Mississippi Army National Guard Regulation 1-201

Administration

Inspection Policy and the Organizational Inspection Program (OIP)

Joint Forces Headquarters
Mississippi Army National Guard
Jackson, Mississippi
1 November 2010

UNCLASSIFIED

Joint Force Headquarters
Mississippi National Guard
Inspector General Office
Jackson, Mississippi 39296-5027
1 November 2010

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MISSISSIPPI ARMY NATIONAL GUARD INSPECTION POLICY AND THE ORGANIZATIONAL PROGRAM (OIP)

By Order of the Governor:

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History. This publication is a major revision of the 15 October 2006 version, due to implementation of the ARFORGEN cycle within the Mississippi Army National Guard (MSARNG).

Summary. This regulation establishes policies and responsibilities for planning and conducting inspections, and the integration of inspections into organizational inspection programs. The regulation implements AR 1-201 Army Inspections.

Applicability. This regulation applies to all units, organizations, activities, and facilities of the Mississippi Army National Guard.

Proponent and exception authority. The proponent of this regulation is the JFH-MS Inspector General (IG). The Inspector General has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Army Management control process. This regulation contains management control provisions but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and the establishment of command and local forms are prohibited without prior approval from the Mississippi National Guard, ATTN: IG P.O. Box 5027, Jackson, MS 30296.

Interim Changes. As the proponent for this regulation, the MSARNG Office of the Inspector General may publish interim changes when deemed necessary. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested Improvements. Users are encouraged to send comments and suggested improvements on DA Form 2028 (Recommend Changes to Publications and Blank Forms) to Mississippi Military Department, ATTN: JFH-MS-IG, Post Office Box 5027, Jackson, Mississippi 39296-5027.

Distribution. JFH-MS Directorates, Command Level for the MSARNG. This publication is also available in electronic media on the IG website.

* This regulation supersedes MSARNG 1-201, dated 15 October 2006

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Chapter 1
Introduction

1-1. Purpose
This regulation outlines responsibilities and prescribes policies for planning and conducting inspections in the Mississippi Army National Guard (MSARNG). It further outlines responsibilities and policies for planning, scheduling, and conducting inspections as part of the overarching Organizational Inspection Program (OIP) which includes the MSARNG JFH-MS Staff Inspection (SI).

1-2. Command (TAG) Guidance on the Conduct of Inspections
In support of my goal of continuing to develop the Mississippi National Guard as a quality force, I want our inspections program to proactively resolve issues that affect unit readiness and our ability to accomplish our State and Federal missions. We will accomplish this by conducting inspections and evaluations that measure performance against a standard, and that identify the root cause of any deviation. A critical and often over-looked aspect of any inspection is the follow-up to ensure corrective action with respect to deficiencies. Our program will emphasize tracking and implementation of corrective actions to ensure constant improvement in our processes, capabilities, and readiness. All inspections conducted by and for MSARNG units and organizations will conform to the regulatory guidance contained in this regulation and other Federal, DoD, HQDA, and NGB guidance.

1-3. Applicability
This regulation applies to all units, organizations, activities, and facilities of the Mississippi Army National Guard.

1-4. References
Required and related publications and prescribed and referenced forms are listed in Appendix A.

1-5. Explanation of abbreviations and terms
Abbreviations and special terms used in this MSARNG are explained in the glossary.

1-6. Responsibilities
a. The Chief of Staff (COS), JFH-MS will –

(1) Serve as the OIP Coordinator; oversee the planning, coordination, and execution of SIs and JFH-MS CIs.

(2) Coordinate with the IG on all regulatory policies that mandate an inspection/evaluation.

(3) Ensure maximum consolidation of all internal and external inspections/evaluations.

(4) Ensure the conduct of Initial Command Inspections (ICIs) and Subsequent Command Inspections (SCIs) for all separate companies and detachments reporting directly to the JFH-MS.

(5) With TAG guidance, establish priorities/areas of emphasis for the OIP.

(6) Serve as the approval authority for requests to postpone SIs, (ICIs), and (SCIs).

(7) Direct follow-up inspections as appropriate to identify systemic issues and track corrective actions

b. The JFH-MS Inspector General (IG) will –

(1) Serve as the proponent for MSARNG inspection policy (MSARNG 1-201) and advise TAG, commanders and staff on inspection policy.

(2) Advise TAG on the effectiveness of the MSARNG OIP.

(3) Serve as the proponent for the MSARNG OIP.

(4) Not lead (as head of the inspection team) or physically inspect as part of the command's inspection efforts, other than to conduct TAG-directed IG inspections, and Intelligence Oversight Inspections as required by AR 381-10, the OIP, and mandated areas of responsibility. (See AR 20–1, para 2–6 and para 6–3 a., for IG duty restrictions)

(5) Develop and publish the annual IG Inspection Plan as part of the OIP, conduct IG inspections of systemic issues as directed by TAG, and conduct compliance inspections in accordance with all applicable statutes and regulations.

(6) Review all new and existing requirements for inspections/evaluations and audits.

(7) Exercise oversight of intelligence activities as prescribed by AR 20–1, AR 381-10 and this regulation (section 2-7). IG intelligence oversight inspections of intelligence components and activities are addressed in chapter 2 of this regulation. The JFH-MS J3/DOMS/J2 retains responsibility for IO program management.

(8) Monitor the conduct of company-level ICIs and SCIs throughout the State to keep TAG apprised of effectiveness of the OIP.

(9) Advise and train commanders, staff and inspectors on inspection policy, principles and techniques.

c. DCSOPS, JFH-MS will –

(1) Schedule and post inspections and audits on long-range training calendars, and ensure that inspections are briefed, approved, and scheduled during periodic training planning events IAW AR 1-201. Include all known external inspections and JFH-MS-level internal inspections, evaluations, assessments and SIs. Apply the training management cycle outlined in FM 7–0 to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

(2) Maintain tasking authority for JFH-MS-level inspections and inspectors and issue taskings from IG recommendations in approved inspection reports.

(3) Serve as the proponent for and coordinate all First Army/FORSCOM readiness and mobilization related external inspections.

d. DCSLOG, JFH-MS will – Serve as the proponent for and coordinate Command Maintenance Evaluation Team, (COMET), Command Supply Discipline Program (CSDP) and Food Service inspections.

e. The United States Property and Fiscal Office (USPFO) Internal Review Division will –

(1) Provide an Annual Internal Review Program for the Mississippi National Guard.

(2) Conduct internal reviews of all organizations, programs, systems, and functions as required, for TAG and the USPFO.

(3) Serve as the primary liaison office for all external audit agencies visiting the Mississippi National Guard.

(4) Coordinate internal and external audits/reviews/evaluations/assessments with the State Inspector General as required.

f. Commanders at Battalion Level and above will –

(1) Develop, publish (in writing), and implement an OIP consistent with this regulation. (Sample program in Appendix C)

(2) Designate (in writing), an OIP Coordinator to coordinate and manage the OIP (usually the S3 or XO). Appointment order required.

(3) Schedule and post inspections and audits on long-range training calendars, and ensure that inspections are briefed, approved, and scheduled during periodic training planning events IAW AR 1-201. Include all known external inspections, evaluations and assessments to include SIs, ICIs and SCIs. Apply the training management cycle outlined in FM 7–0 to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

(4) Inform JFH-MS DCSOPS and the IG office immediately when notified of inspection requirements generated by headquarters that are external to the MSARNG.

(5) Train inspectors on Army inspection policy and the Army's inspection principles IAW chapter 3 of this regulation and AR 1-201.

(6) Conduct an ICI for newly assigned company and detachment commanders within 180 days of assuming command. Conduct an SCI within one year of the ICI. When mobilized, the standards for

active duty units prescribed in AR 1-201 apply; complete ICIs within 90 days of assuming command.

(7) Monitor the conduct of inspections and ensure they are conducted in accordance with applicable regulations.

(8) Ensure the effectiveness of subordinate unit OIPs by publishing OIP guidance which specifies how effectiveness will be measured or evaluated.

(9) Track deficiencies, direct subsequent staff assistance visits as necessary, and follow-up to ensure subordinate commanders take appropriate action to correct deficiencies.

(10) Submit requests for waivers, exemptions, postponements and cancellations for SIs, ICIs and SCIs through the JFH-MS J3, to the COS (OIP Coordinator) in memorandum format. Requests will include the new planned inspection date and sufficient justification (ex: change to mobilization date from ___ to ___), to allow the COS to make an informed decision. Copy furnish the JFH-MS-IG on all requests.

(11) Use their IGs, if assigned, primarily to inspect systemic issues while reserving compliance inspections principally for command and SI programs.

