Headquarters
Eighth Army
Unit #15236
APO AP 96205-5236

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Administration

ARMY IN KOREA INSPECTION POLICY

*This regulation supersedes AK Regulation 1-201, dated 8 November 2015.

FOR THE COMMANDER:

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Summary. This regulation prescribes the responsibilities and policies for the planning and execution of inspections within Eighth Army.

Summary of Change. This document has been substantially changed. A full review of its contents is required.

Applicability. This regulation applies to all units, agencies, and organizations assigned to, attached to, under administrative control (ADCON) or operational control (OPCON) of Eighth Army, including rotational units. This regulation does not apply to compliance inspections of security operations and activities that are governed by the 50-series Army Regulations.

Supplementation. Supplementation of this regulation and the establishment of command and local forms are prohibited without prior approval from the Eighth Army Inspector General (EAIG), Unit #15236, APO AP 96205-5236.

Forms. Army in Korea (AK) forms are available at http://8tharmy.korea.army.mil/.
Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System (ARIMS) website at https://www.arims.army.mil.

Suggested Improvements. The proponent for this regulation is the Eighth Army Inspector General (EAIG). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to The Inspector General (EAIG), Eighth Army, Unit #15236, APO AP 96205-5236.

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Chapter 1
Introduction

1-1. Purpose
This regulation outlines responsibilities and prescribes policies for the planning and execution of inspections within Eighth Army (8A) and subordinate organizations.

1-2. References
Required and related publications and forms are listed in appendix A.

1-3. Explanation of Abbreviations and Terms
Abbreviations and terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. The Commanding General (CG), Eighth Army is—

(1) The approval authority for the Eighth Army Organizational Inspection Program (OIP).

(2) The directing authority for Inspector General (IG) inspections of Eighth Army.

(3) The directing authority for Command/Staff Inspection Program (CIP/SIP) of Eighth Army.

b. Commanders at the battalion level and above will—

(1) Establish inspection policy for subordinate levels of command consistent with this regulation, United States Army Pacific (USARPAC) Regulation 1-201 and Army Regulation (AR) 1-201.

(2) Establish an OIP designed to ensure inspections are purposeful, coordinated, focused on feedback, instructive and followed up. Refer to AR 1-201, appendix B for a sample OIP or this publication appendix C. Detailed OIP development guidance is produced by the United States Army Inspector General School as The Organizational Inspection Program (OIP) Guide for Commanders.

(3) Designate an OIP coordinator to coordinate and manage the OIP, preferably from within the staff agency that has tasking authority and direct access to the master calendar.

(4) Designate an Internal Control Administrator (ICA) to manage the Managers’ Internal Control Program (MICP) within the organization.

(5) Designate an individual or staff proponent to plan, coordinate, and execute the command inspection portion of the OIP.

(6) Establish and execute a CIP/SIP as part of the overall OIP.

(7) Ensure inspections and audits are posted on the long range training calendars.

(8) Ensure their staff provides a schedule of all planned internal and external inspections, staff assistance visits and audits/reviews at brigade level or higher to the Eighth Army OIP coordinator on an annual (fiscal year) basis and/or as changes occur. Information required
includes: name of unit/organization to be inspected, name of area(s) to be inspected, name of inspecting agency, type of inspection, date(s) and time(s) of inspection. Refer to appendix A for a sample format.

(9) Ensure initial command inspections (ICI) for company/battery/detachment or similarly sized organizations are conducted within 90 days after the commander assumes command.

(10) Ensure subsequent command inspections (SCI) for company/battery/detachment or similar sized organizations are conducted not later than one year after the completion of the ICI.

(11) Train inspectors on Army Inspection Policy and Army’s Inspection principals. Specific training requirements for inspectors will be described in the Commander’s OIP policy.

(12) Direct follow-up inspections as appropriate.

(13) Designate an office of primary responsibility for ensuring that corrective actions identified during all inspections are completed and implemented properly.

(14) All inspection documents will be maintained by 8A subordinate units and filed using Army Records Information Management System (ARIMS) for a minimum of three (3) years.

c. Assessable Unit Managers (AUMs) that are not commanders will—

(1) Designate an Internal Control Administrator (ICA) to manage the Managers’ Internal Control Program (MICP) within the organization.

(2) Designate an individual(s) to plan, coordinate, and execute the command/staff inspection and assistance visits in support of the OIP.

(3) Ensure inspections and audits are posted on the long range training calendars and in the Digital Training Management System (DTMS).

d. The Inspector General (IG), Eighth Army IG (8A IG), will—

(1) Serve as the proponent for inspection policy within Eighth Army.

(2) Serve as the office of primary responsibility (OPR) for coordinating Department of Defense IG (DODIG), Secretary of the Army/Department of the Army IG (SAIG/DAIG) and United States Army, Pacific (USARPACIG) inspections of Eighth Army and subordinate units.

(3) Propose an annual fiscal year (FY) IG inspection schedule to the Eighth Army that includes mandatory inspection requirements specified in AR 20-1, (for example, inspection of Intelligence Oversight every two years and annual inspection of Voting Assistance Program (VAP); and consider management controls when planning and executing inspections of systemic issues.

(4) Conduct IG inspections as directed by the Eighth Army CG in a manner that is consistent with the inspection principles described in AR 1-201, paragraph 2-2. The inspections must be purposeful, coordinated, focused on feedback, instructive and have a followed up component.

(5) Advise the CG and staff on the effectiveness of the OIP.
(6) Spot check the scheduling and completion of company-level ICIs and SCIs throughout Eighth Army.

*Note:* 8A IG will neither lead nor physically inspect as part of the command staff inspection effort. The explanation for this is that any inspection involving an IG becomes an IG inspection and could not be considered a command inspection.

e. The Office of the Chief of Staff (CofS), Eighth Army will—

   (1) Designate the Eighth Army CIP/SIP coordinator.

