



## Preparing for the Wing CI & Unit Inspection:

The IG is coming!!!!!!!!!!!!!! Well, he's actually not coming but join us for a chat on how to help you prepare for the PA portion of the CI/SUI inspection. We will show you how to prepare an inspection binder, organize yourself, share stories and show you how to put your best foot forward at the inspection.



## Inspections are a fact of life

We deal with them every day in our jobs and in our daily lives.

Many members see the Compliance Inspection as a pain in the rear, an inconvenience, as a lack of trust by higher headquarters.

National HQ and CAP-USAF are required to inspect each wing and each wing is required to inspect each of their units. These inspections insure that CAP and its units are accomplishing its missions, controlling its resources properly and is meeting the requirements as set forth in CAP Regulations, Air Force Policy and the law.

National HQ and CAP-USAF are required to inspect each wing and each wing is required to inspect each of their units on a regular schedule.

Inspectors are pulled from CAP-USAF and senior officers (normally National, region and wing level IG staff and subject matter experts).

The inspection is actually an opportunity for the PAO. It's an opportunity to grow as a PAO, to learn and understand the program and to showcase your successful program to Higher HQ.

Let's see how this is the case and how you can get ready by following simple and proven techniques used by Senior and Master PAO's all over the nation.

## Getting Ready

Ideally you should always be ready for an inspection.

The inspector will come in and review his check list with you and ask questions in relation to your program. Note that he does not have to ask questions that may be on the list but can ask about any aspect of your program area.

So let's start with the records that you need to have.

CAPR 10-2 prescribes that the Unit Administrative Officer ensures that files and records that relate to your area will be maintained.



Now for the reality. Most PAO's maintain their own records because they normally work from home or another location that is normally not the meeting location. You have options as to how you can maintain them.

Most PAO's maintain their records as a combination of electronic and paper files. This is fine but you need to have a file plan on file with the Administrative Officer indicating what kinds of records you have. This helps him with his inspection.

It is suggested that you back up your records and store this back-up off site or with the Squadron Administrative Officer.

Please take a moment to review the file plan at the end of this guide. There you will find the rules that govern what records need to be maintained and for how long.

We also don't back-up our records. Studies show that most people do not back up their computer based files. You should do this every other month onto a durable media such as CD/DVD or to a portable hard drive.

This back-up should be given to your administrative officer. This is great as a back-up and also if you take on a new assignment. Your successor will have your records and be ready to go.

Now that you have a plan for your files and your files match that plan, let's look at how you can present your program to the inspector.

# The Continuity Book

Continuity books are as old as the military itself. They are a very important tool for a new officer coming into a role. It allows him to see at a glance where the program or unit is. Or at least it should be. ☺

The book should be set up with a "Tab" system. Each tab should reflect each question on your inspection check list.



Your Unit PA and Crisis Plan is probably the most important document in your book. This document reflects what you want to get done and how you want to get that work done for your unit. It is your flight plan.

Have necessary supporting materials in the binder or if the files are too big for the book, in their own files (see your file plan) or electronically. Make sure that you have these files and supporting materials at the inspection.

Take the time to update your files and when needed your book. This makes it much easier to prepare for the inspection. You are at that point updating and not building from scratch.

Let's look at the Inspection/Continuity/Assessment Book.

# Continuity/Inspection/Assessment Book Questions and Notes:

Each of these questions should be a tab in your book. The first page (or cover sheet) should be the question with your detailed answers. Yes or No are **NOT ACCEPTABLE** answers. Any additional supporting materials should be included after the cover sheet or in supporting files.

A nice touch is to provide the inspector their own copy of this book. This way when they are writing their report they can refer right to it. He will be taking less notes and paying more attention to you. ☺

A sample of a completed Inspection book and templates to create your own are on the resource disk.

These questions are taken from the SUI guide that is dated January 2008. Please note that the PA questions are under revision.

The Updated CAPR 123-3 requires that each inspected office maintain one of these books organized as follows:

**Section 1** The Table of Contents of the assessment book

**Section 2** Brief introductions of yourself and your staff (if you have any) should be in this section. Copies of appointment documents should be placed in Section 4. Additionally, briefly describe your experience/background that enables you to fulfill the duties of the position. A brief description of the experience/background for each of your staff can also be in this section. A complete biography are not required in this section.