(12) Upon request, provide inspection findings to the JFH-MS-IG for trend analysis.

g. Individuals conducting inspections will -

(1) Report to commanders all deficiencies involving breaches of integrity, security, procurement practices and criminality when discovered. Commanders must consult with the servicing staff judge advocate when these cases arise.

(2) Be technically qualified to inspect the subject matter at hand.

(3) Be prepared to provide recommendations to units or conduct teaching and training to help correct any problem identified during an inspection.

h. The JFH-MS Staff, and Brigade/Battalion staff elements will —

(1) Monitor their functional areas within subordinate organizations and conduct SIs as directed by TAG or the commander.

(2) Coordinate with the IG office on regulatory policies that mandate inspection/evaluation, audit program or policy for which they are the proponent.

(3) Develop and implement specific inspection plans, policy and procedures for subordinate levels of command in accordance with AR 1-201 and MSARNG 1-201.

(4) Conduct SIs to assess compliance and readiness, and to teach and train units on standards and processes.

(5) Conduct Staff Assistance Visits (SAVs) as necessary or as directed by TAG/COS/MSC/BDE/BN commanders, to teach and train units on standards and processes. Design SAVs to complement but not duplicate other inspection programs.

(7) Review previous inspection reports and results prior to developing new inspection plans.

(8) Adhere to the Army inspection principles when performing inspection duties and ensure inspectors are properly trained to conduct inspections (IAW AR 1-201, Chapter 2).

(9) Provide Subject-Matter Experts (SMEs) to augment IG inspections, as required/tasked. (The DCSOPS has tasking authority for inspections.)

(10) Keep TAG apprised of inspection results.

(11) Follow-up on Action Plan items to ensure appropriate corrective action is taken.

(12) Provide TDY funding for personnel serving on inspection teams.

Chapter 2 Organizational Inspection Program (OIP)

2-1. General

This chapter provides JFH-MS OIP guidance and a framework within which the MSCs, brigades and battalions can develop their own OIPs. All inspections in the MSARNG will conform to the regulatory guidance contained in AR 20-1, Inspector General Activities and Procedures, AR 1-201, Army Inspections Policy, and this MSARNG. The JFH-MS-IG is the proponent for the MSARNG OIP and will review the OIP for compliance and coordinate necessary changes to the program. The JFH-MS-COS is the overall OIP Coordinator for the MSARNG OIP.

2-2. TAG Guidance, Priorities and Goals for the OIP

All inspections in the MSARNG are based on evaluation of compliance against a standard. Commanders must tailor inspections to their needs. Commanders are responsible for ensuring that inspections are purposeful, coordinated, focused on feedback, instructive and followed-up. I want our inspection programs to promote and reinforce good performance and share our best practices. My top two inspection priorities are the conduct of SIs for the MSCs, and ICIs for newly assigned company commanders.

2-3. Concept

a. In accordance with AR 1-201, Army Inspections Policy, the ARNG of the United States must have an OIP at all levels from battalion through state area command. Commanders, principal staff officers, full-time staff members and IGs must pay particular attention to the time-distance factors and the compressed training time available when establishing inspection policies and procedures. The OIP must strive to ensure that inspections do not consume valuable training time that could be devoted to mission-essential task list efforts.

b. Inspections are a command responsibility, and the OIP is the TAG/commander's program to manage all inspections within the State/command. The State OIP is a comprehensive, written plan that addresses all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies. The purpose of the OIP is to coordinate all inspections and audits into a single, cohesive program focused on command objectives. Depending upon the echelon and type of organization, the OIP will comprise CIs, staff inspections (including SIs at the State-level) and IG inspections (including intelligence oversight). SAVs are an important part of the OIP. SAVs are an opportunity to teach and train, and can be used to prepare for an inspection or follow-up after an inspection. External inspections are generally staff inspections that are conducted by an outside agency (ex: NGB/DAIG). The goal is to incorporate them into the OIP by proactively planning and scheduling them to reduce redundancy of inspections. This is the responsibility of the OIP Coordinator.

c. An effective OIP allows the TAG/commanders to use inspections to identify, prevent, or eliminate problem areas within the command. Commanders should use the OIP to complement and reinforce other sources of evaluation information when determining or assessing readiness. Commanders at all levels establish the scope and purpose of inspections and focus inspection efforts on high-payoff readiness issues. As a minimum, the OIP will assess the effectiveness of subordinate unit OIPs. A unit's place in the Army Force Generation (ARFORGEN) model further informs commanders on establishment of inspection priorities. All inspections conducted as part of an OIP must adhere to the Army inspection principles outlined in Chapter 3 of this regulation and AR 1-201. The OIP will contain inspection policy and command guidance on the conduct of inspections. The OIP must also include the command's priorities and goals, explain the mechanism for scheduling and executing inspections, assign responsibility for scheduling and monitoring inspections, provide standards for inspectors and discuss a way to track feedback and corrective action. A sample battalion OIP memorandum is provided at Appendix C of this regulation.

d. The OIP at JFH-MS and MSC levels primarily involves SIs, SAVs and IG inspections with an emphasis on assessing effectiveness of subordinate unit OIPs. Inspections at this level include, at a minimum, SIs of the MSCs and all separate "stand-alone" (overhead) units (See 2-5 for detailed list of

overhead units). The focus of the OIP at this level is on the ability to execute plans and policy, assessment of subordinate unit readiness and identification of systemic issues. In addition to verifying the effectiveness of OIPs at subordinate levels, the OIP should protect subordinate commanders from being over inspected and disseminate lessons learned throughout the command while addressing statutory requirements such as the IG's intelligence oversight responsibilities as outlined in AR 20–1.

e. The brigade (or similarly sized organization) OIP includes CIs, SIs, SAVs and all known external and JFH-MS inspection requirements. The brigade commander must add visits and inspections by higher headquarters and agencies to their OIP, especially in areas where the brigade staff lacks experience or expertise. The brigade OIP can focus on units or functional areas, or both and should take ARFORGEN into consideration. Whenever possible, commanders should develop inspection priorities based on a unit's timing within the ARFORGEN cycle. The OIP must be flexible and focus on one or more subordinate organization, a part of those organizations, or a functional area within several subordinate organizations. A key component of brigade's OIP will be assessment of the effectiveness of their subordinate units' OIPs. The Brigade OIP will address how the commander ensures the effectiveness of their subordinate unit OIPs and include guidance on inspections of the subordinate unit OIPs, CIs of the brigade HHC, subordinate battalions, SIs, SAVs, and all known external inspection requirements. The brigade commander will determine the scope, focus and composition of the inspection teams.

f. The battalion (or similarly sized organization) OIP includes CIs, SIs, SAVs, external and JFH-MS inspections. The battalion commander must add visits and inspections by higher headquarters and agencies to their OIP, especially in areas where the battalion staff lacks experience or expertise. The battalion OIP forms the basic building block for inspections and the OIP of higher commands must complement the battalion-level programs. The battalion OIP will focus on those areas that immediately impact on readiness and reinforce goals and standards. Additionally, CIs will articulate standards and assist in teaching the processes established within the battalion. Teaching, training and mentoring will be a goal of all inspections, especially company-level ICIs (see the special emphasis on battalion-level CIs in paragraphs 2-5 c and d below).

2-4. Command Inspections (CIs).

a. CIs ensure unit compliance with Army regulations and policies, and allow commanders to hold leaders at all levels accountable for this compliance. CIs allow the commander to determine the training, discipline and welfare of the command and are so important that the commander must be personally involved. In addition, CIs help commanders identify trends and systemic problems within their commands. CIs can occur at all echelons (such as a division inspecting a brigade) and are not limited to inspections of companies, batteries, troops or detachments. In addition to designating an OIP coordinator, the commander must designate an individual or staff proponent to plan, coordinate and execute the CI portion of the OIP.

b. The commander of the inspecting headquarters must participate for an inspection to be a CI. By participating, the inspecting commander sets the overall standard for the conduct of the inspection and closely supervises and engages in the inspection. This involvement allows the commander to gain first-hand knowledge of the strengths and weaknesses in key areas of concern and assists in developing realistic action plans to improve those weaknesses. At a minimum, the commander must attend the in-briefings and out-briefings, actively conduct part of the inspection, and provide the inspected commander with an assessment of strengths and weaknesses upon completion.

c. Initial Command Inspections (ICI).

(1) In accordance with AR 1-201, a new company (or similarly sized organization) commander will receive an ICI from his or her rater within the first 180 days of assumption of command. Battalion commanders will schedule, conduct and follow-up ICIs which include the following areas:

(*a*) CSDP evaluation in conjunction with the change of command inventory (IAW AR 710-2, Supply Policy Below the National Level).

(*b*) COMET inspection conducted by the Battalion S4 and supervised by the JFH-MS J4/State Maintenance Officer (IAW NGR 750-51, Command Maintenance Evaluation Team).