   (2) Publish updated CIP/SIP checklists as they are revised by the Eighth Army staff proponents.

   (3) Provide a FY schedule of all planned CIP/SIP inspections for brigade sized units and above to the 8A IG and 8A OIP coordinator annually.

   (4) CofS is the office of primary responsibility (OPR) for ensuring that corrective actions identified during all inspections are completed and implemented properly (see appendix E).

f. G3, Eighth Army will—

   (1) Designate an OIP coordinator to coordinate and manage the OIP, from within their staff.

   (2) Publish, at a minimum, 8A IG inspections and Eighth Army CIP/SIP inspections for brigade sized units and above on the Eighth Army long range planning calendar.

   (3) Upon receipt of 8A FY IG Inspection Plan and Eighth Army FY CIP/SIP Inspection Plan, audits and all other evaluations disseminate these plans through operational channels.

g. Under 8A Chief of Staff direction, the OIP Corrective Actions Work Group will Monitor and ensure that corrective actions identified during 8A level internal and external inspections are properly completed and implemented. See appendix E for 8A HQs Work Group membership.

h. Personnel conducting 8A CIP/SIP duties will be—

   (1) Technically qualified to conduct the inspection.

      (a) For U.S. military personnel, be in the pay grade of E-6 or higher.

*Note: If a Directorate is unable to provide an E-6 or higher, the Deputy within that Directorate is the approving authority for an E-5 and will provide the 8A CIP/SIP office with an exception to policy memorandum.*

   (b) Attend the 8A CIP/SIP Inspector Training prior to conducting inspection duties and then each FY thereafter.

   (c) Identified in writing by their Directorate as the subject matter expert (SME).

   (d) Within 30-days of designation as an inspector and then every two years thereafter, complete The Army Managers' Internal Control Program - Personnel Conducting Evaluations course. The course is an online web-based training that resides with Army Knowledge Online on
the Army Learning Management Systems (ALMS) portal (www.lms.army.mil). Alternatively, personnel conducting internal control evaluations may complete an equivalent Managers’ Internal Control Program (MICP) training course (e.g., classroom-based presentation), approved by HQ USARPAC."

(2) Adhere to the basic elements of an Army inspection as described in AR 1-201:

(a) Measure performance against a standard.

(b) Determine the magnitude of the problem(s).

(c) Seek the root cause(s) of the problem(s).

(d) Determine a solution.

(e) Assign responsibility to the appropriate individuals or agencies.

(3) Conduct teaching and training to help correct any deficiencies identified during the inspection.

(4) CIP/SIP - If an area is not required to be inspected, a memorandum with justification must be submitted to CIP/SIP coordinator NLT one (1) month prior to inspection. The memorandum will be forwarded to the 8A Chief of Staff (CofS) for review and final determination. An example memorandum is depicted in figure D-10.

(5) Document the inspection results IAW the applicable inspection program guidance.

(a) The documents will be submitted to the 8A CIP/SIP Coordinator/NCOIC IAW the timeline required per the published CIP/SIP OPORD.

(b) The documents will not be shared with the inspected unit until final approval by the 8A CIP/SIP Coordinator/NCOIC.

Chapter 2
Organizational Inspection Program

2-1. Organizational Inspection Program (OIP)

a. The OIP is the commander’s program to manage all inspections and audits within his/her command. Commanders may tailor inspections to meet their needs. The intent of the OIP is to ensure various inspections and or audits are planned events that focus on command objectives and complement rather than duplicate each other.

b. The higher headquarters’ OIP must establish guidance and a framework within which subordinate headquarters can develop their own OIPs.

c. Commanders at the battalion level and above must establish an OIP for their organization and publish (publish only if changes or updates occur).

d. Assessable Unit Managers (AUM) must update and publish a five-year Internal Control Evaluation Plan (ICEP) each FY not later than 1 September.
e. The types of inspections to consider when developing the OIP, include but are not limited to: command inspections, staff inspections, staff assistance visits, MICP, External Inspections, IG inspections, audits, etc.

f. All inspections conducted as part of the OIP must adhere to the Army inspection principles outlined in AR 1-201, paragraph 2-2. Inspections must be purposeful, coordinated, focused on feedback, instructive and provide follow up.

g. Inspections warrant the same degree of planning and resources as other major training events. They should be scheduled well in advance and include appropriate train-up for inspection team members. All 8A organizations receiving an external inspection will coordinate such inspections through the 8A OIP coordinator at a minimum of 90 days prior to inspection. The OIP coordinator will serve as a liaison between the organization being inspected, the inspecting agency, and the 8A staff.

h. All commanders at battalion level and above will establish an OIP. All inspections must provide enough guidance, enabling organizations to become self-sufficient. Inspections should be structured to assess attainment of organizational goals and objectives, identify problems, and recommend solutions. In accordance with AR 1-201 (Army Inspection Policy), the IG primarily inspects systemic issues and does not normally conduct or lead compliance-oriented unit inspections.

2-2. Types of OIP Inspections

a. Command Inspections.

(1) Command inspections are a means for a commander to check his/her unit’s compliance with established policies and regulations. In addition, command inspections help commanders identify systemic problems and assist in recognition of emerging trends. Battalion-level staffs and above are responsible for providing recommendations to the commander on the types of command inspections to incorporate into the OIP. The staff will only execute the command inspection(s) that the commander approves. The commander must personally be involved in command inspections. At a minimum, the commander will issue planning guidance, attend the in-brief and out-brief, actively conduct part of the inspection, and provide the inspected commander with an assessment of strengths and weaknesses upon completion. With the exception of ICIs, the commander can and should hold leaders accountable for the findings of a command inspection.