**Section 3** Place the written explanations to each of the inspection guide questions. Be sure that you are using the latest Wing Inspection Guide. The latest Wing Inspection Guide can be found on the National Headquarters website in the Inspector General section. The explanations should be in the same order as the inspection guide questions. Make reference to tabbed subsection in Section 3 that contain the supporting documents, examples or material. Answers to the inspection guide questions should not be Yes or No answers unless the answer contains an explanation of how the wing is accomplishing the material in the question. If the wing is not currently accomplished the material in the question, please explain the wing's plan to accomplish any specific directive. Sections 2 and 3 should also be available on a CD-ROM or other computer media and submitted with the information requested in Attachment 1 of this regulation. See below for samples of suggested formats for this section.

**Section 4** Place the supporting documents, examples or material to support the explanations found in Section 3 in a separate, tabbed subsection. The order of these tabbed subsections should be the same as the inspection guide questions. Any of this supporting material that is critical to the explanations contained in Section 3 should also be available on a CD-ROM or other computer media.

	ITEM	REFERENCE
1.	Has a unit Public Affairs Officer (PAO) been appointed in writing?	CAPR 20-1 page 39; CAPR 190-1 para 3a;
	a. Has the next higher headquarters been notified of the appointment?	CAPR 35-1
	b. Has the unit PAO completed AFIADL PAO Course 02010?	CAPR 190-1 para 3b
	c. If a unit PAO has not been appointed, is the unit commander performing the duties of the PAO?	CAPR 190-1 para 6b
		CAPR 190-1 para 3c

CAPR 190-1, paragraph 3 mandates that a PAO must be appointed or the Commander is responsible.

**3. Assignment of the Public Affairs Officer (PAO).**

- a. Each unit commander shall appoint a qualified individual to be the PAO.
- b. The PAO shall be appointed in accordance with current personnel procedures in CAPR 35-1, *Assignment and Duty Status*. The next higher headquarters shall also be notified of all PAO appointments.
- c. In the absence of an assigned PAO, the unit commander is responsible for the duties of the PAO.

- Make sure that you send a copy of the CAPF 2A or the Personnel Authorization to your higher headquarters. Also insure that this appointment is reflected in E-services and the member is enrolled in the specialty track. It is suggested that you do this via e-mail so you have a record of the communication.
- The AFAIDL Course 02010 is under revision and not available for enrollment. The IG can't gig you on this.
- Note that the commander can delegate the PAO functions to his deputy. This must be done in writing with a copy to higher headquarters.

	ITEM	REFERENCE
2.	<p>Has the Wing PAO provide training for subordinate unit PAOs at least annually? Does this training include:</p> <ul style="list-style-type: none"> <li>a. Public Affairs specialty track training as listed in CAPP 201, <i>Public Affairs Study Guide</i>?</li> <li>b. AFIADL PAO course 02010?</li> <li>c. Unit/wing/region/national public affairs training courses, workshops, seminars, and field training?</li> <li>d. Seminars and workshops offered by the military and local, state, or national organizations?</li> <li>e. Mission information officer training as part of the emergency services missions of Civil Air Patrol?</li> </ul>	CAPR 190-1 para 6

- Outline how you are learning or have learned the PA function as outlined in CAPP 201.
- List what training that you have completed (include copies of certificates if available.)
- The AFAIDL Course is under revision and not available.
- Have copies of the announcements of training from your wing and region available including SAREXES and MIO related training. Include info from the National PAO Academy.
- Have copies of training information from FEMA (Online courses) your state and local disaster response agencies.
- I suggest that if possible take online training that is provided for free by FEMA and other agencies.
- List links here.
- If your wing/region is not offering training have a copy of your e-mail requesting the training that you need and their response.