(*c*) All applicable Physical Security inspections, with assistance as needed from JFH-MS-J2 or

JFH-MS-DOMS (IAW AR 190-11, Physical Security of Arms, Ammunition, and Explosives, and AR 190-13, The Army Physical Security Program).

(*d*) Command Climate Survey (CCS) or DoD Organizational Climate Survey/Defense Equal Opportunity (EO) Organizational Climate Survey (DEOCS) within 180 days of assuming company-level command (IAW AR 600-20, Army Command Policy and NGR 600-21, Equal Opportunity Program in the Army National Guard).

(2) The ICI ensures that the new commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and all established standards. The ICI will appear on the training schedule and will serve to evaluate the readiness of the unit. Commanders will not use the results of ICIs to compare units or evaluate the commander's performance since assuming command.

(3) Only the inspected commander and that commander's rater will receive the specific results of the ICI. These results will serve as the basis for a goal-setting session between the incoming commander and his or her rater that will establish realistic goals to improve unit readiness and should cause refinement in the DA Form 67–9–1 (OER Support Form) and DA Form 67-9-1a (Developmental Support Form). The incoming commander should gain a clear understanding of the goals, standards, and priorities for the unit.

(4) The ICI results will be included as part of the unit's deployment records.

d. Subsequent Command Inspections (SCIs). SCIs measure progress and reinforce the goals and standards established during the ICI. Battalion Commanders will conduct an SCI within one year of the ICI for all subordinate units. These inspections are often focused inspections that only look at specific areas and are not necessarily a complete re-inspection of the entire unit. As a minimum, SCIs must include the following annual requirements:

(1) CSDP evaluation (AR 710-2)
(2) CCS or DEOCS (AR 600-20 and NGR 600-21).
(3) Commanders may use SCI results to evaluate performance of the company commander.

2-5. JFH-MS Staff Inspections (SIs, and SAVs)

a. SIs provide the TAG with specific, compliance-oriented (checklist) feedback on functional areas or programs within the command. The TAG or COS directs staff principals to conduct SIs that can stand alone or that can complement ongoing command/ICI/SCI and IG inspections.

b. JFH will conduct SAVs quarterly (once every quarter). All detachment, company, battalion, brigade, and MSC-level headquarters reporting directly to the JFH-MS will receive a SAV from JFH Staff. If required, the OIP coordinator will provide further guidance regarding inspection priorities for the SAV (SAV Checklist Annex B). The COS is the authority to postpone or cancel a SAV for all units listed below. The JFH-MS OIP coordinator will adjust this list as appropriate to accommodate changes to task organization.

(1) HHD, JFH-MS
(2) 102nd Public Affairs Detachment (PAD)
(3) 41st Army Band
(4) 47th CST
(5) Camp Shelby Joint Forces Training Center (CSJFTC)
(6) Camp McCain Training Center (CMTC)
(7) MSARNG Medical Detachment
(8) MSARNG Recruiting and Retention (R&R) Battalion
(9) 1108th AVCRAD
(10) 154th Regional Training Institute
(11) 155th BCT
(12) 184th ESC
(13) 66th TC

c. Staff inspection frequency requirements vary. They can focus on a single functional area or a few related areas. MSC commanders will establish priorities and SI frequency for their subordinate elements IAW regulatory provisions. (See table in Appendix D). An SI cannot replace a CI. Examples of SIs include:

(1) Training inspections
(2) CSDP
(3) Command Logistics Review Team (CLRT)
(4) COMET
(5) Property accountability inspections
(6) Physical security inspections of arms rooms
(7) Safety inspections

d. Staff assistance visits are not inspections but are teaching and training opportunities that support SIs. Staff sections conduct SAVs to assist, teach, and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area. SAVs can occur at the discretion of the commander, or a staff principal at any level can request a SAV from the next higher staff echelon (even the JFH-MS). SAVs can prepare staff sections for upcoming inspections, train staff sections on new concepts, technologies, or operating techniques, or follow-up on inspections. Each Staff section will prepare a memorandum report of their findings and submit to the JFH-MS-COS, JFH-MS-IG and provide feedback directly to the unit or staff section receiving the assistance.

2-6. Inspector General (IG) Inspections

a. IG inspections focus principally on issues that are systemic in nature and that affect many units throughout the command. IG inspections examine and recommend solutions for problems that CIs and SIs cannot solve at the local level. They are an attempt to find root causes and raise awareness to the appropriate level to facilitate resolution rather than merely checking and reporting on compliance.

b. AR 20-1 and AR 1-201 govern the development and conduct of IG inspections.

c. IGs tailor inspections to meet the TAG/commanders' needs. IG inspections may also focus on units, functional areas or both. IG Inspections are typically directed in writing by TAG/commander and include a specified purpose and objectives.

d. IGs are trained inspectors. They are trained to—

(1) Identify substandard performance, determine the magnitude of the deficiency and seek the reason (root cause) for the substandard performance or deficiency.
(2) Identify systemic issues and refer them for resolution.
(3) Teach systems, processes and procedures.
(4) Identify responsibility for corrective actions.
(5) Spread innovative ideas and techniques.
(6) Make recommendations, when appropriate.

2-7. Intelligence Oversight (IO) Inspections

Specific IG responsibilities regarding IO are contained in AR 20-1 and AR 381-10. The IG, in coordination with the DAIG/NGB IO, will provide intelligence oversight for the intelligence components within the State. DOMS or J2 (as directed by COS), is the State-level lead agent for IO and will ensure intelligence components are familiar with the provisions of AR 381-10, U.S. Army Intelligence Activities, (Procedures 1 through 4 and 14), and know how to report questionable activities in accordance with Procedure 15. The IG will inspect intelligence components and activities as part of the OIP once every two years. The IG will determine whether or not inspected personnel are familiar with the provisions of AR 381-10 (Procedures 1 - 4 and 14) and know how to report questionable activities in accordance with Procedure 15. The IG, along with DOMS/J2 will identify intelligence components and personnel performing intelligence functions (generally numbered military intelligence units, and intelligence S2/G2/J2 offices). DOMS/J2 will brief the IG on their operations and their IO program annually.

2-8. Audits

Audits are another form of feedback, similar to inspections, and will be coordinated with the OIP Coordinator (JFH-MS COS), J3, USPFO and IG.

2-9. Responsibility and Mechanism for Scheduling and Conducting Inspections

The responsibility and mechanism for scheduling and executing inspections generally rests within the

S3/G3/J3. Commanders will schedule SIs via the JFH-MS J3. If a commander receives notice of an external inspection requirement via any means other than the J3, COS or IG, they will immediately notify the J3 who will keep the OIP coordinator and IG informed.

2-10. Standards for Inspections

All standards for inspections must come from published and approved federal, DoD, HQDA, NGB, and MSARNG regulations, guidelines, policy memorandums, and other official documents and directives.

2-11. Tracking Feedback and Corrective Action

The tracking of feedback and corrective actions is a command responsibility. Commanders should back-brief their next higher commander on their (corrective) Action Plan within 30 days of the inspection. However, tracking and taking corrective action are inherently staff functions and as the experts in their functional areas, the staff must take the lead in efforts to correct deficient systems and processes. Problem areas identified in an IG inspection are subject to follow-up or re-inspection for corrective action after a reasonable time. Follow-up may be in the form of a complete re-inspection or correspondence with the individuals or staff agencies charged with implementing the inspection report's recommendations.

2-12. Disposition of Inspection Reports

a. *Command Inspections (ICI and SCI).* Upon discovery of systemic issues or trends while conducting ICIs/SCIs, commanders should prepare and submit an executive summary that includes a detailed explanation of systemic issues/trends, to JFH-MS Chief of Staff and JFH-MS Inspector General's office.

b. *SIs and Staff Assistance Visits.* Requirements to provide reports of SIs, SAVs and IOs to the IG's Office are as follows:

(1) SIs. The OIP coordinator will ensure the IG receives a copy of SI out-briefing slides and the executive summary if one is prepared, in order to allow the IG to assess systemic trends and issues relative to the command.

(2) SAVs. Each Staff section will prepare a memorandum report of their findings and submit to the JFH-MS-COS, JFH-MS-IG and provide feedback directly to the unit or staff section receiving the assistance visit with-in two (2) days of the visit.