(2) The following are minimum inspection requirements for company sized (or similar sized) units following a change of command:

(a) ICI. All new company (or similar sized unit) commander must receive an ICI within 90 days of assumption of command. The intent is to ensure the new commander understands his/her unit’s strengths and weaknesses in relation to higher headquarters’ goals and established standards. The new commander’s rater and senior rater will not use the ICI to evaluate the new commander’s performance.

(b) ICI. Any incoming or outgoing rotating unit must complete ICI BEFORE (if new company or similar sized unit) commander arrives on Peninsula. Unit must retain completed ICI completion report when rotating to Korea. If ICI requirement cannot be met prior to deployment, unit must receive an ICI IAW AR 1-201 and AK Regulation (Reg) 1-201 from responsible command in Korea.
(c) SCI. All new company (or similar sized unit) commander will receive a SCI not later than one year after the completion of the ICI and prior to the change of command. The commander’s rater and senior rater may use the SCI results to evaluate the commander’s performance, leadership, and ability to manage valuable Army resources.

(d) Any incoming or outgoing rotational unit will have their SCI completed IAW AR 1-201 (no later than 1 year from completion of ICI before arriving in Korea). If SCI is not completed prior to arrival to Korea, then responsible command in Korea must ensure SCI is conducted and completed. If requirement cannot be met prior to deployment, unit must receive an SCI in accordance with AR 1-201 and AK Reg 1-201 from responsible command in Korea. Unit must retain completed SCI completion report when rotating to Korea.

(3) Minimum inspection requirements for a battalion, or brigade-level command is CIP/SIP once per fiscal year. The annual command inspection is for the record and may be used to evaluate readiness. Commanders are encouraged to utilize the SAV process to train subordinate staff sections on how to meet the standards required for effectively operating within a particular functional area. Commanders at the battalion levels and above must publish their CIP Schedule each FY on or before 1 OCT.

b. Staff Inspections.

(1) Staff inspections are a means for a commander to check his/her unit’s execution of a specific functional area or program.

(2) Staff inspections provide the commander with specific, compliance-oriented feedback on functional areas or programs within the command. The commander directs staff principals and staff members to conduct staff inspections that can stand alone or complement ongoing command and IG inspections.

(3) Staff inspections are compliance-oriented and focus on a single functional area or a few related areas. The lowest level staff member technically qualified in the functional area normally conducts the inspection. Examples of Staff inspections include:

(a) Safety inspections.
(b) Training inspections.
(c) Command supply discipline inspections.
(d) Automated data processing inspections.
(e) Maintenance inspections.
(f) Accountability inspections.
(g) Physical security inspections of arms rooms.
(h) Inspections of ammunition and explosives storage areas.
(i) Resource and acquisition management.
(j) Information assurance inspections.

(k) Operational security inspections.

(l) Solid and hazardous waste management inspections.

c. Staff Assistance Visits (SAV). Staff Assistance Visits are not inspections but fall within the realm of Staff Inspections. Staff sections conduct Staff Assistance Visits 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 be requested from the next higher echelon at the discretion of the commander, or a staff principal at any level. Staff Assistance Visits can prepare staff sections for upcoming inspections or train staff sections on new concepts, technologies, or operating techniques. SAVs do not produce reports but instead provide feedback only to the staff section receiving the assistance.

*Note:* The section receiving the SAV is encouraged to take notes. 8A staff will not provide any written documentation (i.e. a checklist or notes they have taken), with the unit upon completion of the SAV.

d. MICP (Managers’ Internal Control Program) evaluations identify and enforce effective internal controls, assess areas of risk, identify and correct weaknesses in those controls and keep managers, supervisors, leaders, and commanders informed. Document internal control evaluations using the Department of the Army (DA) Form 11-2.

e. Inspector General Inspections. CGs will direct IG inspections that primarily focus on systemic issues that affect many units throughout the command; identify substandard performance; determine the magnitude of the deficiency; and seek the root cause for the substandard performance or deficiency. IGs principally focus on systemic issues and then develop recommended solutions or improvements as appropriate. IG inspections also teach systems, processes, and procedures; identify responsibility for corrective actions; and share innovative ideas. CGs may choose to direct IG inspections for other purposes, such as inspecting compliance with newly published command regulations or programs. The IG inspection results will not be used to compare units or organizations or as criteria for competitive unit awards. Inspection results will not be used to reward, punish, or compare commanders, individuals, or their units.
Appendix A

References

Section I. Required publications

AR 1-201, Army Inspection Policy.

AR 11-2, Managers’ Internal Control Program.

AR 20-1, Inspector General Activities and Procedures.

The Inspections Guide (Available at: http://tigs-online.ignet.army.mil/tigu_online/references.htm).

The Organizational Inspection Program (OIP) Guide for Commanders (Available at: http://tigs-online.ignet.army.mil/tigu_online/references.htm).

USARPAC Regulation 1-201, USARPAC Organizational Inspection Program (OIP).

Section II. Related publications

ADP 7-0, Training Units and Developing Leaders.

ADRP 7-0, Training Units and Developing Leaders.

AK Regulation 350-1, Eighth Army Training and Leader Development.

AR 11-7, Army Internal Review Program.

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

AR 350-1, Army Training and Leader Development.

AR 600-20, Army Command Policy.

Section III. Referenced Form

DA Form 11-2, Internal Control Evaluation Certification.
Appendix B
Reporting Planned Annual Inspections and Audits
Inspections must be planned and coordinated for just like any other training events. This appendix contains a suggested format for reporting inspections to the staff and the next higher OIP coordinator.

