TIG Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

MARCH-APRIL 1998

Striving for a Seamless Air Force

TIG Brief

Providing pivotal insight to the Air Force

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CORRECTION

In the January-February issue of *TIG Brief*, the phone number to request copies of functional management review reports was incorrectly listed. You may obtain reports by contacting Mr. Gary Willis at DSN 246-1972.

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The Inspector General Brief
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New Mexico Guard F-16. Photo by Staff Sgt. Andrew N. Dunaway II.

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from the top

The innovation of Air Force people is one of our greatest assets. For almost every task, someone has figured out a way to overcome resource constraints while still enhancing mission performance. As we downsize our force, it's imperative that we identify our best practices and transfer them across the Air Force at mach speed.

When we revised Air Force Instruction 90-201, *Inspector General Activities*, we included a strategy to identify, capture, and disseminate best practices through the Air Force Center for Quality and Management Innovation. Inspection members are uniquely positioned to collect best practices because of the breadth of their reach and the experience of the inspectors. During inspections, our teams will identify best practices and develop a short description for each one using the Air Force Instruction 90-201, attachment 7, *Air Force Best Practice Reporting Format*. After the team chief validates the procedures as "best practices," the team will send them off to AFCQMI.

Inspection team chiefs use their judgment and the experience of their evaluators and others to validate best practices. Air Force Instruction 90-201 provides some general guidance for determining if the practice is indeed a best practice; for example, it stands up to expert review or you see clearly superior or "breakthrough" results compared to other organizations. Existing criteria, industry or professional, also may be used. The intent is to take a simple, common-sense approach to our collection activity.

Brig. Gen. Hugh Cameron, AFCQMI commander, wants to make best practices available throughout the Air Force quickly, without lengthy and unnecessary review. AFCQMI will provide minimal processing before posting best practices on the Internet. Eligible viewers, only the **af.mil** domain initially, will see exactly what inspectors captured and what is submitted by other sources. As a precaution, viewers will always be warned not to implement best practices without the approval of their process owner.

Actually, inspectors have always captured best practices and incorporated them into our inspection reports—this is not new to our tool kit. What is different is a simple, common collection format to permit these best practices to be viewed and understood by a varied, multi-command audience.

Our core value, "excellence in all we do," is the guiding principle that serves as the foundation, motivation, and ultimate measure of success for our best practice mindset.

Richard T Swope
The Inspector General

Signature Article

An Equal Part of the Seamless Air Force

by Maj. Gen. Robert A. McIntosh

The Air Force Reserve Command enjoyed a momentous year in 1997. Not only did we become the ninth major command of the Air Force, but we also became more integrated into the Air Force infrastructure than ever. Truly, the Department of Defense policy, which states that reserve, guard, and active duty members together form a seamless total force, is flourishing.

One of the most common ways we have become intertwined with the active duty force is through our associate program wherein some reserve units share aircraft and other assets with an active duty unit. More than 40 percent of Air Mobility Command's strategic airlift assets are provided by Air Force Reserve Command associate units. Other commands also incorporate reservists into their day-to-day operations. For instance, reservists serve as undergraduate pilot training instructors in Air Education and Training Command and Air Force Space Command supports an associate space operations squadron. The Air Combat Command has established an associate Airborne Warning and Command System, and soon will have its first associate fighter program.

The road to bring AFRC to an ideal level of professionalism has been challenging but successful. For years, Air Force Reserve leaders faced a multitude of unique challenges that hindered our ability to reach the operational level of active duty units. Because most of us are part-timers, we often lacked adequate career guidance and at times did not fully understand the total Air Force picture. To complicate matters, we had no long-range plan. We literally flew by the seat of our pants. In addition, we lacked an effective evaluation and discipline system. Reservists were not being properly evaluated,

rewarded, or consistently held accountable at the unit level.

Recently, we initiated some changes that would bring reserve personnel policies in line with those of the active duty. We created a professional development center at Robins Air Force Base, Georgia. Also, we have encouraged reservists to actively partake in professional military education. These initiatives, along with the extensive planning and effective implementation of the Reserve Officer Personnel Management Act in 1996, ensured that reservists would receive career management benefits and promotion opportunities that were more in-line with their active duty counterparts. On top of that, we trained our leaders to be instructors and mentors. In doing this, we created a long-term plan that greatly aided us in our development.

In addition to all the aforementioned changes, we now evaluate, reward, and discipline reservists the same as active duty units do. Our enlisted members now are given scheduled performance reports which is in sharp contrast to the past when enlisted performance reports were written only on special occasions or when the commander directed. Furthermore, for the first time, unfavorable information files can and will be created for reservists who deserve them. These changes, coupled with the fact that our units are inspected using the same standards as active duty units, make us more transparent with the active duty which allows better integration within the total Air Force.

As we continue to maintain a high operational tempo and to accept new missions, we must be postured to deal effectively with new challenges. We must ensure that our people and units are trained properly and exercise professionalism at all times. Our daily production must meet or exceed mission requirement. To accomplish these goals, we rely on training and skilled people. The result of having an AFRC that is absolutely professional is that a war-time commander no longer asks whether a unit is active duty or reserve because the difference is all but imperceptible.

In the last year alone, AFRC moved into a number of new mission areas. This is a sign that we have captured the confidence of senior Air Force leaders and demonstrates a commitment to the Air Force Reserve for years to come. We're ready for this responsibility and the challenges that come with it. In 1998, the Air Force Reserve celebrates its 50th anniversary. This means that for 50 years we have remained ever vigilant to defend our country and its needs. We look forward to continuing that fine tradition into the next century, not as a separate component of the Air Force, but as an equal part of a seamless Air Force.✦

Commander, Air Force Reserve Command

A *New* Inspection Methodology

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The Air Force Reserve Command inspector general began executing the new unit compliance inspection in January 1998. The driving force behind the change in inspection methodology was the Air Force Chief of Staff Blue Ribbon Commission on Organizational Evaluations and Awards report published in February 1997. The process change forced several paradigm shifts for personnel throughout the command but will produce several significant advantages for the command over previous methodologies.

Blue Ribbon Commission Recommendation Implementation. The AFRC inspector general has worked diligently to implement the commission's recommendations. Their recommendations include the following. "Continue periodic compliance inspections ... only in critical areas. Here 'critical' means mandated by law, executive order, or Department of Defense directive, or designated as a key result or objective in the Air Force Strategic Plan or a major command strategic plan. Discontinue periodic compliance inspections in non-critical areas no later than January 1998. Reduce ... inspection footprint on units ... emphasize 'sustained' vs. 'episodic' performance."