(3) Intelligence Oversight (IO) Inspections. Commanders will ensure the IG receives a copy of all IO inspection reports conducted by any command or agency external to the MSARNG. The IG will obtain copies of IO inspection reports from the JFH-MS DOMS or J2 as necessary. IO inspections are considered general compliance inspections and inspection reports will not be redacted.

c. *IG Inspections.* AR 20-1 governs the disposition of IG Inspection reports. All IG inspections end with a written report that the IG provides to the directing authority (TAG/commander). The purpose of this report is to inform the directing authority of the inspection findings and provide a record for follow-up inspections and trend analysis. Since the primary purpose of an inspection is to determine the root causes of systemic issues and not to assign personal or collective blame, IGs will normally write inspection reports in fully redacted form only. This approach prevents anyone from misusing the report to reward, punish, or compare individuals or units. However, occasionally the directing authority may direct the IG to identify a specific source of information in order to fix problems or to ensure that assistance is provided (usually in reports for general, compliance-oriented inspections). As a limited exception to AR 1-201, para 3-6a, command IGs may release IG records FOUO as follows: Inspection results in the form of redacted inspection reports, go directly to the commander and then, based upon the commander's distribution guidance, to the staff, subordinate commanders, or other commands or agencies as necessary to facilitate follow-up and implementation of corrective actions. In some cases, providing only selected portions or extracts of the inspection report may be more appropriate. If the report contains or may contain sensitive information, then the commander or IG must contact the DAIG Records Release Office (SAIG–ZXL) for dissemination guidance.

Audits. USPFO will provide the IG office with a digital copy of any audits conducted on any MSARNG unit or headquarters. Commanders will provide the IG office with a copy of any external

audits conducted on any MSARNG unit or headquarters when USPFO does not have oversight.

External Inspections. Lead JFH-MS staff agencies will provide the IG office with a digital copy of any external inspections conducted on any MSARNG unit or headquarters. Commanders will provide the IG office with a digital copy of any external inspections conducted on any MSARNG unit or headquarters when the JFH-MS staff does not have lead for coordination of the inspection.

Chapter 3 Principles of Army Inspections

3-1. Inspection Overview

The U.S. Army Inspector General (TIG) has identified five principles that apply to all Army inspections (see AR 1-201). These principles guide commanders, TAGs, staff principals, IGs and all Army inspectors in the conduct of all Army inspections.

3-2. Principles of Army Inspection

Army inspections follow five basic principles. Army inspections must be:

a. Purposeful. Inspections must have a specific purpose that the commander approves. For an inspection to be purposeful, an inspection must be:

(1) Related to mission accomplishment.

(2) Tailored to meet the commander's needs while remaining relevant and responsive. Inspections must provide practical and accurate feedback that allows the commander to make informed decisions in a timely manner.

(3) Performance-oriented and start with an evaluation against a recognized standard to identify compliance with that standard.

b. Coordinated. The proper coordination of inspections precludes inspection redundancies, complements other inspection activities and minimizes the inspection burden on subordinate organizations. Inspection planning will follow the doctrine of training management outlined in FM 7–0. Short notice inspections must be the exception and remain at the commander's discretion. To ensure the proper coordination of inspections, an annual review of all scheduled inspections must occur that answers the following three questions:

(1) *Can this inspection be canceled or combined with another inspection?* Inspections must be consolidated, when appropriate, to ensure the efficient use of inspection resources. However, when combining inspections, unity of effort must remain. If inspectors from several agencies combine their efforts into one inspection, one person must coordinate and lead their activities.

(2) *Does this inspection duplicate or complement another inspection?* An inspection by any headquarters that is more than one echelon above the inspected organization must complement the inspections conducted by the organization's immediate headquarters. For example, higher headquarters should conduct inspections that capitalize on expertise not available at the intermediate headquarters.

(3) *Do inspection reports from other agencies or other echelons of command exist that can assist in the conduct of an inspection?* Inspection plans must use reports of this nature to the maximum extent possible to reduce the number and duration of inspections.

c. Focused on feedback. Inspections are critical because they provide the TAG/commander with accurate and timely feedback and a written record of the results. Feedback may be verbal or in written form; however, a written report is the preferred method because a record of that inspection's results will be available to others who may also benefit from the results. Inspection results can be provided at the end of an inspection or be released as the inspection progresses. Inspection results include:

(1) *The identification of root causes.* Deviation from an established standard demands an examination to determine whether the deviation is the result of training deficiencies, lack of resources, misunderstood requirements or a lack of motivation. The inspector must determine where the root cause lies in the overall functional process or organizational structure.

(2) *The identification of strengths and weaknesses.* Every inspection will bring shortcomings to the attention of those who can correct them. But inspections must also identify strengths as well as weaknesses if the inspection is to remain effective. Sustaining strengths is an important aspect of

commanding, leading, and managing. Formally recognizing excellence helps motivate Soldiers and civilians to maintain high standards of performance.

(3) *The implementation of corrective actions.* The ultimate purpose of all inspections is to help commander's correct problems. Every inspection must bring recommended solutions directly to the attention of those individuals or agencies that can correct them.

(4) *The sharing of inspection results.* Inspections can generate widespread improvement by evaluating successful techniques and providing feedback to units beyond the ones already inspected. This spirit of sharing and cooperation strengthens the Army.

d. Instructive. Teaching and training is an essential element of all inspections and is the overarching purpose of SAVs. No inspection is complete if the inspected units or agencies have not learned about goals and standards and how to achieve them.

e. Followed up. Inspections expend valuable resources and are not complete unless the inspecting unit or agency develops and executes a follow-up inspection or plan to ensure the implementation of corrective actions. Likewise, the inspected unit must develop and execute a corrective-action plan that fixes those problem areas identified during an inspection. Follow-up actions can include re-inspections, telephone calls, (or visits) to units or proponents to check on the progress of corrective actions, or a request for a formal response from a unit or proponent that attests to the completion of the corrective action. To reduce the administrative burden on inspected units, a formal response to inspection reports is optional unless specifically requested.

3-3. Basic Elements of an Inspection

All inspections have one purpose: to provide feedback to commanders so they can make decisions that will improve the Army. The focus must remain on measuring compliance against established standards to ensure that the Army as a whole can function effectively in its combat role and that the State Military Department can perform its State mission. The five principles of Army inspections support the five basic elements of an inspection. Those five elements are as follows:

a. Measure performance against a standard. Inspectors should first try to determine compliance against a standard. The inspector should prepare ways to determine why the unit or organization failed to meet the standard. The best method is to ask open-ended questions of the individuals involved in an effort to get at the real meaning behind the non-compliance. Avoid the strict use of checklists. If some form of checklist is necessary, then include follow-on questions that ask about the reasons behind the problem. A checklist will not help an inspector determine the root cause of a problem. (See the U.S. Army Inspector General School's *The Inspections Guide* for a further discussion of inspection checklists.)

b. Determine the magnitude of the problem(s). Focus on the high-payoff issues that affect the unit's or organization's readiness. Do not become mired in trivial issues such as poorly painted bumper numbers on vehicles. Focus on issues that count and that truly affect the health and function of the organization.

c. Seek the root cause(s) of the problem(s). Use the Root Cause Analysis Model discussed in *The Inspections Guide* to determine why the non-compliance exists. Seeking the root cause applies to all inspections and not simply inspections conducted by IGs. A battalion commander should seek root causes as well when conducting an ICI for a company.

d. Determine a solution. Examine the root causes and use them to craft an effective and meaningful solution to the problem. Avoid short-term fixes. Instead, focus on achieving long-term and far-reaching solutions to the problems.

e. Assign responsibility to the appropriate individuals or agencies. The commander must receive a copy of the report with the inspector's findings and recommendations to task the appropriate individuals or agencies with fixing the problems. The inspector must name those individuals or agencies in each recommendation. Coordinate findings and recommendations with these persons or agencies before giving the report to the commander. Recommendations have meaning and effect only if the commander charges the right people with implementing them.

3-4. Evaluation Sources

The TAG/commander relies upon many sources of information to evaluate and assess the organization's state of readiness. An inspection is one of those sources. An inspection is an evaluation to determine compliance against established standards, and commanders may tailor inspections to meet their needs. Other evaluation sources (and specific kinds of inspections) are listed below.

a. *Examples of internal sources*
   (1) Personal observations
   (2) Unit Status Report
   (3) Command post exercises/field training exercises
   (4) Gunnery/weapons qualification
   (5) Logistics evaluations
   (6) Training exercises
   (7) Internal review audits (part of the OIP)
   (8) Internal controls (management controls) (part of the OIP)
   (9) Chemical Stockpile Emergency Preparedness Program
   (10) Command inspections (part of the OIP)
   (11) SIs (part of the OIP)
   (12) IG inspections (part of the OIP)

b. *Examples of external sources*
   (1) NGB inspections (part of the OIP)
   (2) DAIG/DOD/NGB IG inspections (part of the OIP)
   (3) General Accounting Office (GAO)/U.S. Army Audit Agency audits (part of the OIP)
   (4) Operational readiness exercises

APPENDIX A
References

Section I

Required publications
A required publication is a source of information which must be read to implement this publication.