<table>
<thead>
<tr>
<th>Organization:</th>
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<td>Inspection and Audit Schedule for FY</td>
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<tr>
<th>Name of Staff/Unit to be Inspected</th>
<th>Name of Area(s) to be Inspected</th>
<th>Name of Inspection Staff/Unit/Agency to Conducting the Inspection (Specify if Inspectors are Internal to Eighth Army or External)</th>
<th>Type of Inspection (Command / Staff / Staff Assistance Visit / IG / Audit)</th>
<th>Dates/Time of Inspection</th>
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Figure B-1. Sample Format for Reporting Planned Annual Inspections and Audits
Appendix C
Battalion Organizational Inspection Program Memorandum and Associated Products
This appendix contains a suggested format for a memorandum used to develop a battalion-level
OIP (figure C-1).

C–1. Sample Battalion Organizational Inspection Program Memorandum
This sample battalion OIP represents a typical inspection program at the battalion level. (See
figure C-1.) The same concept also applies to OIPs above the battalion level and in programs and
directorates. OIPs may also exist in the form of a local regulation, pamphlet, or other type of
document. However, once a specific inspection is scheduled (such as an ICI or SCI), the
organization must treat the inspection as a training event and adhere to the doctrine outlined in
ADRP 7-0 for executing that training. The operations order issued to execute any inspection will
draw on the framework of the program and on specific requirements outlined in the organization's
written OIP.
MEMORANDUM FOR (SEE DISTRIBUTION)

SUBJECT: Battalion Organizational Inspection Program (OIP)

1. REFERENCES:
   a. AR 1-201, Army Inspection Policy (dated__)
   b. AR 1-201, Army in Korea Inspection Policy (dated__)
   c. Division Organizational Inspection Program (dated__)
   d. The OIP Guide for Commanders (dated__)

2. PURPOSE: To prescribe procedures and coordinate a comprehensive battalion inspection program that ensures readiness for the full-spectrum operational mission.

3. OBJECTIVE: To conduct company-level inspections administered by the battalion staff to assess combat readiness and determine the battalion’s ability to conduct decisive actions.

4. COMMANDER’S INTENT: To maintain internal controls in a manner to ensure effective battalion management and utilization of government resources.

5. GENERAL: The battalion OIP consists of Command Inspections, Staff Inspections, Staff Assistance Visits, Managers’ Internal Control Inspections, external inspections, etc.
   a. The battalion will conduct all inspections in accordance with the inspection principles outlined in AR 1-201.
   b. 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.
   c. Commendable performances by individuals or creative / unique programs that enhance readiness deserve recognition and acknowledgement in reports.

Figure C-1. Sample Commander’s OIP Policy Letter
d. The Battalion S-3 is responsible for scheduling all inspections. If an outside agency or higher headquarters plans to inspect a unit or staff agency within the battalion, the S-3 will fit the inspection on the training schedule. The Battalion S-3 will use the BDE OIP coordinator to assist with any conflicts due to an outside agency’s scheduling of an inspection. The BDE OIP coordinator will inform the 8A OIP Coordinator of such inspections in order to keep the 8A staff informed, avoid duplicated inspections and ensure external organizations complete required training before coming to Korea. We will not schedule internal inspections that do not support the battalion's priorities, goals, and objectives. We will highlight inspections during training meetings and treat them just like other training events.

e. 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 Battalion XO.

6. INSPECTION PRIORITIES:

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

b. Correcting problems identified in the AAR from our last NTC rotation (for example, ensuring that radio-operator training is current, maintenance and parts replacement requests are processed properly, and that we are accounting for our personnel accurately).

c. Taking care of our Soldiers and families (safety, pay, essential personnel service actions, and family care).

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

7. COMMAND INSPECTIONS:

a. The Battalion Commander conducts Command Inspections to assess unit strengths and weaknesses, determine readiness, and measure improvement toward goals and objectives.

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 SCI.

d. Initial Command Inspections.

(1) Unit Commanders must receive an Initial Command Inspection within 90 days after assuming command.
(2) The ICI will allow new unit commanders to understand readily their units' strengths and weaknesses. I will personally take part in the inspection, and I expect the 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 we have completed the ICI with the appropriate entries made to the OER Support Form (DA Form 67-10-1A).

(3) The ICI inspection schedule is at Annex XXX.

(4) Areas inspected during the ICI are in Annex XXX.

e. Subsequent Command Inspections.

(1) I will select key areas to follow up with Subsequent Command Inspections based on the ICI results and other indicators. The SCI must be completed within one year of the completion of the ICI.

(2) The SCI will enable unit commanders and me to measure the progress of their units. I will provide guidance as necessary to help each unit commander strengthen the unit's performance and mission readiness.

(3) The SCI inspection areas will be chosen from Annex XXX, the SCI may not be as comprehensive as the ICI. Tailoring the SCIs will reflect my concerns at the time of inspection as well as resource constraints. The tailoring decision will be mine alone.

f. Implementation of Command Inspections.

(1) The ICI inspection will begin at 0700 on DAY ONE with an in-briefing conducted by the battalion staff. The purpose for this in-briefing will be to present a clear view of the activities for the next two days and address any last-minute questions. The unit commander, first sergeant, unit commodity area chiefs, and battalion inspectors will attend.

(2) Following the inspection in-briefing, the CSM and I will conduct an in-ranks inspection. We will each inspect one platoon at a minimum. However, all platoons should be prepared for the inspection. Allow approximately one hour for the in-ranks inspection. I expect the unit commander and unit 1SG to accompany the CSM and me.

(3) After the in-ranks inspection, the CSM, unit commander, 1SG, platoon leaders, platoon sergeants, battalion staff primaries, battalion staff NOCICs, and I will have a working-breakfast together in the Dining Facility. This time together will allow the battalion- and company- command teams to discuss relevant command issues.