Having been given a definition of what "critical" means, defining the areas to be inspected would seem easy. It was not! The Air Force Inspector General asked the AFRC Headquarters staff functional experts to identify those items they felt met the above criteria. As was expected, everything inspected in the compliance portion of the former Quality Air Force assessment process was deemed critical. While it would have been comfortable to press on with the status quo, it was obvious the commission's concern had not been satisfied. "The thousands of items in an inspection checklist insert the inspector general into areas of a unit that are the responsibility of the local unit commander ... and only remotely the concern of the major command commander for whom the inspector general works."

After reviewing functional input, the new draft Air Force Instruction, 90-201, *Inspector General Activities*, Attachment 6, and the AFRC Long-Range Plan, we determined the following seven processes were umbrella areas which captured common areas of concern. These seven umbrella processes are environmental management; intelligence oversight; safety; contracting; command and control, communications, and computers, otherwise known as C^4; financial responsibility; and resource management.

The AFRC inspector general then formed a working group from the headquarters staff for each of these processes to

narrow the field to the truly critical issues. The outcome of this process was a list of overarching process guides. These guides are designed to inspect the wing with a cross-functional vs. the old organizational, stove-piped focus.

Paradigm Shift. While paring out the non-critical inspection items was difficult, changing the inspection methodology was equally tough. Both paradigm shifts were required to decrease the team size and hence the footprint on the inspected unit. In previous compliance inspections including unit effectiveness inspections and various other inspections, the focus was on certain functional areas. As a result, individual functional areas, or offices, were rated. This sometimes produced barriers between functional areas, detracting from overall effectiveness of the unit. Because each function was doing what that functional inspector expected, any deficiencies in cooperation were accepted as the fault of the other functional area. This finger pointing was allowed to continue at the expense of the overall advancement of the unit, group, or wing.

To help minimize this, the AFRC inspector general has designed the unit compliance inspection to inspect the seven areas cross functionally. Therefore, the AFRC inspector general *will not* be assigning individual function or office ratings. The lowest rating will be at the group level for each of the seven process areas. With this change, the inspector is focused on ensuring the overall process is operating effectively to meet the critical requirements. The inspector team will review larger processes vs. just the singular task of a particular office. As a result, the inspector will not be focused on protecting the rights of the particular career field but instead on the needs of the wing and the effectiveness of the overall process.

The last paradigm shift is changing from a five-tier rating to a three-tier rating system. Although essentially assigning a pass or fail, satisfactory or unsatisfactory rating in each of the seven areas, the AFRC inspector general will assign an outstanding rating where the process is so well defined, managed, and measured or evaluated that it is a "best practice." See Air Force Instruction 90-201, reference best practices. With no functional or office ratings and predominantly pass or fail ratings to announce, the hoopla of a theater "out brief" is likely a thing of the past. Similarly, the report to provide feedback to the inspected unit and cross-tell information for you and other units will be significantly different.

Anticipating the Outcome. The objective of the cross-functional inspection is to develop wing-wide priorities and eliminate functional, special interest-oriented priorities. This should help increase the emphasis on teamwork to accomplish the wing's critical tasks. Over time, it will minimize finger pointing and the subsequent sub-optimization of the wing's resources. It will also minimize workforce requirements for the inspection process and help wings meet ever-increasing tasks with workforce authorizations dwindling.

Summary. The AFRC inspector general is eagerly and aggressively working to implement the recommendations and principles of the commission's report. If you have not had the opportunity to read the report, it is well worth the time and effort involved. Look for the first unit-compliance inspection report based on the commission's recommendations on the AFRC inspector general web page soon at *http://w3.afrc.af.mil/hq/IG/default.htm/*.❖

Protect Their Identity

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"Unauthorized release of the complainant's identity violates the confidentiality of the process and seriously undermines its effectiveness."

Everyone knows of the inspector general's legendary attention to detail when it comes to investgations. But what about the inspector general's confidentiality requirements for the complainant, witnesses, and subject during and after an investigation? Confidentiality requirements apply to all inspector general investigators, whether they are assigned to the inspector general staff or an appointed investigating officer.

The Inspector General of the Air Force Reserve Command, Inquiries and Investigations Division, AFRC/IGQ, has noticed a problem throughout the Air Force that needs to be addressed. It is our responsibility as inspectors to protect the integrity of the Air Force's inspector general confidential complaints program. We have to do everything possible to prevent reprisals and preclude unauthorized invasions of privacy.

Only the appointing authority—any commander at wing level or above—may approve the release of a complainant's name. We must never divulge a complainant's name to a subject or to any witness or permit them to read the complaint without the inspector general's or appointing authority's written permission as stated in Air Force Instruction 90-301, *Inspector General Complaints*, 1.5.2.2. & 1.5.3.12.).

It is the responsibility of those assigned as inspectors to protect identities of all complainants and witnesses. First, we must never show the complaint to anyone outside inspection channels. Second, we must never provide a copy of anyone's testimony which includes their own testimony to the complainant, witnesses, or subjects.

As an investigating officer, never debrief the complainant, witnesses, or subjects during or after you have completed your investigative duties nor comment to any complainant, subject, or other witnesses

regarding your opinions, findings, conclusions, or recommendations as Air Force Instruction 90-301, paragraph 1.9.2.2 states. It is the inspector general's responsibility to ensure the complainant and subject are responded to in accordance with the above.

On occasion during an investigation, complainants, witnesses, or subjects will ask for a copy of their statements. Remember that witness statements are part of an official investigation which make them privileged documents and, therefore, unreleasable in whole or in part outside inspection channels as stated in the instruction. Once the investigation is complete and the case file is closed, an individual may request the case file or certain parts of the testimony under the Freedom of Information Act. In the case of witness statements, this means that the name of the witness, identifiers, and other personal information about the witness will not be released to the complainant, subject, or other members of the public unless the Freedom of Information Act requires disclosure. All inspection reports and associated documents are for official use only and not available for disclosure to the general public. We must protect the identity of all complainants making disclosures from anyone outside inspector general channels, which means keeping the complaint and complainant confidential. However, the appointing authority may release the name of a complainant during the course of an investigation if they determine such disclosure is necessary. As an inspector general member or an investigating officer, ensure you have the appointing authority's written permission before divulging the complainant's name. Never release the complaint document to anyone except inspector general or judge advocate officials. Report your investigation results only to the appointing authority. After the case is closed, the appointing authority or the inspector general may grant access to inspection records—specifically reports of inquiries without attachments—to commanders and judge advocates in order to determine corrective action. The commanders or the judge advocates will not copy or further distribute the records or allow access to other parties.