	ITEM	REFERENCE
3.	<p>Has the unit PAO an annual public relations plan to promote CAP, its goals and missions for:</p> <ul style="list-style-type: none"> <li>a. External goals and initiatives that help build relation-ships with external constituencies of CAP and emphasize their importance in performance of its three mandated missions (ES, AE, and Cadet Programs)?</li> <li>b. Internal strategies that emphasize CAP's importance, member recognition, retention, and encouragement of member participation in unit/wing/region and national activities and training?</li> <li>c. A PA crisis plan to ensure a rapid, effective response during crisis situations that may damage CAP's reputation, if mishandled? <ul style="list-style-type: none"> <li>a. Has the unit crisis communication plan been approved by the wing commander or designated representative?</li> </ul> </li> </ul>	<p>CAPR 190-1 para 7a</p> <p>CAPR 190-1 para 7a(1)</p> <p>CAPR 190-1 para 7a(2)</p> <p>CAPR 190-1 para 7a(3)</p>

This item is where you will live or die as far as the inspection goes.

Have a PA and Crisis Communications Plan that is compliant with CAPR 190-1.

- Are both plans current?
- Has it been approved by the Wing Commander or designee as per the wing supplement to CAPR 190-1? Is this approval in writing?
- Is there a review of the plan to measure if goals have been met and if needed the plan being updated? Is there a record of this review?
- Have you exercised the Crisis Communications Plan? This is not required but if you do it and document it, you will get some extra points. ☺
- Is the Wing PAO involved in the authoring or review of the plans?

Templates of approved plans are available at the CAP National Website at:

[http://www.cap.gov/visitors/members/public\\_affairs/](http://www.cap.gov/visitors/members/public_affairs/)

4.	<p>Has the unit PAO assembled current media contact information to foster working relationships?</p> <ul style="list-style-type: none"> <li>• Does the unit PAO strive to meet periodically with representatives of key media to improve media awareness of CAP and to establish an understanding on the part of the PAO of the information needs and preferences of each media outlet.</li> </ul>	CAPR 190-1 para 7b(2)
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- To support this item you should have a list of your local media (newspapers, radio, tv, Cable Access and Bloggers) and list how and when you reached out to them.
- Have a copy of the media kit you developed available as a sample.
- Lists of media can be obtained online.

Suggested Text: (use your websites.)

We use several websites that update their contact lists on a regular basis as our primary lists. This saves me the time of maintaining a standard media contact list.

Source	Website	Comments
MN Broadcasters Assn	<a href="http://www.minnesotabroadcasters.com/">http://www.minnesotabroadcasters.com/</a>	TV and Radio Stations
News Voyager News Hompages	<a href="http://www.newspaperlinks.com/newspaperlist.cfm?sid=mn">http://www.newspaperlinks.com/newspaperlist.cfm?sid=mn</a>	Listing of papers
MN Newspaper Assn	<a href="http://www.mna.org/">http://www.mna.org/</a>	Association of MN Papers maintains a great directory
AF Association media	<a href="http://capwiz.com/afa/dbq/media/">http://capwiz.com/afa/dbq/media/</a>	Well kept roster of contacts by state

Also during a mission go to [www.ap.org](http://www.ap.org) for the AP Bureaus in your state. This is especially valuable during actual missions. They can get your releases out to your state and nationwide faster and more efficiently than you could manually.

5.	<p>Has the Unit PAO developed standard plans and procedures for external promotion of key events in the wing, such as participation in training and actual missions, awards and promotions, and special events?</p>	CAPR 190-1 para 7b(3)
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Outline how you do publicity for items like

- Milestone Awards

- Significant Achievements
- Missions (Actual and Training)
- Unit Open Houses

While you do not have to have a formal plan for these events it is good to have a process and have it in an outline format. The outline should be simple (bullet points) and short.

Also have copies of actual releases/printed articles/TV and radio stories for recent occurrences.

6.	Has the unit PAO assembled standard materials presenting the background of CAP that can be given to the media, prospective members, partner agency officials, and others as needed, including materials developed locally and/or at higher headquarters?	CAPR 190-1 para 7b(4)
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Have copies of these promotional materials available organized into media kits for the inspector to review.

These should be printed out or on a laptop for easy review by the inspector.

Key Items regarding promotional materials

- Are they easy to read?
- Are they pleasing to the eye?
- Are they local (local pictures, local quotes)?
- Are you duplicating materials issued by higher headquarters?
- Are you using materials provided by CAP National HQ? If no why not?

Do you have copies of local broadcast/radio stories that you use in your local promotional materials?