(4) Beginning at 0930, the unit commander and I will conduct a general walk-through of the unit area, to include the barracks, dayroom, latrines, dining facilities, motor pool, and supply areas. Simultaneously, the Battalion XO and staff principles will inspect their respective areas of concern, and the CSM will conduct a complete inspection of the barracks with a layout inspection of at least one platoon's CTA-50.

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Figure C-1. Sample Commander's OIP Policy Letter – Continued

13
AK REG 1-201, 21 March 2017
(5) The staff will also review unit compliance with the battalion’s Command Policies and local area SOPs.

(6) Staff OICs / NCOICs will consolidate and brief their respective inspection results to me at the end of DAY ONE and DAY TWO during the inspector meetings. 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 NLT one week after the conduct of the inspection. The Battalion XO will coordinate the date and time of the out-briefing following DAY TWO of the inspection.

(8) Specific staff and unit implementation instructions are outlined in paragraph 14, 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 in advance to ensure adequate unit preparation time.

(10) We will conduct follow-up inspections NLT 90 days after all Command and Staff Inspections 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.

8. STAFF INSPECTIONS: Staff Inspections 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. For example: PT program; Supply procedures; Awards program; Maintenance operations.

a. If problems require assistance above my level to fix, I will request that assistance and notify the appropriate external agencies.

b. Staff Inspections will stand alone or complement ongoing Command Inspections.

9. STAFF ASSISTANCE VISITS: Staff assistance visits are not inspections but are teaching and training opportunities that support staff inspections. Staff sections conduct SAVs to assist, teach, and train subordinate company-level elements on how to meet the standards required to operate effectively and to comply with established procedures. SAVs can occur at the discretion of the commander, or staff principles. SAVs can assist in preparing for upcoming inspections or train new concepts, technologies, or operating procedures. SAVs do not produce formal reports but instead provide feedback only to the company-element receiving the assistance.

10. MANAGERS’ INTERNAL CONTROL PROGRAM INSPECTIONS: The Battalion XO is the Internal Control Administrator (ICA). Under the internal control program, the battalion staff will conduct evaluations of key internal controls at least once every one to five years and high risk internal controls at least once annually. The battalion Internal Control Administrator will create a five-year Internal Control Evaluation Plan (ICEP) and designate the applicable checklists.

11. EXTERNAL INSPECTIONS: The battalion must currently undergo multiple annual inspections conducted by members of Eighth Army, the installation, U.S. Army Pacific Command, ATSCOM, and the Department of the Army. 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. If battalion or company personnel are contacted by these external agencies, they should immediately notify the appropriate battalion or company point of contact.
agencies, ensure the battalion XO and S-3 are involved in the coordination.

12. 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.

   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 Eighth Army, USFK, USARPAC, PACOM, and DA policies or regulations. This study method will help prevent new inspectors from becoming overwhelmed with stacks of references and checklists.

   c. All inspectors will complete battalion-level inspector certification. The inspector certification will include:

      (1) Read and understand AR 1-201, Army Inspection Policy.

      (2) Read and understand AR 11-2, Managers’ Internal Control Program.

      (3) Read and understand AK 1-201, Army in Korea Inspection Policy.

      (4) Receive instructor facilitated training on “The Army Inspection Policy.”

      (5) Receive instructor facilitated training on “The Army’s Inspection Principles.”

      (6) Within 30-days of designation as an inspector and then every two years thereafter, complete The Army Managers' Internal Control Program - Personnel Conducting Evaluations course. The course is an online web based training that resides with Army Knowledge Online on the Army Learning Management Systems (ALMS) portal.

13. ANNOUNCED AND UNANNOUNCED INSPECTIONS:

   a. As indicated, the ICIs and SCIs are announced inspections that are incorporated into the training schedule.

   b. Unannounced inspections are a valid way of determining the day-to-day status of unit activities. However, these inspections can be highly disruptive to training and other necessary activities. Therefore, no unannounced inspections within the battalion will occur without my personal approval.

   c. The battalion OIP coordinator will coordinate announced inspections by agencies outside the battalion and include them on the training schedule as soon as the requirement is identified.

14. RESPONSIBILITIES:

   a. The XO will:

      (1) Serve as the Battalion OIP Coordinator.
(2) Serve as the Battalion Internal Control Administrator (ICA).

(3) Coordinate and consolidate inspection-visit results, facilitate inspector meetings, and ensure the completion and distribution of all inspection reports.

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

(5) Schedule formal out-briefings in the battalion classroom NLT one week after completing all Command and Staff Inspections.

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

(7) Develop the battalion-level Operations Order (OPORD) for all external inspections.

b. The CSM will:

(1) Participate in all Command Inspections and certain Staff Inspections as appropriate.

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

(3) During Command Inspections, inspect at least one platoon; conduct a complete inspection of the unit billets and wall lockers; inspect at least one platoon layout of CTA-50; and walk through other unit areas such as the dining facility, motor pool, and dayroom.

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

c. The S-1 will:

(1) Provide inspectors for all S-1 areas of responsibility as outlined in Annex B. 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 10 days prior to DAY ONE of a scheduled Command Inspection.

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

(3) Be prepared to conduct Staff Inspections for any issues appropriate to the S-1’s areas of responsibility.

d. The S-2 will:

(1) Provide inspectors for all S-2 areas of responsibility as outlined in Annex B. 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 10 days prior to DAY ONE of a scheduled Command Inspection.