If confidentiality is not maintained, it deters complainants and witnesses from making protected disclosures and can lead to reprisal. We must advise complainants that is unlawful for anyone to reprise against them for making or preparing to make a protected disclosure to an inspector or any member of an audit, inspection, investigation, law enforcement organization, established grievance channel, or chain of command. Unauthorized release of the complainant's identity violates the confidentiality of the process and seriously undermines its effectiveness. Violations such as this cannot be tolerated. Furthermore, it places you, the inspector general, and the wing commander in a position that could lead to allegations of reprisal. We must ensure that every individual is free to communicate with an inspector general and protect individuals from reprisal or retaliation for participating in a case or making a protected disclosure. This issue must be addressed quickly and on a continuing basis to ensure that we maintain our high standards and hard-earned reputation for handling the complaint process properly. Remember that people will be watching you—the inspector general member or the investigating officer—and assessing the credibility of the inspection process as you go about your duties.❖

"As an investigating officer, never debrief the complainant, witnesses, or subjects during or after you have completed your investigative duties nor comment to any complainant, subject, or other witnesses regarding your opinions, findings, conclusions, or recommendations… ."

Have You Assessed Your On-the-Job-Training Program Lately?

Tools for Commanders, Supervisors, and Trainers

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The wartime mission of the Air Force is contingent upon quality, "hands-on training," and documentation of this training. Air Force Instruction 36-2201, *Developing and Managing and Conducting Training*, has all the information needed to comply with inspection criteria. Unit commanders are the keys to a successful on-the-job-training program. They must emphasize to all levels of supervision the importance of training and training documentation. Motivation, enthusiasm, and fulfillment through understanding the job must be generated. Proper training and availability of tools to do the job are very important. Air Force Instruction 36-2201, paragraph 4.9, goes into detail regarding the minimum things a commander should do to support a training program. The commander is not the only person with a responsibility to this program. The instruction establishes responsibilities for development, management, and conducting military training in support of active-duty, guard and reserve personnel. It clearly defines responsibilities from the major command to the commander, then to the trainee.

On-the-job training is part of the life-cycle education and training system that ensures each individual is qualified to perform the specific duties and tasks of his or her job. It uses a combination of formal classroom instruction and on-the-job, hands-on training to qualify and upgrade personnel in each skill level of a specialty.

On-the-job training is designed to produce highly competent people in minimum time. The success of the program depends on personnel in all education and training levels understanding their roles and responsibilities and being actively involved in the process. The program, as a minimum, must support the organization's mission; focus on what personnel need to know to do their jobs; ensure all individuals have the resources to meet training requirements and have the opportunity to attend training; and provide effective program management and evaluations.

The instruction's bottom line is this—skilled and trained personnel are critical to the Air Force providing a strong national defense capability, and the program is the horse that pulls the carriage.

There have been many discrepancies identified with the on-the-job-training program for air reserve component units during the 1995, 1996, and 1997 health services inspections. The discrepancies are listed with the paragraph references found in Air Force Instruction 36-2201. Hopefully, this information will assist units in assessing their programs and ensuring they are in compliance with Air Force standards and that responsibilities for this program at all levels are being met whether you are the training manager or trainee.

Common Discrepancies

1 On-the-job-training meetings are not being held.

The current instruction's requirement is now quarterly (paragraph 4.10.10).

2 There is no tracking mechanism for volume review exercises (paragraph 4.10.12).

3 Volume review exercises are not being scored and review training is not being accomplished.

Could contribute to career development curriculum failures.

4 Documentation in career field education and training plans is not correctly done.

Transcription incorrect.
Trainer is the same as the certifier.
Mandatory specialty requirements not identified.

5 Initial briefings and evaluations of qualifications for certifications are not accomplished.

Required to be done within 90 days of arrival on station (paragraph 4.11.2.2).

6 Informal section visits are not accomplished (paragraph 4.10.18).

This is required annually for all sections and will assist the unit in ensuring Air Force Form 623, *On-the-Job Training Record*, documentation is in accordance with Air Force standards.

7 Informal section findings are not reported to the executive management committee and corrective actions are not monitored.

When discrepancies are reported to the committee, unit leaders will be able to easily determine accountability (paragraphs 4.10.8 and 4.10.8.1).

8 The on-the-job-training program is not being formally assessed and a written report submitted to the base education and training manager.

A formal assessment is required every 18 months for Air Force Reserve Command and Air National Guard units with a written report due to the base education and training manager within 30 days of completion (paragraph 4.10.17).

9 Staff assistance visits are not being accomplished by the base education and training manager as required.

A visit specifically for the on-the-job training program is required by the wing training office every 18 months for AFRC and ANG units (paragraph 4.8.4.2).

10 Training trends are not analyzed.

Analysis is required at least quarterly for ANG units (paragraph 4.10.14).

The health services inspection guide contains a worksheet you can use to assess your on-the-job training program as well as the documentation on your Air Force Forms 623.

NOTE: Six-part folders are required for education and training records after Aug.1, 1997 for AFRC and ANG units.

The administration of the on-the-job-training program and the documentation of the Air Force Form 623s in most units do not meet Air Force standards as outlined in the instruction. This program requires attention from all units—not only to pass inspections, but also to ensure your members receive timely training.✦

Special Interest Items

The Air Force Inspection Agency publishes this schedule of special interest items to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. The schedule contains ongoing Air Force, major command, numbered air force, and forward operating unit special interest items. Direct questions concerning specific items to the agency monitors listed below.

USAF
Lt. Col. Marchbanks
DSN 246-1980

97-03
Government Bills of Lading Accountability
Expires: July 31, 1998

ACC
Ms. Brehm
DSN 574-8710

94-01
Joint Oil Analysis Program
Expires: Indefinite
95-02
American Express Program Management
Expires: Indefinite
95-04
Management of ACC Culture and Leadership Survey
Expires: Indefinite
97-03
Abort Decisions
Expires: Indefinite

AETC
Lt. Col. Oncale
DSN 487-5344

94-01
Automated Data Processing Equipment Account
Expires: June 30, 1998
95-02
Simplified Acquisition of Base Engineer Requirements
Expired: Nov. 31, 1997
96-01
In-Flight Communications Discipline
Expired: Feb. 28, 1998
96-02
Recruiter Transition Program
Expires: June 30, 1998
96-03
Sexual Harrassment
Expires: July 31, 1998

AFMC
Maj. Groce
DSN 986-2276

96-01
Elite Gate Guard
Expires: April 10, 1998
96-02
Honor Guards
Expired: April 18, 1997
96-03
Champion Wheels Program
Expires: May 1, 1998
96-05
Report of Survey Program
Expires: June 12, 1998
97-01
Base On-the-Job Training Program
Expires: July 31, 1998

AFSOC
Capt. Lewis
DSN 579-2858

97-01
Aircraft Appearance and Condition System
Expires: Indefinite
98-01
Core Automated Maintenance System
Expires: Nov. 15, 1998
98-02
Force Protection Program
Expires: Dec. 31, 1998

AFSPC
Master Sgt. Gross
DSN 834-6737

95-02
Weapon Storage Area Security Enhancements
Expires: Indefinite
95-04
Automated Data Processing Equipment Accounts and Maintenance
Expired: Oct. 15, 1997
97-01
Operation of Private Organizations
Expired: Feb. 28, 1998
97-02
Wear of the Space and Missile Crew Uniform and A-2 Leather Jacket
Expires: Sept. 30, 1998

