent from one report to the next is a necessary and highly visible step.

For detailed guidance to achieve such a product consult the:

Attachment 1 Plan of Action

Addendum 1 SUI Report Writing Guide

For assistance in consensus grade management utilize the *SUI Team Summary Sheet* and *SUI Scoring Rubric* available from the CAP-IGT or as a handout in the IG Basic and Senior Course.

Attachment 1 – Template for a Plan of Action



Office of the Inspector General

WING/REGION HEADQUARTERS
CIVIL AIR PATROL

Enter Address

Enter Address

United States Air Force Auxiliary



DATE:

A PLAN OF ACTION FOR IMPLEMENTATION OF A SUBORDINATE UNIT INSPECTION (SUI) PROGRAM

For the (Insert the name of the Wing)

Prepared by: (Insert the name of the Wing Inspector General)

(The Wing IG Plan of Action (PoA) needs to provide answers to the following points, not necessarily all points, but those deemed actionable. The PoA is a flexible document amendable and subject to change as circumstances warrant. People enter and exit programs in CAP routinely, for example, implying a training program for one FY or CY is not the end of training. Delete this explanatory portion from your final report.) Headings also can be deleted from your final version.

Areas in bold face and underlined are mandatory compliance issues and referenced to the CAPR 123-3 as appropriate.

Areas in bold are policy guidance in the regulations.

Areas underlined are CAP/IG policy.

Plain text areas are at the discretion of the Wing/Region IG or Commander.

Mandatory Compliance Issues based on the CAPR 123-3

Wing Commander Mandated SUI frequency

How does the Wing meet compliance with CAPR 123-3 . . . “Any unit that exceeds 39 months without a completed SUI will be prohibited from participating in any CAP activities (including weekly meetings) until an SUI is completed. Waivers to exceed the 39-month maximum without restrictions being placed on the unit must be approved by the CAP/IG and the CAP-USAF/IG.”

Wing IG appointed assistants and training program for those assistants

Wing IG training plan for all team members in the wing:

Working relationship with wing and group staffs to monitor the process

Schedule of inspections needs to be set up that covers the requirements of the regulation in the time constraints allowed.

A procedure to close out discrepancies in SUIs.

How all reports include compliance with any applicable wing and region supplements and operating instructions

To develop a SUI schedule that is open and transparent.

Reporting and inspection schedules so completing a cycle of unit inspections sets the anniversary date of subsequent inspections and required self inspections

Policy/guidance within the regulations

Selection of team members

The CAP/IG “Best Practices”

Observer and Qualification phase

Method in which results of SUI Reports are published to inform the wing commander, the wing staff, group commanders (where applicable) and all unit commanders in the wing of problem areas and success areas

Methods implemented to produce a consistent SUI Report

Consultation with region or neighboring IGs for consistency in reports

How the Schedule is published in a way available to all units in the wing.

Discretionary Policy by a Wing/Region Commander or IG

Philosophy and Objectives

Required and optional or additional training

SUI Team Uniform standards during inspections of subordinate units

How will the wing divert a portion of mission training funds to allow SUI team travel among various subordinate units within the wing to conduct a SUI as allowed in CAPR 123-3

Prudent plan to conduct inspections that do not conflict with the wing calendar, Holidays, and unit meetings etc

FOR THE COMMANDER

Name and rank of author

Title

Distribution List: