



**DEPARTMENT OF THE AIR FORCE
PACIFIC AIR FORCES**

MEMORANDUM FOR ALL PACAF PERSONNEL

JUL 11 2011

**FROM: PACAF/CC
25 E Street, Suite G-214
Joint Base Pearl Harbor-Hickam HI 96853-5420**

SUBJECT: Bolstering checklist adherence culture in PACAF

- 1. Team PACAF, we've recently endured fatal mishaps directly attributed to an overt disregard for orders and established procedures—mishaps that were 100% preventable. Had the involved Airmen simply followed established procedures, their tasks would have been effectively and safely completed; and most importantly, they would still be with us today to carry out the PACAF mission.**
- 2. Checklists and technical order (TO) adherence are critical elements of our AF culture. Failure to follow checklists and TOs can have disastrous consequences. Checklists and TOs codify best practices that—when followed—mitigate risk in both routine and dynamic tasks. TOs and checklist usage and compliance applies to inexperienced and experienced Airmen alike.**
- 3. Although it is critical to teach and enforce checklist and TO adherence to our inexperienced Airmen, it is equally important that our experienced Airmen continue to visibly and actively refer to their checklists and TOs. As one gains experience, risk usually falls. However, statistics also show mishap rates can again rise with experience if over-confidence and complacency set in. Such risks must be understood and actively combated. Innovations that add mission efficiencies are actively encouraged, but “we've always done it that way” and “local” approaches that deviate from checklists and TOs are unacceptable. If the checklist or TO is not right, then follow established procedures to correct them.**
- 4. Team PACAF Airmen, redouble your efforts and adhere to checklists and TOs. Follow best practices and proven methods and help us avert tragedy. I am proud to be your commander and value your individual and collective efforts to sharpen the Team PACAF sword. My OPR for this effort is PACAF/SE at DSN 315-448-2983.**


GARY L. NORTH
General, USAF
Commander