AMC
Tech. Sgt. Jackson-Hansen
DSN 576-5975

None

PACAF
Chief Master Sgt. Errecart
DSN 449-9316

96-01
Night Cockpit Illumination
Expired: Jan. 14, 1998
96-03
Air Combat Training with Similar Aircraft
Expired: April 30, 1997
96-04
Dress and Appearance
Expires: May 14, 1997

USAFE
Maj. Essary
DSN 480-6005

None

Special Interest Items

AIA
Maj. Ryan
DSN 969-2891

96-01
Esprit de Corps
Expires: Indefinite
96-02
Fatality/Suicide Prevention
Expired: Nov. 1, 1997
96-03
Equipment Management
Expired: Jul. 31, 1997
96-04
Command Language Training
Expired: Sep. 1, 1997
97-01
Confomance with Air Force Guidance on Organizational Structure Codes and Unit Manpower Document Codes
Expires: May 1, 1998
97-02
Organizational Level Strategic Planning
Expires: July 31, 1998
97-03
Year 2000 Compliance
Expires: Dec. 31, 1999

AFRC
Master Sgt. Washington
DSN 497-1496

015
Appropriate Leave Status for Air Reserve Technicians When Performing Military Duty
Expired: Dec. 31, 1997
018
Corrosion Prevention and Aircraft Marking
Expires: Oct. 1, 1998
019
Simplified Acquisition of Base Engineering Requirements
Expired: Dec. 31, 1997
021
Fuel Systems Section Management
Expires: May 31, 1999
022
Government Travel Card Program Management
Expired: Dec. 31, 1997
023
Air Force Reserve Command Policy on Family Care
Expires: March 1, 2000
024
International Merchant Purchase Authorization Card
Expires: Indefinite
025
Standard Base Supply System Micro-Computer Program
Expires: July 31, 1997
026
Training Documentation
Expired: Jan. 30, 1998
027
Aircrew Qualification Review
Expires: Sept. 30, 1998

ANG
Lt. Col. West
DSN 223-6377

97-01
Training Documentation
Expires: Aug. 1, 1998
97-02
Munitions Accountability, Storage, and Inspection
Expired: March 1, 1998
97-03
Night Vision Goggles
Expires: Oct. 1, 1998

AFOSI
Special Agent Hagy
DSN 297-7746

94-01
Investigative Sufficiency and Documentation
Expires: Indefinite
96-01
Cactis Data Accuracy and Timeliness
Expires: Indefinite
96-03
Unit Sorts Program Management
Expires: Indefinite
97-01
AFOSI Compliance with Department of Defense Inspector General Memorandum 10
Expires: Indefinite

9AF
Lt. Col. Twohig
DSN 965-2343

95-01
Basic Airmanship
Expires: Indefinite

12AF
Tech. Sgt. Sellers
DSN 361-2331

95-01
Air Traffic Operations, Visual Flight Rules Pattern
Expires: Indefinite
95-02
Basic Airmanship
Expires: Indefinite
97-01
Supervisor of Flying
Expires: Indefinite

Unit Coffee and Snack Bars

Do You Know the Rules?

Many Air Force organizations operate coffee and snack bars. They contribute to the quality of the work environment thereby enhancing espirit de corps of the unit members. Unfortunately, during a recent inspector general investigation, we learned that one unit had assigned several airmen on a full-time basis to operate its booster club over the past several years. We have also heard that some units have assigned active duty personnel to operate a snack bar while on duty. These situations violate the Joint Ethics Regulation, Department of Defense Instruction 6055.7-R and Air Force Instruction 34-223, *Private Organization Program*.

Editor's note: If you have questions about your coffee or snack bar, contact your local staff judge advocate.

When an unofficial activity's assets exceed $1,000, they must become officially recognized private organizations, discontinue on base operations, or reduce their assets.

Usually unit coffee and snack bars are unofficial activities with limited assets. Air Force Instruction 34-223 applies only to private organizations with monthly average assets, including cash, inventories, receivables, and investments, of more than a $1,000 during a three-month period. When an unofficial activity's assets exceed that figure, they must become officially recognized private organizations, discontinue on base operations, or reduce their assets.

What exactly is a private organization? It is a self-sustaining special interest group set up by people acting outside the scope of any official position they may have in the federal government. Private organizations exceeding the limitation on assets must organize under Air Force Instruction 34-223 and operate on an installation with the written consent of the commander. The Air Force may provide a private organization space in a facility for occasional use if its use does not add to the government's maintenance or janitorial expenses. Otherwise, private organizations must be self-sustaining and furnish their own equipment, supplies, and other materials.

Even coffee and snack bars with limited assets must comply with some rules and members would be wise to visit their local legal office about these issues. For example, both are subject to lawsuits and in some states individual unit members could incur personal liability if not insured—members may want to purchase liability insurance. Coffee and snack bars must comply with all federal, state, and local laws governing such activities, including federal tax laws, and may not sell alcoholic beverages. The resale of goods purchased from the base exchange or commissary to persons not otherwise entitled to use those facilities is prohibited.

Air Force organizations may not assign coffee and snack bar duties to military or civilian employees, whether the snack bar is a private organization set up under Air Force Instruction 34-223 or an unofficial activity with limited assets. Under the instruction, a private organization is not authorized appropriated or non-appropriated fund support. And under the Joint Ethics Regulation, Department of Defense employees may not be ordered to work on personal or unofficial matters.

Unit coffee or snack bars play a viable role in most units by raising morale and enhancing espirit de corps. Take a few moments to ensure your coffee or snack bars are following the rules.✦

"Air Force organizations may not assign coffee and snack bar duties to military or civilian employees, whether the snack bar is a private organization set up under Air Force Instruction 34-223 or an unofficial activity with limited assets."

Fraud in the Air Force

Capt. Steve Murray
AFOSI/PA DSN 297-4728

The Air Force Office of Special Investigations investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most of our fraud investigations are in the procurement area: product substitution, diversion, mischarging, conflicts of interest, and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste, and abuse is felt throughout the Air Force and we should all accept the responsibility to prevent it at every opportunity. Mutual command and AFOSI support, coupled with teamwork, are essential for successful prevention, detection, and neutralization of fraud. Here are some examples.

The article "Fraud in the Air Force" on page 16 of the March/April 1998 edition of the *TIG Brief* concerning Pemco Aeroplex, Inc., was in error. The narrative described allegations in a complaint filed by the United States in the U.S. District Court for the Northern District of Alabama on May 27, 1997, then mistakenly reported that there was a judgment against Pemco. There was no judgment adverse to Pemco Aeroplex, Inc. in this matter. To the contrary, the complaint was dismissed by the district court on September 3, 1997. The United States has appealed that decision. We regret any misunderstanding occasioned by this error.