Do you use the CAP Journal DVD provided by CAP National HQ?

Does your unit use cadet produced materials? If so please provide samples.

7.	Does the unit PAO utilize available unit websites to inform the public about Civil Air Patrol?	CAPR 190-1 para 7b(6)
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- Does the unit have a website or at least a page on the Wing Website with contact information? If no why not.
- What is the role of the PAO in local site development?
- Are cadets involved in the development of the site content?
- What is the role of the unit IT Officer?
- Does the site duplicate content from Higher Headquarters?
- Is the unit Newsletter posted on the site?
- When was the site last updated?
- Are there links to the Wing and National Sites on your unit site?
- Is the site in compliance with CAPR 110-1 and OPSEC requirements?
- Does the wing provide hosting or is the unit using available low cost hosting available at [www.ns1.cap.gov](http://www.ns1.cap.gov) ?

8.	<b>Does the unit PAO:</b> <b>a. Advise the commander on internal public relations strategies and methods in order to conduct an effective program?</b> <b>b. Regularly submit news advisories and releases, with photographs whenever possible, to higher HQs?</b>	<b>CAPR 190-1 para 7c(1)</b>  <b>CAPR 190-1 para 7c(2)</b>
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- This can be documented as part of the planning process. When where and results.
- Does the PAO meet with the Commander on a regular basis? Document with memo for record or other documentation.
- Are the PAO Objectives and Goals reviewed as part of these regular meetings? Documentation?
- Is the PAO directly supervised by the Commander?
- Is staff/leadership input solicited in the management of the unit PA program?
- Present copies of releases issued and/or published in the last year. Are photos included with releases?
- Is the unit sending copies of releases to wing, region and National HQ/PA?

9.	<b>Does the Wing PAO create and distribute a regular newsletter which contains information for both the internal and external audiences?</b>	<b>CAPR 190-1 para 8a</b>
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- Does the unit publish a newsletter?
- Have copies of the last year's newsletters available for the inspector.
- Are the newsletters posted to the website?
- How are the newsletters distributed? Who gets them?
- Are newsletters sent to higher headquarters (including Wing, Region and National)?

10.	<b>Does the unit PAO ensure that all distributed multimedia materials, including those distributed by emerging technologies, shall be in good taste, with members shown in proper uniform, depicting the diverse and multi-faceted missions and opportunities of Civil Air Patrol membership</b>	<b>CAPR 190-1 para 9a</b>
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- Briefly explain how this is done and provide samples of these materials. Including materials that you use from higher headquarters.
- Are these materials approved by the commander prior to release?
- Are cadets involved in creating Multi-Media content? If content is wholly cadet created is the PAO involved in mentoring the cadets and approving content prior to release?
- Does the unit use the nationally produced "CAP Journal" Video Magazine?

11.	<b>Does the unit PAO have the authority to develop and coordinate the public affairs elements of electronic communications tools employed by the unit for internal and external communications, including unit websites and listservs, which automatically broadcast e-mail to everyone on a list. The content shall be created in collaboration with appropriate staff members and shall be facilitated by the staff member(s) designated as webmaster, listserv manager and/or information technology officer.</b>	<b>CAPR 190-1 para 10</b>
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- Explain how this is done in your unit.
- Don't forget to address websites, blogs, You Tube pages, my space sites that you or your unit manages.

12.	Please describe the Mission Information Officer program for your unit.	CAPR 190-1 para 11
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- Describe how and if you are trained as an MIO and your involvement in Operational missions. If you are not trained describe how you plan on accomplishing this. (Note that MIO is a big part of the Senior PAO Rating in the PAO Specialty Track.)
- Describe your PA/Marketing/Communication training needs. (Unit and Personal).
- Describe how ES qualified members are made aware of the MIO and his role in a mission and how are you as an MIO making the members of your unit/wing aware of the National Commander's guidance of 25 March 2008 quoted below?

To all Region and Wing Commanders:

The newly revised CAPR 190-1 requires a trained and certified MIO, in accordance with CAPR 60-3, to handle media relations for every mission and training exercise. The MIO is to provide and receive critical information, advise the incident commander, protect the image of the Civil Air Patrol and provide timely information to the public affairs staff of each higher headquarters.