AR 1-201 : Army Inspection Policy

FM 7-0 - Training for Full Spectrum Operations

AR 20-1 - Inspector General Activities and Procedures

Section II

Related Publications
A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 11-1 - Command Logistics Review Program (CLRP)

AR 11-2 - Management Control

AR 11-7 - Internal Review Program

AR 36-2 - Audit Services in the Department of the Army

AR 190-11 - Physical Security of Arms, Ammunition and Explosives

AR 190-13 - The Army Physical Security Program

AR 381-10 - U.S. Army Intelligence Activities

AR 600-20 - Army Command Policy

AR 710-2 - Inventory Management; Supply Policy below the National Level (Includes the Command Supply Discipline Program – CSDP)

NGR 750-51 - Command Maintenance Evaluation Team (COMET)

NG Pamphlet 11-1 - Command Logistics Review Program (CLRP)

NGR 10-1 - Organization and Federal Recognition of Army National Guard Units

NGR 500-3/ANGI 10-2503 - Weapons of Mass Destruction Civil Support Team Management

NGR 600-21 - Equal Opportunity Program in the Army National Guard

MSARNG 750-1 - Surface Equipment Maintenance Support Plan

Command Supply Discipline Program (CSDP) - State SOP

Section III

Prescribed Forms - this section contains no entries

Section IV

Referenced Forms

DA Form 67-9-1 -Officer Evaluation Report Support Form

DA Form 67-9-1a - Developmental Support Form

APPENDIX B

JFH-MS
STAFF ASSISTANCE VISIT CHECKLIST

UNIT/ACTIVITY: _____ DATE: _____

PERSONNEL

ATTENDANCE	OFF	WO	EM	TOTAL
Assigned/Attached				
Present for Duty				
Split Tng (OSD)/ET				
TDY				
Excused (Leave)				
AWOL				
Other (explain)				

	YES	NO	N/A	N/O
1. Does unit have a written recruiting and retention plan?	____	____	____	____
2. Does the unit have an appointed Retention NCO?	____	____	____	____
3. Were the Retention NCO records up to date?	____	____	____	____
4. Has unit conducted exit interviews with all Soldiers who have left the MSARNG?	____	____	____	____

5. Based on a review of the exit interview records, what was the number one reason for leaving the National Guard?_____

_____

_____

6. Does the unit have an effective Sponsorship Program?	____	____	____	____
7. Is the unit processing AWOLs per TAG policy?	____	____	____	____
8. Were Personnel Qualification Records being reviewed as required?	____	____	____	____
9. Does the unit leadership understand EPS?	____	____	____	____

10. Ask three Soldiers, E-5 and below, to comment on EPS.

	1st Soldier	2nd Soldier	3rd Soldier
a. Do they understand it?	__ YES __ NO	__ YES __ NO	__ YES __ NO
b. Have they been briefed on it?	__ YES __ NO	__ YES __ NO	__ YES __ NO

c. Does yearly training schedule reflect dates and times of EPS brief? __ YES __ NO

11. Unit NOVAL rate % _____
12. Current DMOSQ % _____
13. Current Strength % _____

SECURITY	YES	NO	N/A	N/O
1. Was material marked FOR OFFICIAL USE ONLY being safeguarded IAW AR 380-5?	____	____	____	____
2. Were there any significant security violation, i.e., Physical layout of Bldg or outside area, broken fence or gates, broken windows or defective locks, lighting of parking area?	____	____	____	____
3. Were updated access rosters to Arms Room posted on door?	____	____	____	____
4. Were all Small Arms and Crew Served Weapons properly stored in Arms Room with proper accountability?	____	____	____	____
a. Monthly sensitive items inventory?	____	____	____	____
b. Has unit conducted monthly IDS test and maintained log indicating alarm activation?	____	____	____	____
5. Were proper signs posted i.e., off limits/restricted areas, emergency phone numbers?	____	____	____	____
6. Has unit taken corrective actions from last physical security inspection report?	____	____	____	____
7. Were vehicles correctly stored and locked in compound?	____	____	____	____

TRAINING	YES	NO	N/A	N/O
1. Was training being conducted IAW the Training Schedule?	____	____	____	____
2. Did the training schedule for the period noted correspond with the Yearly Training Calendar?	____	____	____	____
3. Were deviations from the training scheduled denoted on the training schedule?	____	____	____	____
4. Were instructors prepared to conduct classes?	____	____	____	____
5. Were Soldiers being tested on training objectives?	____	____	____	____
6. Was ODP/NCODP scheduled and conducted?	____	____	____	____
7. Are training meetings conducted IAW FM 7-0 and FM 7-1 and results documented?	____	____	____	____
8. Are training schedules being published three months out with the fourth month in draft form?	____	____	____	____

LOGISTICS	YES	NO	N/A	N/O
1. Was all equipment, (i.e. weapons, mess, wheel vehicles, chemical, OCIE and clothing) clean and stored properly?	____	____	____	____
2. Was the supply room in order?	____	____	____	____
a. Have clothing records been reviewed annually (signed and dated)?	____	____	____	____
b. Have OCIE records been reviewed annually (signed and dated)?	____	____	____	____
c. Were signed sub-hand receipts in order?	____	____	____	____
d. Are annual 100% inventories being conducted?	____	____	____	____

	YES	NO	N/A	N/O
3. Was tentage properly stored (clean, dry, and placed on dunnage for air circulation)?	____	____	____	____
4. Was gasoline, paint and other combustible material removed from the Armory and stored properly?	____	____	____	____
5. Maintenance Records				
a. Does each vehicle have an assigned driver?	____	____	____	____
b. Were log books current?	____	____	____	____
c. Were operator maintenance services being performed IAW the appropriate TM w/changes?	____	____	____	____
d. Were vehicles exercised monthly?		____	____	____ ____
e. Was there a DA Form 348 (Driver Qual Record) on file for equipment operators?	____	____	____	____
6. Has the unit appointed logistics monitors?				
a. Logistics Readiness Officer?	____	____	____	____
b. Assistant Maintenance Management Officer and NCO?	____	____	____	____

FACILITIES	YES	NO	N/A	N/O
1. Did the appearance and condition of the facility/grounds reflect favorably on the Mississippi Army National Guard?	____	____	____	____
2. Are all central heating and air units in the facility equipped with a 7-day programmable thermostat, and was it properly set?	____	____	____	____
3. Is any minor facility maintenance needed, ie, roof leaks, do all plumbing fixtures, water fountains, and lights function properly?	____	____	____	____

Problems found:_____

OVERALL COMMENTS (attach additional sheets as required)

_____
_____
_____
_____
_____
_____
_____
_____
_____

EXIT BRIEFING CONDUCTED WITH: _____
(Name, Rank, Duty Position)

STAFF VISIT CONDUCTED BY: _____
(Name, Rank, Duty Position)

APPENDIX C
Sample OIP Memorandum

Battalion Letterhead

[Your OFFICE SYMBOL] DATE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: [Your Unit] Battalion Organizational Inspection Program (OIP)

1. REFERENCES:
a. AR 11-2, Management Control, August 1994
b. AR 20-1, Inspector General Activities and Procedures, February 2007
c. AR 381-10, U.S. Army Intelligence Activities, May 2007
d. AR 1-201, Army Inspection Policy, April 2008
e. The Inspections Guide (DAIG), April 2008
f. FM 7-0, Training for Full Spectrum Operations, December 2008
g. MSARNG 1-201 Army Inspection Policy and the Organizational Inspection Program (OIP), (dated ___).
h. MSARNG Command Training Guidance TY 20xx/20xx (dated __)
i. MSC Organizational Program, (dated __)
j. BDE Organizational Program, (dated __)

2. PURPOSE: To prescribe procedures for the conduct of the [your unit] Battalion's Organizational Inspection Program (OIP).

3. COMMANDER'S GUIDANCE: Inspections are an integral component of my Organizational Assessment Program (OAP) and OIP. I consider them an important tool to assess the combat readiness of each of our units, identify areas that require additional training and highlight problems that require resolution. In addition, inspections help me identify issues that may cause me to re-adjust my priorities and policies. The battalion will have an aggressive Command Inspection Program that focuses on Initial Command Inspections (ICIs) and Subsequent Command Inspections (SCIs) for all companies/batteries/detachments. Commanders will be actively involved in this program. My staff will also conduct Staff Inspections and Staff Assistance Visits (SAVs) as directed by the Executive Officer (XO) on a recurring basis. Furthermore, teaching, training and mentoring will be the goal of all inspections. When necessary, the Inspector General (IG) may be asked by me or directed by the TAG to inspect topics or issues that suggest that a systemic problem might be present.