-AFOSI/XOK

Cost Mischarging

Subject: Boeing Defense Group
Synopsis: A joint Defense Criminal Investigative Service, Defense Contract Audit Agency, and AFOSI investigation revealed that Boeing Commercial Airplane Group billed costs incurred on their 777 commercial airline contracts to Boeing Defense and Space Group contracts. According to contract specifications, costs incurred by Boeing on their commercial ventures should not be charged to general and administrative overhead accounts affecting Air Force and other government contracts. The costs were associated with the research, development, and engineering support design of the 777 avionics and cabin maintenance systems.
Result: Based on the investigative efforts, the Defense Contract Management Command and Boeing Defense entered into an administrative settlement. Boeing Defense agreed to pay $6,869,667 to the U.S. government, a payment that does not relieve them from further criminal or civil prosecution.

Arms Export Control Act Violation

Subject: Electrodyne Systems Corporation
Synopsis: Electrodyne Systems Corporation was indicted and convicted in U.S. District Court for violation of the Arms Export Control Act. Electrodyne was illegally exporting from Russia technology intended for use on U.S. Government contracts. The technology pertained to high-tech electronic components such as digital phase shifters, pin diode switches, and tone modulators and was used in the Guided Weapons Evaluation Facility at Eglin Air Force Base, Florida, radio frequency simulators, and the F-15 fighter aircraft fire control radar. Electrodyne's exportation of parts from Russia was in direct violation of the Buy American Act clause of their contract.
Result: Electrodyne was fined $1 million and ordered to pay $410,000 in restitution and investigative costs.❖

Summary of Recent Audits

Mr. George Mellis
AFAA/DOO DSN 426-8041

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Mr. George Mellis at the number above, E-mailing to reports@af.pentagon.mil, or writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125.

Ozone-Depleting Chemicals. Civil engineering officials suggested an internal control review of ozone-depleting chemicals at an overseas installation. The audit agency assisted management by recommending procedures to control issue exception codes in the supply system, maintain accurate hazardous material authorization data, and properly manage hazardous material stock balances. In addition, audit suggested improvements to correct local purchase procedures and to minimize the use of ozone-depleting chemicals and solvents. Consequently, management has better control over hazardous substances, resulting in safe handling of hazardous materials and compliance with environmental laws and regulations. *(Report of Audit 53098002)*

Support Agreements. A commander at an Air Mobility Command installation asked the audit agency to review support agreements. Audit noted that agencies receiving base support were properly identified and necessary support agreements were established and approved. However, the agency noted that triennial reviews of support agreements were not accomplished and assisted management by recommending methods to bill and receive reimbursements totaling $169,500 from supported agencies. In addition, management implemented audit agency recommendations to improve procedures for estimating reimbursements and accomplishing annual budget reviews. *(Report of Audit 52198005)*

General Services Administration Contracts. Auditors at an AFMC Buying Division reviewed General Services Administration contracts and discovered contracting personnel needed help in ensuring that funds were deobligated when contractual obligations were completed. Specifically, performance was complete on seven General Services Administration service contract delivery orders, but funds totaling $296,586 were still obligated. Unaware the funds were not deobligated, management lost the use of $66,676 because the funds had expired. In addition, $229,910 could be deobligated and used to satisfy other bona fide needs. To prevent recurrence, the contracting director immediately implemented audit suggestions to obtain additional lines to log on to the accounting system, facilitating periodic review and reconciliation of contract payment information. *(Report of Audit 44598007)*❖

Battlelabs!

Developing innovative operations and support concepts

On July 1, 1997, Air Force Chief of staff Gen. Michael E. Ryan approved the order to stand up six Air Force Battlelabs. These battlelabs are designed to improve our Air Force Core Competencies and war-fighting skills in support of our greater Joint Vision 2010. The mission of the battlelabs is to rapidly measure the worth of innovative operations and logistics concepts and report their findings to the corporate Air Force. Using field ingenuity and partnering with the Air Force Research Laboratory and Warfare Centers, battlelab products can and will affect our organization, training, doctrine, requirements, and future acquisitions. These focused, agile organizations limited to not more than 25 people and operating with limited funds will require your involvement and support.

These are **Air Force** Battlelabs—and whether you are active duty, guard or reserve, Air Force civilian or a contractor—we need your ideas. The battlelabs' intent is to draw upon all the experience and expertise to fuel our innovation process. You can contact the battlelabs via any one of a number of means as described in the contact list on the next page. The Air Force also plans to interface through direct liaison with joint agencies and our sister service innovation labs. Additionally, we are reaching out to industry, attempting to leverage maturing technologies and commercial off-the-shelf products.

The battlelab process has been designed to minimize bureaucracy and maximize the impact of field personnel. Upon receiving your input, each idea will be reviewed by the individual battlelabs, their major command or forward operating agency, and the battlelab planning cell. This cell is the forum where initiatives are reviewed to ensure they are focused on innovative operations and logistics concepts, to build synergy, and deconflict the battlelab efforts. If an idea is selected as an initiative to pursue, a campaign plan will be developed and executed.

After major command or forward operating agency approval, the battlelabs will have only 18 months to execute their game plan—a very tight metric that forces efficiency. Additionally, they will require your help in a team effort if they are to be successful. Upon completion, an after initiative report containing the battlelab's findings and recommendations will be presented to the cell, the major command or the forward operating agency, and ultimately to the Air Force Board of Directors. The successful validation of an idea does not automatically guarantee it will be adopted, as the corporate structure must balance the idea's utility with available Air Force resources.❖

Air Force Battlelab Points of Contact

Air Expeditionary Forces Battlelab

Commander: **Col. Don Oukrop**
E-mail: don.oukrop@mountainhome.af.mil
DSN: 728-1743
Commercial: (208) 828-1743
Unclassified fax: DSN 728-3525
Web site: www.mountainhome.af.mil/aefb

Air Expeditionary Forces Battlelab
360 Gunfighter Ave.
Mountain Home AFB, Idaho 83648

Space Battlelab

Commander: **Col. Jeff Wenzel**
E-mail: wenzeljh@fafb.af.mil
DSN: 560-9392
Commercial: (719) 567-9392
Unclassified fax: DSN 560-9937
Web site: www.fafb.af.mil/swc/battlelab

Space Battlelab
730 Irwin Ave., Suite 83
Falcon AFB, Colo. 80912-7383

Force Protection Battlelab

Commander: **Col. Don Collins**
E-mail: donal.collins@lackland.af.mil
DSN: 473-0051
Commercial: (210) 671-0051
Unclassified fax: DSN 473-0998
Web site: fpb.sc.ist.ucf.edu