There is a critical need to always follow this regulation, especially when performing Air Force assigned missions (AFAMs), to ensure that media inquiries are handled properly and interviews are conducted in a professional manner. CAP MIOs are trained and certified to carry out such duties, and only they are authorized to do so.

With this in mind, please ensure that when an AFAM is conducted, all members in your region and wing follow procedures as outlined in CAPR 190-1. Also, please remind all your members that all contact with the news media regarding specific missions and other incidents (especially when possible fatalities are involved) "must be made by a corporate officer, Incident Commander, or PAO/MIO ONLY."

Thanks for your diligence in adhering to this requirement.

Brig. Gen. Amy S. Courter  
Interim CAP National Commander

Describe how your involvement as an MIO supports your units ES program and how it supports the wing. Describe how.

13.	How do you inform the Wing PAO of unit PAO activities??	CAPR 190-1 para 12
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- Provide copies of reports required by your wing. IF reports are not required you might want to include copies of e-mail correspondence with your higher HQ PAO as evidence you are updating him.
- If reporting is not required describe how you communicate and coordinate your work with your Wing PAO. If possible describe specific instances how your Wing PAO was or was not helpful.

# It's Inspection Day

Now that you have your book, files and program in order it's time to see the IG.

Here are a couple of things to remember:

**Make sure you are organized.** Nothing leaves a worse impression than an unorganized officer with files strewn about. Have your files organized in a banker's box, plastic file case or on your laptop.



**Make sure your uniform is in perfect order.** If your uniform is wrong this leaves a really bad impression. The IG will be wondering what else is wrong if you can't even appear in the correct uniform with correct insignia and meeting grooming standards appropriate for the uniform you are wearing.

**Be pleasant and open.** The IG is there to do his job. Your job is to cooperate. Do this with a smile and a firm handshake. Show up grumpy and you will be treated as such. Don't forget your customs and courtesies. "Yes sir" and "no sir" will go a long way.

**Don't hide anything and don't LIE!** If you have not done something tell the inspector and let him know when an item will be complete. Nothing is worse than withholding information or lying to an inspector and they find out. Your CAP career may be in jeopardy at that point.

**Tell the IG if you have problems or are not in compliance with an item on the list or a regulation.** Telling the IG is not a get out of jail free card. When you tell the IG that for example you do not have a PA Plan you need to tell him when you will and what steps you are taking to get it ready. If it's an issue that a Higher HQ must resolve say so, it will not be held against you. It may be an issue for the Higher HQ to remedy.

**Showcase what you have done and what your plans for the future are.** This is your time to shine. Most of you are hesitant to "Show off" but the IG cannot know about your successes unless you tell and show them.

**Use your assistants.** Example: If you have a newsletter editor have him/her answer questions and present on the newsletter.



**Don't create a Potemkin Village.** Don't go thru the effort of creating a non existent program. Show what you are actually doing. You will be surprised by the size and scope of your program when it's all assembled for inspection.

**Don't forget that the IG is human.** Hey may or may not be an expert in your area. Your goal should be that by the time the IG is done with you that he will be an expert on your program.

Follow this strategy and your inspection/PA program management will be successful.

# How Inspections Can Be Of Value to You

- They will help you to learn and do your job better.
- Find out what Higher Headquarters expects from you and your unit.
- See your program from someone else's perspective.
- Helps you to review your program's effectiveness and gives you ideas for improvement.

## Additional Tools

There are a number of additional aids to you in preparing for an inspection.

**Look at your wing's inspection report and Unit SUI Reports.** This will tell you what the inspectors are looking for from the wing HQ and other units. Your Commander should be able to get redacted versions of these for you.

**The Group, Wing and or Region PAO is there to help your unit.** They can help you prepare and offer ideas and suggestions. Remember that they can be of real help to you in crafting the PA and Crisis Communications Plans.

The key job of a Higher HQ PAO is to support their units as they execute the Public Affairs Program as spelled out in CAPR 190-1 and the Public Affairs Plans of each level of the organization.