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

(3) Be prepared to conduct Staff Inspections for any issues appropriate to the S-2's areas of responsibility.
e. The S-3 will:

(1) Annotate scheduled command inspection dates on the battalion Long-Range Planning Calendar (LRPC). Training execution and development must be in accordance with the guidance of Army Doctrine Publication (ADP) 7-0, *Training Units and Developing Leaders* and Army Doctrine Reference Publication (ADRP) 7-0, *Training Units and Developing Leaders*.

(2) 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 B. 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 10 days prior to DAY ONE of a scheduled Command Inspection.

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

(5) Publish NLT 10 days prior to DAY ONE a listing of CTT and NBC 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) Be prepared to conduct Staff Inspections for any issues appropriate to the S-3’s areas of responsibility.

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

(9) Schedule outside agencies for assistance as necessary.

f. The S-4 will:

(1) Provide inspectors for S-4 areas of responsibility as outlined in Annex B. 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 10 days prior to DAY ONE of a scheduled Command Inspection.

(2) Conduct a 10-percent property-accountability inspection of 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.

(5) Be prepared to conduct Staff Inspections for any issues appropriate to the S-4’s areas of responsibility.

g. The Battalion Maintenance Officer will:

(1) Provide inspectors for the maintenance area of responsibility as outlined in Annex B. 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 10 days prior to DAY ONE of a scheduled Command Inspection.

(2) Conduct a 10-percent property-accountability inspection of 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.

(5) Be prepared to conduct Staff Inspections for any issues appropriate to the S-4’s areas of responsibility.
the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 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.

(4) Be prepared to conduct Staff Inspections on any issues appropriate to the maintenance
areas of responsibility.

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

(1) Provide inspectors for the communications area of responsibility as outlined in Annex B.
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 10 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 Motor Officer, conduct a
Communications and Electronics and COMSEC maintenance inspection of one platoon during
each ICI.

(4) Be prepared to conduct Staff Inspections on any issues appropriate to the
communications areas of responsibility.

i. Unit commanders will:

(1) Annotate the names of unit POCs and guides responsible for the various inspection
areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days
prior to DAY ONE of a scheduled Command Inspection.

(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 ONE of a scheduled Command Inspection.

(a) Battalion Commander In-ranks (DAY ONE, 0700-0800)

(b) S-3 APFT (DAY TWO, 0700-0800)

(c) S-3 NBC evaluation (DAY TWO AM)

(d) S-3 CTT evaluation (DAY TWO PM)

(e) BMO / S-6 Maintenance evaluation (DAY TWO AM)

(f) S-4 10-percent inventory (DAY TWO 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 10 days prior to DAY ONE of a scheduled ICI or SCI.

(4) Be prepared to assist any staff area during the conduct of any Staff Inspection conducted under my direction. This assistance may take on several different forms from guides to hands-on participants.

15. BATTALION COMMAND INSPECTION 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 three 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.

   f. Staff Inspection reports will follow the same format outlined in Annex C. Each staff section will complete the inspection reports NLT 10 days after the conduct of any inspection.

16. PROPOSENT / SUGGESTIONS FOR IMPROVEMENT: The proponent for this SOP is the Battalion XO. Any member of this battalion may suggest changes directly to the Battalion XO.

BATTALION COMMANDER
LTC, XX
Commanding

Figure C-1. Sample Commander’s OIP Policy Letter - Continued
Appendix D
Eighth Army (8A) Command Inspection Program (CIP/SIP)
This appendix contains example 8A CIP/SIP forms and products used during the inspection process.

D-1. Support Form
Any question that receives an unsatisfactory is required to have a support form (SF) for each question (See figure D-1).

D-2. EXSUM
EXSUM are required when an inspected program receives 100 percent or the inspector needs to make additional comments not covered by the Support Form (See figure D-2).

D-3. CIP/SIP Checklists
Checklist must be updated if regulation or policies are updated. Updates will be sent to 8A CIP/SIP Coordinator to review for administrative compliance and after review 8A CIP/SIP Coordinator will post to the Eighth Army portal/Special Staff/Secretary of the General Staff/Command Inspection Program. CIP/SIP Checklists (to include regulatory references) will be reviewed and updated at least annually (or when updates to regulatory guidance occur) by each directorate and updated NLT 1 August each year for distribution to 8A elements by 8A CIP/SIP Coordinator. Upon receipt and review for administrative compliance checklists will be posted to the 8A portal. CIP/SIP checklists will follow standardized format, (see sample) and listed after each question the reference publications listed, date of publication, and paragraph and section (See figure D-3)

D-4. Scoring Method
8A CIP/SIP Functional Area scoring (see figure D-4).

D-5. Reply by Endorsement/Memorandum
Inspected element CIP/SIP coordinator must reply by endorsement NLT 90 days after the AAR date to any question that received an unsatisfactory with a Cover Memorandum and RBE (See figure D-5).

D-6. NONCONUR Memorandums
CIP/SIP NONCONCUR memorandum of record will be provided to the 8A CIP/SIP Coordinator/NCOIC when an organization is unable to correct the deficiencies identified during the inspection within 90 days of receipt of the AAR Memo provided to the unit from the CIP/SIP Coordinator/NCOIC (See Figure D-6).

D-7. CIP Heroes
CIP/SIP Heroes will be determined based on functional area evaluator's recommendation and CIP/SIP Team Chief/Coordinator determination (See figure D-7).

D-8. Out Brief Slides
CIP/SIP Out-brief slide format example single area (See figure D-8).

D-9. Out-Brief Slides
CIP/SIP Out-brief slide format example multiple areas (See figure D-9).