Force Protection Battlelab
1631 Stewart St., Suite 102
Lackland AFB, Texas 78236-5255

Command and Control Battle Management Battlelab

Commander: **Col. Mike Carpenter**
E-mail: carpentm@c2bmbl.hurlburt.af.mil
DSN: 872-0445
Commercial: (850) 882-0445
Unclassified fax: DSN 872-0446
Web site: nova.agos.hurlburt.af.mil/c2bmb

Command and Control Battle Management Battlelab
246 Hartson St.
Hurlburt Field, Fla. 32544-5254

Unmanned Aerial Vehicle Battlelab

Commander: **Col. Joe Grasso**
E-mail: grasso@wg53.eglin.af.mil
DSN: 872-6680
Commercial: (850) 882-6680
Unclassified fax: DSN 872-6942
Web site: www.wg53.eglin.af.mil/battlelab/default.html

Unmanned Aerial Vehicle Battlelab
203 West D Ave., Suite 406
Eglin AFB, Fla. 32542-6867

Information Warfare Battlelab

Commander: **Col. Jim Watkins**
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DSN: 969-3030
Commercial: (210) 977-3030
Unclassified fax: DSN 969-2122
Web site: www.aia.af.mil/aiaweb/homepages/afiwc/iwb/index.htm

Information Warfare Battlelab
102 Hall Blvd., Suite 214
San Antonio, Texas 78243-7020

Professionalism

Building a highly-respected, trained cadre of inspectors

Inspectors recruited for and assigned to the Air Force Inspection Agency are literally the "best of the best" experts in their respective areas. From past performance, they have shown that they hold special expertise in their chosen fields. Once awarded this selectively manned assignment with the Air Force Inspection Agency, Kirtland Air Force Base, New Mexico, inspectors and support members who assist them in carrying out their mission attend two weeks of training at AFIA University. One of the first blocks of instruction is on **professionalism**, taught by Col. Larry Wilson, the director for medical operations, or Col. Paul Shorock, the director of inspection support and development at AFIA. Wilson and Shorock stress that "... because we are the 'IG,' we must always behave as if we too are being watched."

AFIA is a field operating agency directly under The Inspector General of the Air Force, Lt. Gen. Richard T. Swope, along with the Air Force Office of Special Investigations. AFIA provides services, which include cross-functional special management reviews, acquisition management reviews, health services inspections, and other investigations as directed by Swope.

As Air Force members, we all subscribe to the Air Force Core Values of integrity first, service before self, and excellence in all we do. These core values form the basis for an Air Force Inspector General code of ethics and standards of conduct for all AFIA members.

AFIA members must also subscribe to the AFIA values—integrity, courage, competence, tenacity, service, and patriotism. While most, if not all, Air Force members adhere to these very same core values, they hold a special meaning to the members of the inspector general community. Because inspectors general must provide oversight to their peers in the field, they must exceed even these Air Force high standards.

AFIA Core Values

Integrity: Foundation of trust and a commitment to honesty. It is the inner voice, the basis for trust. It is doing the right thing when no one is looking.
Courage: Moral strength to do the right thing, and—as an inspector—to "make the tough calls."
Competence: To be recognized as the best in our business, we must "lead by example."
Tenacity: To demonstrate determination and persistence in providing honest assessments, **not** to "roll over" or take the "easy way out."
Service: we are the eyes and ears of senior leadership.
Patriotism: To demonstrate the willingness to sacrifice, to endure heavy temporary duty travel consistently over a two-year period, and go into harm's way when called to do so.

AFIA Rules

AFIA members adhere to three basic rules—perform quality work, follow the rules, and do your fair share.

Rule #1 Perform quality work

Be thoroughly knowledgeable about your specialty area. Convey this expertise without acting like those you inspect don't have expertise of their own.

Maintain your expertise by keeping current with Air Force Instructions and other guidance, keeping up with your professional education through the Air Force Institute of Technology and formal training if applicable. And—of course—ensure you are current in your professional military education.

Rule #2 Follow the rules

This includes both the **letter** and the **intent** of the rules. It also includes **all** rules, from the Air Force, AFIA, the host base, state and local laws, the President's Council on Integrity and Efficiency, Joint Travel Regulation, and Joint Ethics Regulation.

Meet and appear to meet Air Force standards including weight, hair, fitness level, and the like. Travel rules apply regarding the use of dining halls, rental cars, frequent flyer miles, government American Express cards, and travel vouchers. Don't act or think "I'm the IG; therefore, special rules apply." They don't! You represent The Inspector General, so you must lead by example.

Rule #3 Do your fair share

AFIA work is performed by teams. To be effective, each member on every team must pull his or her weight. That applies to all AFIA activity.

Inspector Expectations

Other expectations for the AFIA professionals include the following:

Always **DO**

- Maintain standards of conduct, appearance and fitness.
- Protect classified and privileged information.
- Be an ambassador to and for the Air Force.
- Adhere to Air Force and AFIA Core Values.

Consider the **perception** you are creating and **DO NOT**

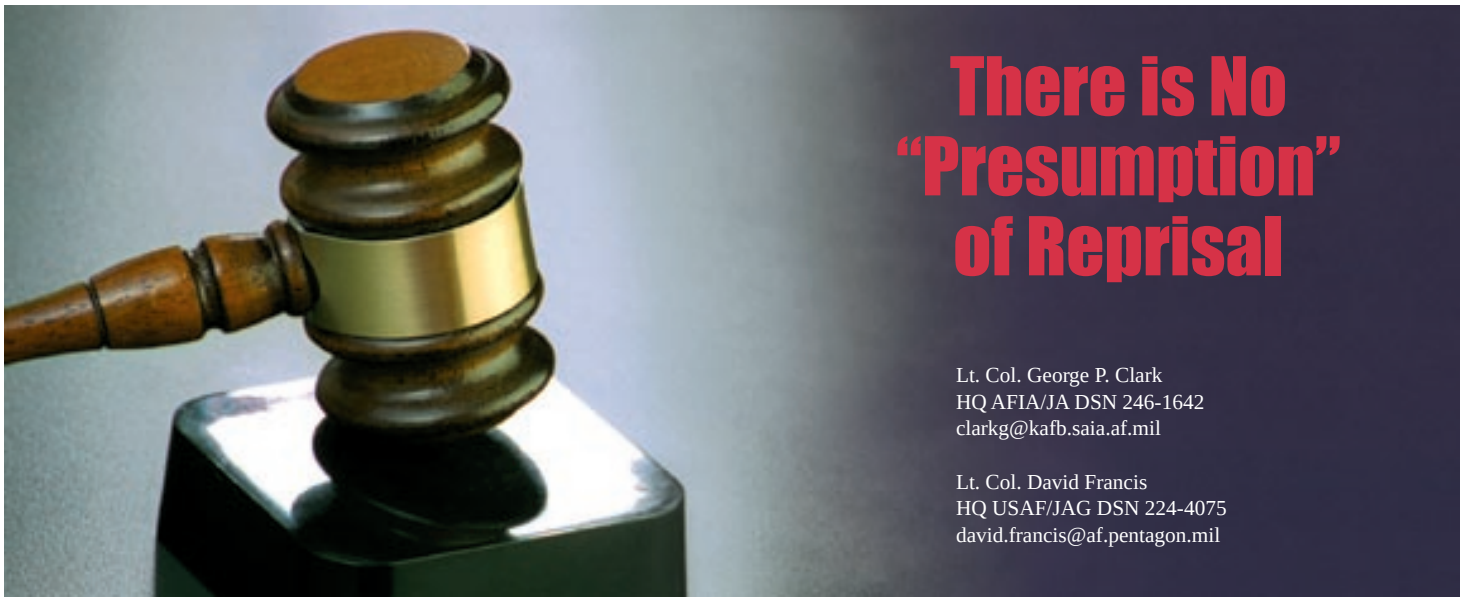
- Discuss any information related to the inspection, even with "friends" in the specialty community or organization you are inspecting.
- Socialize with personnel in any way related to the inspection activity.
- Ask for any special favors—even "little things" like snacks, coffee, or other amenities.
- Travel on any inspection activity with a "visible" amount of sports equipment, like golf clubs or a tennis racquet.
- Engage in over-friendly banter with the other members of the inspection team. Banter, taken out of context, may be perceived as discriminatory or harassing.