[Your] Office Symbol SUBJECT: [Your Unit] Battalion Organizational Inspection Program (OIP)

4. GENERAL: The foundation of the battalion OIP consists of the ICI, SCI, SI, and SAVs.

a. Inspections are training events, and inspectors have the responsibility to ensure that units have the knowledge and ability to fix any identified deficiency. On-the-spot corrections should be made whenever possible and annotated in reports as appropriate.

b. Commendable performances by individuals or creative programs that enhance readiness deserve recognition and acknowledgement in inspection reports. Additionally, good ideas and practices must be shared throughout the battalion.

c. The Battalion S-3 is responsible for scheduling all inspections. If an outside agency is directed to inspect a unit or staff within the battalion, the S-3 will fit the inspection on the training schedule. We will not schedule internal inspections that do not support the battalion's priorities, goals, and objectives. We will highlight inspections during staff meetings and treat them just like all other training events.

d. The Battalion XO is the OIP Coordinator. The XO is responsible for monitoring follow-up inspections on all battalion-level and higher inspection results to ensure that the recommended corrections occur in a timely manner. At the completion of each inspection conducted by an outside agency, a copy of the inspection report will go to the XO.

e. All inspections conducted in the battalion will adhere to Army inspection policy and the Army's inspection principles (AR 1-201).

5. INSPECTION PRIORITIES:

a. Improving command readiness (for example, pre-combat checks, post-combat checks, maintenance, and security inspections).

b. Correcting problems identified in the After Action Reviews (AARs) from our last Annual Training (AT), and/or mobilization.

c. Taking care of our Soldiers and families.

d. Other key areas of command concern that focus on standards and improving readiness.

6. COMMAND INSPECTIONS (CIs):

a. Command Inspections (CIs) are a critical component of all OIPs. As the Battalion Commander, I conduct CIs to assess unit strengths and weaknesses, determine readiness and measure improvement toward goals and objectives. At a minimum, I will attend the inspected unit's in-briefing and out-briefing and actively participate in some aspect of the inspection (for example, conducting in-ranks inspections, armory inspections, motor pool inspections, etc).

b. Command Inspections within the battalion come in two forms: The Initial Command Inspection (ICI) and the Subsequent Command Inspection (SCI). These inspections differ in two ways. The ICI is comprehensive and will NOT be used to measure or evaluate a new commander's progress since taking command. By contrast, the SCI may be tailored and will measure the unit commander's progress since the ICI.

c. The term Command Inspection (CI) as used in this document encompasses both the ICI and the SCI.

d. Initial Command Inspections (ICI).

(1) All incoming Company/Battery or Detachment Commanders will receive an Initial Command Inspection (ICI) within 180 days after assuming command (IAW AR 1-201).

(2) The ICI will allow new unit commanders to readily understand their units' strengths and weaknesses. I (as the inspecting commander) will personally take part in the inspection and I expect the battalion staff to make this inspection a priority as well. I expect all inspectors to conduct a detailed inspection that not only documents problems but also teaches solutions and assists the unit with corrective actions. I will discuss the results of the ICI with the inspected unit commander and help set goals and priorities for his or her command tenure. This discussion will occur after completing the ICI

with the appropriate entries made to the OER Support Form (DA Form 67-9-1).

(3) I will inspect the areas listed below as part of all CIs.

(a) A Command Supply Discipline Program (CSDP) evaluation in conjunction with the change of command inventory (IAW AR 710-2).

(b) A Command Maintenance Evaluation Team (COMET) inspection conducted by the Battalion S4 with assistance, as needed by the HHQ S4/G4/JFH-MS J4/State Surface Manager (IAW NGR 750-51).

(c) All applicable Physical Security inspections conducted by the Battalion S2, with assistance, as needed by the HHQ S2/G2/JFH-MS J2 or DOMS (IAW AR 190-11 and AR 190-13).

(d) A Command Climate Survey (or DoD Organizational Climate Survey/Defense Equal Opportunity(EO) Organizational Climate Survey (DEOCS)) as required within 180 days of assuming company-level command (IAW AR 600-20 & NGR 600-21).

(e) Any other inspection the commander determines is appropriate to mandate.

(4) The ICI inspection schedule is included in Annex B [your unit must determine].

f. Subsequent Command Inspections (SCI).

(1) Subsequent Command Inspections (SCIs). SCIs measure progress and reinforce the goals and standards established during the ICI. I will conduct an SCI within one year of the ICI for all subordinate units. These inspections are often focused inspections that only look at specific areas and are not necessarily a complete re-inspection of the entire unit. I will select key areas to follow up with SCIs based upon the ICI results and other indicators. Tailoring annual SCIs will reflect my concerns at the time of inspection as well as resource constraints. The tailoring decision will be mine alone. At a minimum, SCIs must include the following annual requirements: CSDP evaluation (AR 710-2), and a Command Climate Survey (CCS), or DEOCS, (AR 600-20 & NGR 600-21) and will usually include all areas that were unsatisfactory (Amber, Red or Black) during the ICI.

(2) The SCI will enable unit commanders to measure the progress of his or her unit. I will provide guidance as necessary to help each unit commander strengthen his or her unit's performance.

g. Implementation of Command Inspections.

(1) The ICI inspection will begin at [time] on DAY #1 with an in-briefing conducted by the battalion staff (lead by the XO). The purpose of this in-briefing will be to present a clear view of the activities for the next day and address any last-minute questions. The unit commander, first sergeant, FTUS, selected section leaders and battalion inspectors will attend.

(2) Following the inspection in-briefing, the CSM and I will conduct a {in-ranks inspection, or insert event(s) of the Battalion Commander's choosing}. We will inspect one platoon at a minimum. However, all platoons should be prepared for the inspection. Allow approximately one hour for the (type) inspection. I expect the unit commander and the unit 1SG to accompany the CSM and I during the inspection.

(3) After the (type) inspection, the CSM, unit commander, unit 1SG, platoon leaders, platoon sergeants and I will have breakfast together at a location of the unit commander's choosing.

(4) Beginning at [time], the unit commander and I will conduct a general walk-through of the unit areas, to include the armory, motor pools, supply rooms, storage areas, [add as you see fit]. Simultaneously, the Battalion XO and the staff will inspect their respective areas of concern and the CSM will conduct a complete inspection of the [CSM should select these items; recommend Soldier and NCO counseling, platoon equipment and or CTA-50].

(5) The battalion staff will also review unit compliance with the battalion's command policies and SOPs.

(6) Staff OICs/NCOICs will consolidate and brief their respective inspection results to me at the end of Day #1 and Day #2 during the inspector meetings/IPRs. Each unit will receive an informal out-briefing at the conclusion of each day.

(7) The unit commander and unit leadership will receive a formal out-briefing from me and from each staff OIC/Inspector NLT than one month after the conduct of the inspection. The Battalion XO will

coordinate the date and time of the out-briefing with the inspected unit prior to departing on the last day of the inspection. When possible, we will conduct this out-brief at the end of the last inspection day and provide the written report within 35 days.

(8) Specific staff and unit implementation instructions are outlined in paragraph 13, RESPONSIBILITIES.

(9) Since SCIs usually require less time to conduct, we will use a modified ICI schedule for SCIs. I will state the SCI focus well advance to ensure adequate unit preparation time.

(10) We will conduct follow-up inspections NLT 180 days after all CIs to ensure that the appropriate action has occurred to correct deficiencies identified during the inspection. The Battalion XO will monitor the progress of these follow-up inspections.

7. STAFF INSPECTIONS: Staff Inspections (SIs) will normally focus on a single functional area or a few related areas. The intent is to find the root cause of a problem area that is within my ability to fix. Examples of Staff Inspections include, weight control/PT/APFT programs; inventory/supply and/or maintenance operations/procedures; awards and promotion programs; safety procedures/operations.

a. If problems require assistance above my level to fix, I will request assistance and notify the [next HHQ] staff or ms NG Inspector General (IG), if necessary.

b. Staff Inspections will stand alone or complement ongoing CIs will be compliance (checklist) oriented but will also serve to teach and train.

c. Staff Assistance Visits (SAVs) are an important part of the OIP. Unit commanders may request SAVs as required to help teach and train. SAVs are a good way to prepare for future SIs.

d. SIs are the TAGs primary (inspection) tool to assess unit readiness.

8. BRIGADE INSPECTIONS: The brigade headquarters will conduct a Command Inspection of the battalion [biennially]. The inspection will focus primarily on the staff sections of the battalion, but the inspection will affect each of the units to some degree. For example, the Brigade Commander may want to conduct an inspection of the armory of one company, an in-ranks inspection of another company, and so on. The Battalion XO (the BN OIP Coordinator), will coordinate with the Brigade XO and then the Battalion S-3 to establish dates for this Command Inspection. Once the brigade publishes the Inspection Memorandum of Instruction (MOI), the Battalion XO will publish a battalion-level MOI assigning inspection responsibility for the companies, batteries and staff sections. The brigade inspection will closely resemble the battalion CIs in content and execution.