Group, Wing and Region PAO's need to be resources for the IG. They are the experts and are available to advise the IG on PA issues and specific PA concerns during the inspection. It is highly encouraged that Higher HQ PAO's serve on inspection teams. This is another valuable opportunity to interact with unit level PAO's and to let them know that you are approachable.

**Units can request a Staff Assistance Visit.** This is basically a dry run of an inspection with no grades. Observations are made of the good and the bad. These observations are shared with the commander in a report. The commander and staff uses this report as a additional guide in getting the unit inspection ready.

**The resources discussed here and other tips can be downloaded at:**

**[www.ncrpao.org/inspections](http://www.ncrpao.org/inspections)**

**Good luck with your next inspection.**

# Suggested Public Affairs Master File Plan

Name of PAO

Date Prepared: 1 Jan 2008

**(Descriptive Test that you can modify to suit local needs)** Public Affairs files are maintained in an electronic format and are backed-up monthly to a hard drive that is stored off site. These files are maintained at the Wing PAO's residence.

<u>ITEM</u>	<u>TITLE</u>	<u>TABLE</u>	<u>RULE</u>
1.	<b>File Plan</b>	1	1
2.	<b>Suspense Control</b>	1	2
3.	<b>General Correspondence</b>	1	3
3.1	Transitory Material		
3.2	Policy/Precedent Files		
3.3	Letters of Appreciation		
3.4	E-mail		
4.	<b>Public Affairs Records</b>	12	1
4.1	Public Affairs Plan and Supporting Files		
4.2	Current Project Files		
4.3	Community/Media Speeches		
4.4	Wing Press Releases		
4.5	Periodicals (Higher HQ Newsletters/Magazines)		
4.6	Unit Newsletter Work Papers		
4.7	Unit Website Supporting Files and Site Back-up		
4.8	PAO Training/Workshops		
4.9	Archived Project Files (Completed Files maintained for Reference)		
5	<b>PAO Reports</b>	12	2
5.1	Unit Reports to Wing (Organized by Year/Quarter)		
6.	<b>Public Affairs Continuity Book</b>		

◆ **Table 1–Administration**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Rule</b>	<b>If the records are or pertain to</b>	<b>consisting of</b>	<b>which are</b>	<b>cutoff/then</b>
<b>1</b>	file plan	records disposition plan		destroy when superseded, obsolete, or no longer needed
<b>2</b>	suspense control	records and notes indicating date items are due		destroy when superseded, obsolete, or no longer needed
<b>3</b>	general correspondence	records related to the general administration of the activity concerned		If FY: 30 Sep/destroy after 1 year If CY: 31 Dec/destroy after 1 year
<b>4</b>	TAs, MSAs, and PAs	travel authorizations, special activities, and task assignments	originals	30 Sep/destroy after 1 year
<b>5</b>			distribution copies	Destroy when no longer needed
<b>6</b>	reports and forms	correspondence and forms related to primary mission objectives, procedural development, and policy for the activity concerned.		31 Dec/destroy after 3 years
<b>7</b>	memorandum of understanding		originals	31Dec/destroy 6 years after superseded or terminated
<b>8</b>			information copies	Destroy when superseded or terminated
<b>9</b>	special orders (NHQ only)	travel authorizations	originals (NHQ only)	30 Sep/destroy after 3 years
<b>10</b>			distribution copies	destroy when no longer needed
<b>11</b>	meeting minutes		originals	31 Dec/retain as permanent
<b>12</b>			information copies	destroy when superseded, obsolete, or no longer needed
<b>13</b>	CAP publications (NHQ only)	CAP numbered regulations, manuals, pamphlets, and blank forms	record sets (NHQ only)	31 Dec/retain as permanent

◆ **Table 12–Public Affairs**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Rule</b>	<b>If the records are or pertain to</b>	<b>consisting of</b>	<b>which are</b>	<b>cutoff/then</b>
<b>1</b>	public affairs records	community and media speeches, radio and television scripts, press releases, periodicals, displays; motion pictures; videotapes; sound recordings		destroy when superseded, obsolete, or no longer needed
<b>2</b>	public affairs reports			31 Dec/destroy after 1 year
<b>3</b>	historical records			31 Dec/retain as permanent
<b>4</b>	annual reports to congress (NHQ only)			31 Dec/retain as permanent