Inspectors are cautioned that no matter where you are and what you are doing, be especially careful of—
what you say,
how you say it,
who you say it to,
where you say it, and
how loud you say it.

The perception created by inspectors makes a strong impression. Wilson and Shorock orient all new inspection agency personnel on AFIA's high standards of professionalism. Each AFIA member is expected to know and meet those standards in order to advance the work of the Inspector General.✦

Editor's note: For questions concerning AFIA University, please contact Senior Master Sgt. Paula Iwanaga at DSN 246-3009 or E-mail her at *iwanagap@kafb.saia.af.mil*.

"... be especially careful of—**what** you say, **how** you say it, **who** you say it to, **where** you say it, and **how** loud you say it."



There is No "Presumption" of Reprisal

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Recently, while reviewing a report of investigation into an allegation of reprisal, I was dismayed to discover that a lawyer had advised a commander to refrain from giving a member a well deserved letter of reprimand for substantiated misconduct simply because the member had recently filed an inspector general complaint. The lawyer's rationale was that if the letter of reprimand was given shortly after the member's complaint, it would be "presumed" to be reprisal. That advice was clearly not a correct statement of the law governing reprisal complaints, which does not establish or permit any such "presumption." Moreover, such advice could have made a bad disciplinary situation worse if it caused the commander to forego taking timely corrective action solely out of fear that it would be viewed as reprisal.

Commanders and supervisors look to their inspectors general and attorneys for guidance on what actions constitute reprisal and what actions do not. That guidance must ensure that commanders and supervisors clearly understand that the statutory and regulatory prohibitions against reprisal only preclude retaliation against a member for making prior "protected communications." They do not provide a shield for protecting wrongdoers from appropriate administrative or disciplinary action for substantiated misconduct.

The Military Whistleblower Protection Act, codified at 10 U.S.C. § 1034, creates two primary restrictions. First, under 10 U.S.C. § 1034(a), a

> "… no person may take or threaten to take an unfavorable personnel action, or withhold or threaten to withhold a favorable personnel action, against a military member for making or preparing a protected communication."

member of the armed forces may not be restricted from communicating with a member of Congress or an inspector general, provided the communication is lawful. Communications that are unlawful may be restricted and do not qualify as protected communications within the meaning of the statute or the implementing regulations. Some examples of communications which are unlawful, and thus are not protected, are knowingly false statements; unauthorized disclosures of classified, privileged, or private information; or statements which are made under circumstances disrespectful to higher authorities. Obscene or threatening communications would also be unlawful. Second, under 10 U.S.C. § 1034(b), no person may take or threaten to take an unfavorable personnel action, or withhold or threaten to withhold a favorable personnel action, against a military member for making or preparing a protected communication.

> "The Military Whistleblower Protection Act was meant to ensure military members are protected from reprisal. It was not meant to dissuade commanders and supervisors from taking timely and appropriate corrective actions for legitimate reasons."

Air Force Instruction 90-301, *Inspector General Complaints*, implements the anti-reprisal provisions of the Military Whistleblower Protection Act. Attachment 1 of that instruction provides a twofold definition of protected communication. First, it is any lawful communication with a member of Congress or an inspector general. Second, it is any lawful communication in which a member of the armed forces communicates information the member reasonably believes evidences a violation of law or regulation, including sexual harassment or unlawful discrimination, mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety. Such communications may be made to a member of Congress; an inspector general; a member of a Department of Defense audit, inspection, investigation, or law enforcement organization; or to any other person or organization designated by regulations or other established administrative procedures to receive such communications. These include, but are not limited to, fraud, waste, and abuse monitors; social actions personnel; and commanders in a member's chain of command. In addition, protected communications include circumstances where a

member was preparing a lawful communication or complaint that was not actually delivered; where a member did not actually make a protected communication but was believed to have done so; and where a member cooperated with or otherwise assisted an inspector, member of Congress, or a member of a Department of Defense audit, inspection, investigation, or law enforcement organization by providing information the military member reasonably believed evidenced wrongdoing.

Air Force reprisal investigations follow the guidelines set forth in Department of Defense IGDG 7050.6, *Guide to Investigating Reprisal*, and Air Force Instruction 90-301, paragraph 3.3. Both the guide and the instruction establish an "acid test" for reprisal with four central questions. ***All*** of the questions must be analyzed before an investigator can determine that there has been reprisal. The first three questions are relatively easy to resolve. Did the military member make or prepare a communication protected by statute? Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld, following the protected communication? Did the official or officials responsible for taking, withholding, or threatening the personnel action know about the protected communication? However, even if all of the first three questions are answered yes, there still may not be reprisal. In such cases, the outcome depends on the answer to the final part of the acid test for reprisal which examines the commander's or supervisor's motive for taking or not taking the personnel action at issue.

The last question is crucial and is often the most difficult to

An Acid Test for Reprisal

❑ Did the military member make or prepare a communication protected by statute?

❑ Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld, following the protected communication?

❑ Did the official or officials responsible for taking, withholding, or threatening the personnel action know about the protected communication?