9. EXTERNAL INSPECTIONS AND AUDITS: The battalion may undergo a variety of external inspections conducted by members of the AL NG JFH-MS or NGB staff. These inspections are external requirements, and the battalion points of contact for each inspection will work with the respective external agencies to schedule these events well in advance. Some of these inspections/evaluations/ assessments are as follows:

a. SI. See MSARNG 1-201
b. Intelligence Oversight (IO) Inspection. See IG Inspections
c. Internal Review and Internal Control System (audits)
d. Command Maintenance Evaluation Team (COMET) Evaluations
e. Command Supply Discipline Program (CSDP) Reviews
f. Command Logistics Review Team (CLRT) Evaluations
g. Aviation Resources Management Surveys (ARMS) – aviation units only
h. Readiness for Mobilization Exercise (FORMDEPS/RCUCH)

10. IG INSPECTIONS: The MSNG IG may be directed by TAG to conduct inspections that will focus on systemic issues that are having a deleterious effect on the battalion's units and Soldiers. IG Inspections

will always focus on identifying the **root cause** of all identified problem areas and will offer recommendations that – once implemented -- will result in a permanent, long-standing solution to the problem.

a. Additionally, the IG will conduct Intelligence Oversight (IO) Inspections IAW AR 38110 (U.S. Army Intelligence Activities) and AR 20-1 (Inspector General Activities and Procedures) for all intelligence activities. These inspections are typically part of the SI. Intelligence activities are defined by AR 381-10 as follows:

(1) All battalion and brigade S-2 sections

(2) Any Military Intelligence (MI) units

b. The IG is also available to conduct inspector train-the-trainer courses. The training consists of inspection techniques and inspection planning and includes information-gathering techniques and how to use the Inspections Process as outlined in *The Inspections Guide*, which the Department of Army Inspector General School publishes and uses as a student text. I encourage all commanders and staff inspectors to read this guide, which is available through the IG. The battalion S3 will schedule and coordinate this training.

11. INSPECTOR PREPARATION:

a. All inspectors will prepare thoroughly to inspect their respective areas. Each inspector must have a thorough understanding of all applicable regulations, policies, and SOPs. The principles of Army inspections can be found in AR 1-201 or MSARNG 1-201.

b. New inspectors should orient first on battalion policies pertaining to their inspection area. When they become familiar with these policies, they should study the Brigade and MSARNG policies followed by NGB and DA policies or regulations. Also, review records of previous inspections to identify any recurring deficiencies. This study method will help prevent new inspectors from becoming overwhelmed with stacks of references and checklists.

12. ANNOUNCED AND UNANNOUNCED INSPECTIONS:

a. As discussed earlier, the ICIs and SCIs are announced inspections that we will incorporate into training schedules at all levels. We will also coordinate announced inspections by agencies outside the battalion and include them on the training schedule.

b. Unannounced inspections are highly disruptive to training and other necessary activities. Therefore, no unannounced inspection will occur without my personal approval. This approval includes both internal and external inspections. The exception is the COS and State IG's authority to conduct no-notice inspections of our inspection program via direct observation of our conduct of ICIs and SCIs.

13. RESPONSIBILITIES:

a. The Battalion XO will:

(1) Serve as the Battalion OIP Coordinator.

(2) Coordinate and consolidate inspection results, facilitate inspector meetings, and ensure the completion and distribution of all inspection reports. Executive summaries of command inspections (ICI and SCI) will also be provided to the JFH-MS IG via a quarterly report through (HHQ). Report will identify trends and systemic issues without attribution to specific units.

(3) Resolve any discrepancies between the inspected unit and the battalion inspectors.

(4) Schedule formal out-briefings in the battalion classroom NLT one month after completing all inspections.

(5) Submit issues that you cannot resolve at the battalion level to the next higher headquarters.

(6) Develop the battalion-level Memorandum of Instruction (MOI) for all brigade Command Inspections.

b. The Battalion CSM will:

(1) Participate in all Command Inspections.

(2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

(3) During CIs, conduct a complete inspection of the unit offices and work areas; inspect at least one platoon layout of CTA-50; and walk through all unit areas such as the armory, motor pool, arms room and storage areas.

(4) Inspect the NCOER program to ensure that counseling is occurring properly.

c. The Battalion S-1 will:

(1) Provide inspectors for all S-1 areas of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex A and return a copy of the annex to the XO NLT 14 days prior to DAY #1 of a scheduled Command Inspection.

(2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

d. The Battalion S-2 will:

(1) Provide inspectors for all S-2 areas of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex A and return a copy of the annex to the XO NLT 14 days prior to DAY #1 of a scheduled Command Inspection.

(2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

e. The Battalion S-3 will:

(1) Annotate scheduled command inspection dates on the battalion Long-Range Planning calendar in accordance with the training execution model outlined in FM 7-0, Training for Full Spectrum Operations.

(2) Schedule/coordinate the use of any non-battalion facilities that any inspections may require.

(3) Provide inspectors for S-3 areas of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex A and return a copy of the annex to the XO NLT 14 days prior to DAY #1 of a scheduled Command Inspection.

(4) Evaluate the conduct of the APFT during the ICIs.

(5) Publish NLT 14 days prior to DAY #1 a listing of CTT and NBC (Warrior Tasks and Battle Drills) tasks to evaluate and then assess one platoon on each set of these tasks during the Command Inspection.

(6) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

(7) Coordinate the training of all inspectors and evaluators.

(8) Schedule outside agencies for assistance as necessary.

f. The Battalion S-4 will:

(1) Provide inspectors for S-4 areas of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 14 days prior to DAY #1 of a scheduled Command Inspection.

(2) Conduct a 10-percent property-accountability inspection of at least one platoon during each ICI.

(3) Inspect the motor sergeant, supply sergeant and armorer hand receipts, at a minimum, to check audit trails during each ICI.

(4) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

g. The Battalion Motor Officer will:

(1) Provide inspectors for the maintenance area of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 14 days prior to DAY ONE of a scheduled Command Inspection.

(2) Attend all Command Inspection in-briefings, inspector meetings, and out-briefings.

(3) In coordination and conjunction with the Battalion Communications-Electronics Officer (S-6),

conduct a maintenance inspection of one platoon during each ICI.

h. The Battalion Communications-Electronics Officer (S-6) will:

(1) Provide inspectors for the communications area of responsibility as outlined in Annex A. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex A and return a copy of the annex to the XO NLT 14 days prior to DAY #1 of a scheduled Command Inspection.

(2) Attend all Command Inspection in-briefings, inspector meetings, and out-briefings.

(3) In coordination and conjunction with the Battalion Motor Officer, conduct a Communications and Electronics and COMSEC maintenance inspection of one platoon during each ICI.

i. Unit (company/battery/detachment) commanders will:

(1) Annotate the names of unit POCs and guides responsible for the various inspection areas in the appropriate column on Annex A and return a copy of the annex to the XO NLT 14 days prior to DAY

(2) Designate the specific platoons to participate in the inspection areas detailed below. Furthermore, notify the appropriate staff section OIC of the selected platoons NLT seven days prior to DAY #1 of a scheduled Command Inspection.

(a) Battalion Commander In-ranks (DAY #1, 0700-0800).
(b) S-3 APFT (DAY TWO, 0600-0800).
(c) S-3 NBC evaluation (DAY #2 AM).
(d) S-3 CTT evaluation (DAY #2 PM).
(e) BMO / CEO (S-6) Maintenance evaluation (DAY #2 AM).
(f) S-4 10-percent inventory (DAY #2 PM).

(3) Designate one point of contact (such as the XO or 1SG) to monitor, coordinate, and de-conflict inspection activities. Provide the name of this POC to the Battalion XO NLT 14 days prior to DAY #1 of a scheduled ICI or SCI.

14. BATTALION COMMAND INSPECTION (CI) REPORTS:

a. Staff section OICs will submit verbal reports at the daily ICI/SCI staff meeting.

b. Staff section OICs will submit three copies of the final written report using the format detailed at Annex C and three copies of all completed inspection-visit checklists to the Battalion XO NLT seven working days after the inspection.

c. Staff section OICs will brief their final Command Inspection report to the unit commander and assembled unit leadership at the formal out-briefing.

d. All inspection reports will highlight recurring deficiencies noted during previous inspections, evaluations, or visits conducted by any level of command.

e. The unit commander will receive a copy of each staff section's final report and all inspection-visit checklists at the final Command Inspection out-briefing.