D-10. Non Inspection Memorandum Request
8A CIP/SIP Exemption memorandum must be provided to 8A CIP/SIP Coordinator/NCOIC NLT 75 days prior to the scheduled CIP/SIP of any organization (See figure D-10).
D-11. Memorandum of Agreement/Understanding

If an organization is unable to support a specific area, a Memorandum of Agreement/Understanding between two Commander’s must be submitted to the 8A CIP/SIP Coordinator/NCOIC providing detailed guidance in the support provided and received by both organizations. The organization providing support will be inspected in lieu of the inspected/scheduled organization, however, the results will be reflected on the inspected/scheduled unit’s overall assessment. The MOA/U must be reviewed annually or when one of the Commanders leave the organization (See figure D-11).
8A SUPPORT FORM

(Support Forms are required for each UNSAT question or for any sub functional area that receives a 59% or below)

UNIT and SECTION: (example: 65TH MED BDE ARIMS)

SPECIFIC FUNCTIONAL AREA: (example: G1 RECORDS)

SUBAREA: (example: Program Establishment, Unit Training)

QUESTION: (Ensure you put the question number, complete question and references. You can copy and paste from the checklist)

FINDINGS: (What did you find that was unsat. List the files, tool boxes, vehicles you inspected and how many of the sampling was unsat. Identify which unit if more than one element. Again, be specific, as this helps the unit and the command).

____________________________________________________________________________________

ROOT CAUSE:

☐ DON’T KNOW (never knew, forgot, task implied)

☐ CAN’T COMPLY (lack resources, don’t know how, compliance is impossible)

☐ WON’T COMPLY (no reward, no penalty, disagree)

EXPLAIN WHY:

Note: Check ALL that apply. (Per AR 1-201 para 2-3d dtd 25FEB15-Examine the root causes and use them to craft an effective and meaningful solution, recommendation below.

___________________________________________________________________________________

REGULATORY ACTION REQUIRED: What does the current standard (AR, OPORD, DODI, etc.) state the unit must do to be in compliance? (i.e Day Room MUST be secured during duty hours or when not in use).

INSPECTOR’S RECOMMENDATION: (Explain how unit can fix the problem; don’t just say ‘fix as per specific regulation’. Be specific as the unit will use this page to begin correcting the identified weakness (UNSAT). Avoid short-term fixes. Instead, focus on achieving long-term and far-reaching solutions). If you spent time with to mentor an individual after the inspection, identify what you did and who you spoke with. If a FUNCTIONAL area received an OVERALL UNSAT—identify who you notified. Ensure recommendations task the appropriate individuals or agencies with fixing the problems. The inspector must name those individuals or agencies in each recommendation.

REGULATION/PARAGRAPH/DATE: (include the regulation, paragraph and date of the regulation that specifies the standard).

Figure D-1. Support Form Instructions
8A EXSUM

(Exsums are required if any unit receives 100% on the inspection or for any additional comments the inspector wants to add)

(To see an example of a text entry, place the cursor in a text field and press the F1 key)

EIGHTH ARMY STAFF COMMAND / STAFF INSPECTION PROGRAM (OIP/CIP/SIP) OF (put unit name here): (ex: 1st SIG BDE, 65th MED BDE, etc.)

UNIT REPRESENTATIVE: (ex: SFC Doe, John, DSN XXX-XXXX)

DATE: (ex: 2 DEC 15 or 2 December 2015)

FUNCTIONAL AREA: (example: Intelligence and Security (G2), or Personnel Recovery (G3), etc.):

SUBFUNCTIONAL AREAS INSPECTED: (example: Intelligence Oversight (IO), or CBRN Logistics):

STRENGTHS NOTED:

CHALLENGES NOTED:

COMMENTS:

AREAS OF SPECIAL INTEREST:

EIGHTH ARMY CIP/SIP/SIP INSPECTOR POC AND CONTACT EMAIL AND DSN:

Figure D-2. EXSUM
OIP/CIP/SIP Checklist GUIDE
FY17 CIP Program
as of 8 September 2016

Unit: ____________________ Date of Evaluation: ____________________

Location: _______________________________________________________

Rank/Name/ Duty Position (as applicable to this Checklist) of Unit POC:
________________________________________________________________

Unit POC Work / Cell Phone # _________________________________

POC email address _____________________________________________

Worksheet

<table>
<thead>
<tr>
<th>Total</th>
<th>#Applicable</th>
<th>#TSat</th>
<th>#TUnsat</th>
</tr>
</thead>
<tbody>
<tr>
<td>A - Organizational Inspection Program</td>
<td>07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B - CIP Establishment</td>
<td>06</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C - Scheduling/Coordination</td>
<td>05</td>
<td></td>
<td></td>
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<tr>
<td>D - Inspector Training &amp; Reports</td>
<td>07</td>
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<tr>
<td>Total</td>
<td>25</td>
<td></td>
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</tbody>
</table>

Evaluator's Rank /Name: ___________________________________________

Evaluator NIPR/ Tel: _____________________________________________

Evaluator email: _______________________________________________

Figure D-3. Example Checklist
The Eighth Army CIP/SIP checklist Guide is neither a regulation or regulatory in nature. The Guide questions are based on requirements stated in regulations and various other written directives. The Guide is simply a tool that can be used to address those requirements. As with all attempts to establish absolute rules, there are special conditions and unique situational variations. If you have a question as to applicability of a question to your organization, contact the Eighth Army CIP/SIP Coordinator/Team Chief. In all cases applicability of requirements will be determined by the CIP/SIP Coordinator/Team Chief, through direct coordination with the organization, and application of current regulations and directives.

References:
AR 1–201, Army Inspection Policy, dated 25 February 2015
AK Regulation 1–201, Army In Korea Inspection Policy, dated 29 April 2013
8A CIP for Fiscal Year 2015, OPORD 14-07-22-01, dated 221835(I) JUL14
AR 25-400-2, Army Records Management System (ARIMS), 2 OCT 2007
AK Supplement 1 to AR 25-400-2, 1 August 2012
AR 350-1, Army Training and Leader Development, dated 19 August 2014

Note: A grade of UNSATISFACTORY for any critical question will result in an overall UNSATISFACTORY for the area/subsection it was received in.