❑ Does the evidence establish that the personnel action would have been taken, withheld, or threatened if the protected communication had not been made?

answer. That is, does the evidence establish that the personnel action would have been taken, withheld, or threatened if the protected communication had not been made? If the answer is yes, then there has not been reprisal. In essence, this question examines why management or command officials acted as they did. Only if their actions were in retaliation for the member's prior protected communication is it "reprisal" within the meaning of the Military Whistleblower Protection Act and the implementing Department of Defense and Air Force regulations. In examining this issue, it is important for investigators, commanders, and supervisors to understand that this question, like the other three parts of the acid test for reprisal, stands on its own. An investigator will **not presume** the answer to the last question is either yes or no based on the answers to the previous three questions. The presumption would be dangerous. Rather, the investigator must examine, without bias, all of the attendant evidence to determine why an action was or was not taken and whether or not it constituted reprisal.

As an example, assume that Airman X talks to the inspector general on Tuesday—a protected communication—and Lieutenant Y, who knows about the visit, gives the airman a letter of reprimand on Thursday. Despite the timing of the reprimand, it would be dangerous to presume that it was in retaliation for the airman's complaint to the inspector general. The investigator must try to determine why the reprimand was given. The answer may be that the reprimand had nothing to do with the airman's complaint. Rather, the evidence may indicate Airman X is chronically late to work, was late yet again on Wednesday, and received the letter of reprimand for being late to work.

The danger attendant to false presumptions of reprisal in situations such as that described above goes beyond the possibility of finding reprisal where none really existed. Unless commanders are convinced inspectors general and investigating officers will not "presume" reprisal but will fully investigate why an action was taken, they may not take otherwise appropriate corrective action out of fear that their motivation will be misinterpreted. Such a result could have a potentially disastrous impact on morale, good order, and discipline of the unit concerned. In the absence of appropriate corrective action, Airman X may continue being late to work. Morale would then begin to suffer as other unit members see Airman X's case handled with a different disciplinary standard. Others may even come to believe that making protected communications is a way to shield their own future misconduct from command action.

The Military Whistleblower Protection Act was meant to ensure military members are protected from reprisal. It was not meant to dissuade commanders and supervisors from taking timely and appropriate corrective actions for legitimate reasons. Make sure commanders, supervisors, and investigators at your installation understand the difference, and act accordingly.✦

Editor's note: Roughly 25 percent of reprisal allegations handled by SAF/IGQ in 1997 were substantiated. Each reprisal allegation is unique and must be investigated fully.

Want to be published?

Are you a self-proclaimed good writer? Do you or someone in your work center have a process for accomplishing your daily mission that has been lauded as a "best practice?" Heralded by your major command and implemented at other bases? Adopted Air Force-wide? Then you may have a story to tell the inspector general community!

TIG Brief solicits your original work on how you perform your daily tasks. Consider this a personal invitation to submit your account of improving the worlds' best Air Force! We strive to include "all the inspection news that's fit to print" in every issue, but we need your help!

Follow the article tips below when drafting your submission. Call the editor at DSN 246-2946 to discuss the best way to "package" your success story. Who knows? A checklist may suit your information better than a narrative, or a combination of both might be needed to accurately depict your process.

Your name could appear alongside an article in the next issue. Give me a call today!

Article Tips

Manuscripts submitted to *TIG Brief* should appeal to our primary readership—Air Force commanders, leaders at every level, inspectors, and inspectors general worldwide. When submitting a manuscript, the following is offered as a guide:

■ Magazine space is limited, so submit articles that are around 400 but no more than 800 words. This is usually two and one-half to five typewritten, double-spaced pages.

■ Give your article a title. Grab the attention of your prospective readers. Make it colorful, short, descriptive, action-filled, or a play on words.

■ Include the author's grade, name, organization and office symbol, DSN phone number, and E-mail address below the title.

■ While personal experience is the best teacher, try to apply what you may have learned to the broader Air Force audience. Avoid the personal pronoun "I." Ask yourself, how can other units adapt what you've done?

■ Use conversational tone and attention-getting style. Avoid overly technical information unless it's needed for clarification.

■ Explain jargon; spell out acronyms. Don't assume your readers know anything about your topic.

■ State the problems, recommended solutions, and results if applicable.

■ Before submitting your manuscripts, be sure to receive approval through your chain of command.

■ If available, send photos, 35mm slides, or graphs to support the article.

■ Submit in draft, double-spaced form. Do not put the article into a magazine layout design. Straight text is preferred.

■ Submit articles using ASCII, Word Perfect, or Microsoft Word. E-mail manuscripts to ***tigbrief@kafb.saia.af.mil*** or copy onto a 3.5-inch disk and send to:

HQ AFIA/CVC
TIG Brief Magazine
9700 G Avenue SE, Ste 378J
Kirtland AFB NM 87117-5670

The Production Schedule

As prospective authors and our primary readers, it might prove helpful to educate you on the magazine production process. Because we print every other month, we operate on a two-month production cycle, hence the longer lead-time from submission to the time that your article might actually appear.

For instance, you contact the editor with a great idea for an article topic in March. She thinks it's fantastic information that simply must be shared with the rest of the Air Force. You approach your supervisor and get his assistance in drafting the article. Now it goes through staffing with your squadron, group, and wing commander. The article goes through a few iterations of rewrites—it's now the middle of April. You receive final approval to submit and E-mail it to ***tigbrief@kafb.saia.af.mil***, meeting the April 24th deadline for the July-August issue.

The editor accepts it with the other manuscripts received and begins the editing process. After editing all the text to be included, the magazine then enters the design phase. These two phases together can take anywhere from two to three weeks. Local approval by the Air Force Inspection Agency commander and The Inspector General, for whom this magazine is named, takes approximately one week each. While published by Air Force Printing, as all Air Force magazines are, the copy is then sent to our contract printer in Missouri. The printer has three solid weeks—including two review phases by the magazine staff—before it is mailed to you, our customer. Your article was included in the July-August issue that is delivered the first week of July.

So, actually four months have now passed since you first had this wonderful idea to share with the readers of *TIG Brief*. But without your submission, the magazine would lack some valuable inspection news. Please take a look at the production schedule below. So, don't hesitate to submit material—the rest of the Air Force can only benefit!❖

Issue	Submissions due
May-Jun 1998	Feb 27, 1998
Jul-Aug 1998	Apr 24, 1998
Sep-Oct 1998	Jun 26, 1998
Nov-Dec 1998	Aug 28, 1998
Jan-Feb 1999	Oct 23, 1998
Mar-Apr 1999	Dec 23, 1998

Did you know?

As a result of the Electronic Freedom of Information Act Amendments of 1996, all Air Force bases must sponsor a Freedom of Information Act Electronic Reading Room for the public from the installation web site. Any releasable record that is requested under "FOIA" at least five times in any quarter must be posted in the reading room. Local offices are reminded to coordinate these web releases through their Freedom of Information Act and servicing public affairs offices.

Contact your base Freedom of Information Act manager for more information or visit the Air Force Freedom of Information Act page at http://www.foia.af.mil on the world wide web.