BATTALION COMMANDER
LTC, XXX
Commanding

Annexes:
A - ICI Inspection Areas
B - Standard ICI Schedule
C - Report Format

DISTRIBUTION: A

APPENDIX D Table/Summary of Inspections, Evaluations, and Assessments

Title of Inspection	Authority/ Reference(s)	Frequency (M, Q, A, B)	Size/Type Unit Inspected	Staff / Agency Proponent
COMMAND INSPECTIONS				
Initial Command Inspection (ICI)	AR 1-201 AR 20-1 MSARNG 1-201	Within 180 days of assuming company command (ARNG) (AC-90 days)	All commands (optional above company level)	COS/MSC/ Brigade/Battalion Commander
Subsequent Command Inspection (SCI)	AR 1-201 AR 20-1 MSARNG 1-201	Within one year	All commands (optional above company level)	COS/MSC/ Brigade/Battalion Commander
STAFF INSPECTIONS				
JFH-MS Staff Inspection (SI)	AR 1-201 MSARNG 1-201	Annually	All MSCs and units that report directly to JFH-MS	COS
Staff Assistance Visits (SAV)	AR 1-201 MSARNG 1-201	Quarterly	All MSCs and units that report directly to JFH-MS	COS/MSC/ Brigade/Battalion Commander
Command Supply Discipline Program (CSDP) Evaluations	AR 710-2 (Table B-7)	With ICI, SCI Annually	All commands/units	DOL
Physical Security Inspection	AR 190-11 AR 190-13 FM 3-19.30	With ICI and every 18 months (w/weapons) 24 month (no weapons)	All commands/units	DOMS/MSC/ Brigade/Battalion Commander
Command Maintenance Evaluation Team (COMET) Inspection/Evaluation	NGR 750-51	With ICI and every 18 months (w/weapons) 24 month (no weapons)	All commands/units	State Maintenance Officer
Readiness for Mobilization Exercises (MOBX)	FORSCOM REG 500-3-3	Determined by ARFORGEN	All commands/units	Mobilization Readiness Branch
Food Services Inspection	AR 30-22 par 2-22, DA PAM 3022 App F-14	Annually	All commands/units	DOL
IG INSPECTIONS				
Intelligence Oversight (IO)	AR 381-10 AR 1-201 MSARNG 1-201	Once every two years	All commands/units	NGB/J2 DOMS/IG
Command (TAG) Directed	AR 1-201 AR 20-1 MSARNG 1-201	As directed	All commands/units	IG
AUDITS				
USPFO Internal Review USPFO Compliance Master Cooperative Agreement (MCA)	MCA AR 11-7 AR 36-2	As directed by TAG and USPFO	All commands/units	USPFO
EXTERNAL EVALUATIONS				
Aviation Resource Management Survey (ARMS)	FORSCOM Supplement 1 to AR 95-1	Every 24 – 36 months	Aviation units only	USAAWC Director of Evaluation & Standardization
Command Logistics Review Team (CLRT) Evaluations	AR 11-1 & NG Pam 11-1	Every 12-36 months	JFH-MS & USPFO	NGB-ARL-C
Federal Recognition of Units	NGR 10-1	When a new unit is formed	Any/all	SRAAG
WMD-CST Standards Evaluation & Assistance Team (SEAT)	NGR 500-3 & ANGI 10-2503	Every 18-24 months	WMD-CST	NGB J3

APPENDIX E

Glossary \ Abbreviations

AAR: After Action Review
MSARNG: Mississippi Army National Guard
APFT - Army Physical Fitness Test
AR - Army regulations
ARFORGEN - Army Force Generation
ARMS - Aviation Resources Management Survey
ARNG - Army National Guard
AT - Annual Training
BDE - Brigade
BMO -Battalion Maintenance Officer
BN - Battalion
CEO - Communications-Electronics Officer
CI - Command Inspection
CLRT - Command Logistics Review Team
COMET - Command Maintenance Evaluation Team
COMSEC - Communications Security
COS -Chief of Staff
CST - Civil Support Team
CSDP -Command Supply Discipline Program
CSM - Command Sergeant Major
CTA - Common Table of Allowance
DA - Department of the Army
DAIG -Department of the Army Inspector General
DCSIM -Deputy Chief of Staff of Information Management
DCSOPS - Deputy Chief of Staff of Operations
DCSLOG -Deputy Chief of Staff for Logistics
DEOCS -Defense Equal Opportunity Organizational Climate Survey
DES -Directorate of Evaluation and Standardization
DJS -Director Joint Staff
DOD -Department of Defense
DODIG -Department of Defense Inspector General
DOL -Director of Logistics
DOMS - Director of Military Support Branch
ENGIS - Enhanced National Guard Inspection System
EO - Equal Opportunity
FORSCOM -U.S. Army Forces Command
FM - Field Manual
FMO - Facilities Management Office
FORMDEPS - FORSCOM Mobilization and Deployment Planning System
FOUO - For Official Use Only
FRAGO - Fragmentary Order
GAO - Government Accounting Office
HHC - Headquarters and Headquarters Company
HHD - Headquarters and Headquarters Detachment
HQ - Headquarters
HQDA - Headquarters Department of the Army
IAW - In Accordance With
ICI - Initial Command Inspection
IG - Inspector General

IO - Intelligence Oversight
IPC - Initial Planning Conference
IRAC -Internal Review and Audit Compliance
JFH-MSs -Joint Forces Headquarters, Mississippi
JSI - Joint Staff Inspection
LRPC - Long-Range Planning Calendar
MACOM - Major Army Command
MCA - Master Cooperative Agreement
MOI - Memorandum of Instruction
NBC - Nuclear, Biological, Chemical
NCO - Noncommissioned Officer
NCOER - Noncommissioned Officer Evaluation Report
NCOIC - Noncommissioned Officer in Charge
NGB - National Guard Bureau
NGR - National Guard Regulation
NLT - Not Later Than
OAP - Organizational Assessment Program
OIC - Officer in Charge
OIP - Organizational Inspection Program
OPORD - Operation Order
POC - Point of Contact
RCUCH - Reserve Component Unit Commander Handbook
R&R - Recruiting and Retention
SAV - Staff Assistance Visits
SCIs - Subsequent Command Inspections
SEAT - Standard Evaluation and Assistance Team
SF - Special Forces –
SI - Staff Inspection
SMD - State Military Department
MSARNG -State Military Department Regulation
SME - Subject Matter Expert
SMO - State Maintenance Officer
SOP - Standard Operating Procedure
SRAAG - Senior Army Advisor, Army National Guard
TAG - The Adjutant General
TDY -Temporary Duty
TIG - The Inspector General
TS - Training Site
TSC - Theater Sustainment Command
USPFO - United States Property and Fiscal Office
WMD - Weapons of Mass Destruction
XO - Executive Officer
YTP - Yearly Training Plan

APPENDIX F

Terms

Audit
The independent appraisal activity within the Army for the review of financial, accounting and other operations as a basis for protective and constructive service to command and management at all levels.

Command inspection
An inspection of an organization conducted by a commander in the chain of command of the inspected activity. Command Inspections tend to be compliance oriented and are designed to determine the status of an organization's adherence to established law, regulations, policies, procedures and directives. The commander conducting the inspection determines the areas of interest and the scope of inspections as well as the composition of any inspection team.

Command Maintenance Evaluation Team (COMET)
An inspection program administered by the State Maintenance Officer for evaluating the condition of surface equipment and unit maintenance programs.

Command Supply Discipline Program (CSDP)
The CSDP addresses supervisory/managerial responsibilities within the supply system from the user to the MSC levels.

Follow-up
Action taken to determine whether or not deficiencies found during a previous inspection or audit have been corrected or if corrective actions have been implemented.

IG inspection
An inspection focusing on systemic issues, functional areas, or units that identifies substandard performance, determines the magnitude of the deficiency and seeks the root cause for the substandard performance or deficiency. IGs focus principally on systemic issues that are widespread in nature and then develop recommended solutions or improvements as appropriate. IG inspections also teach systems, processes and procedures; identify responsibility for corrective actions; and spread innovative ideas.

Inspection
An evaluation that measures performance against a standard and that should identify the cause of any deviation. All inspections start with compliance against a standard. Commanders tailor inspections to their needs.

Internal Review and Audit Compliance (IRAC)
The program designed to provide The Adjutant General and the United States Property and Fiscal Officer with objective, independent and professional internal review services. These services include: financial, performance and compliance auditing; audit follow-ups; troubleshooting; management audits; and management advisory services. Internal Review also serves as the primary liaison office for all external audit agencies.

Management Control Program
The organizational plan and control means that managers use to regulate and guide operations and programs in a professional and business-like manner. The program should provide reasonable assurance that objectives of the "Federal Managers' Financial Integrity Act" are met.

Organizational Inspection Program (OIP)
A comprehensive written plan that addresses all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives.

Staff assistance visit (SAV)
A visit by staff members of a particular staff section designed to assist, teach, and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area.

Staff inspection
An inspection, other than a command or IG inspection, conducted by staff principals or members responsible for the functional area being inspected.