A- PROGRAM ESTABLISHMENT

<table>
<thead>
<tr>
<th>#</th>
<th>Question:</th>
<th>MSC</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Has an OIP Coordinator been designated? (BN level and above) (AR 1-201 para 1-4d (3), 25FEB15; AK 1-201 para 1-4b (3) (5) dated 8NOV15). (CRITICAL QUESTION)</td>
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<tr>
<td>2</td>
<td>Does the commander have their own current OIP established? (AR 1-201 para 1-4d (1-14), dated 25FEB15; AK 1-201 para 2-1(c) dated 8NOV15).</td>
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<tr>
<td>3</td>
<td>Do Commanders at the battalion levels and above establish an OIP for their organizations? (AR 1-201, para 3-2c-e, dated 25FEB15; AK Reg 1-201 para 2-1(b) dated 8NOV15).</td>
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<td>4</td>
<td>Are Commanders at BN level and higher ensuring their staff plans and posts inspections and audits on long range training calendar (DTMS)? (AR 1-201 para 1-4d (1-10) dated 25FEB15; AK Reg 1-201 para 1-4b (7) dated 8NOV15).</td>
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<td>5</td>
<td>Does the commander’s OIP Policy include a well-defined and effective corrective action plan that requires recommendations for corrective action? (AR 1-201 Army Inspection Policy, para 2-2C (1-4), 3-2a, 25FEB15; OPORD 16-06-15-09 (8A CIP/SIP for FY17) dated 15JUN2016).</td>
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<td>6</td>
<td>Does the OIP assign responsibility for scheduling and monitoring inspections, providing standards, and tracking feedback and corrective action? (AR 1-201 Army Inspection Policy, para 3-2b dated 25FEB15; AK Reg 1-201 para 1-4b (13)) dated 8NOV15).</td>
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<td>7</td>
<td>Does the OIP allow adequate time for units to perform corrective actions and conduct follow up inspections or activities? (AR 1-201 Army Inspection Policy, para 1-4d (7) dated 25FEB15).</td>
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Figure D-3. Example Checklist - Continued
### B- COMMAND INSPECTION PROGRAM ESTABLISHMENT

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<th>#</th>
<th>Question:</th>
<th>MSC</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Has a primary CIP coordinator been identified and submitted to the 8A CIP office? (OPORD 16-06-15-09 (8A CIP/SIP for FY17) dated 15JUN2016).</td>
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<tr>
<td>2</td>
<td>Has an alternate CIP coordinator been identified and submitted to the 8A CIP office? (OPORD 16-06-15-09 (8A CIP/SIP for FY17) 15JUN2016).</td>
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<tr>
<td>3</td>
<td>Does the commander attend the in-briefings and out-briefings, and actively conduct part of the inspection? (AR 1-201 para 3-3b, dated 25FEB15; AK Reg 1-201 para 2-2a (1) dated 8NOV15).</td>
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<tr>
<td>4</td>
<td>Do Commanders at the battalion levels and above publish their CIP each FY on or before 1 OCT? (AK Reg 1-201 para 2-1c dated 8NOV15).</td>
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<td>5</td>
<td>Are records identified, managed, maintained, and disposed according to AR 25-400-2, Army Records Management System (ARIMS), 2OCT07, Para 1-1? (AK Supplement 1 to AR 25-400-2 dated 25SEP15).</td>
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<td>6</td>
<td>Does the DTMS Master/ Operator ensure training (ex: Army inspection policy and the Army's inspection principles) are posted to the unit's DTMS training schedule? (AR 350-1, para 1-20(a), dated 19AUG2014).</td>
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### C - SCHEDULING/COORDINATION

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<th>#</th>
<th>Question:</th>
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<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Are new company commanders receiving an Initial Command Inspection (ICI) within 90 days after assumption of command, including rotational units? (AR 1-201 Army Inspection Policy, para 3-3c (2) dated 25FEB15; AK Reg 1-201 Army In Korea Inspection Policy para 2-2a (2) (a) dated 8NOV15).</td>
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<tr>
<td>2</td>
<td>Are company Subsequent Command Inspections (SCI) being conducted NLT one year after the completion of the ICI, including rotational units? (AR 1-201 Army Inspection Policy, para 3-3d (2) dated 25FEB15; AK 1-201 Army In Korea Inspection Policy para 2-2a (2) (c) dated 8NOV15).</td>
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<tr>
<td>3</td>
<td>Does the commander ensure that inspections are briefed, Approved, and scheduled during training briefings? (AR 1-201 para 1-4 d (5) dated 25FEB15).</td>
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<tr>
<td>4</td>
<td>Is command (BNs and above) conducting CIP/SIP on their subordinate units? (AR1-201 para 3-3b; 3-4, dated 25FEB15; AK 1-201 Reg para 2-2a (3) dated 8NOV15).</td>
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<tr>
<td>5</td>
<td>Are SAVs being conducted either at the commander’s discretion or when requested by the subordinate units? (AR 1-201 para 3-5 dated 25FEB15; AK 1-201 Reg para 2-2c dated 8NOV15).</td>
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Figure D-3. Example Checklist - Continued
### Talking Points:

1. Are inspected OIP and CIP coordinators aware of and adhere to the requirements of OPORD 16-06-15-09 (8A CIP/SIP for FY17) dated 15JUN2016?

2. Does CIP coordinator know how to access AR 1-201, Army Inspection Policy (dated 25FEB15), AK 1-201 Army in Korea Inspection Policy (dated 8NOV2015), OPORD 16-06-15-09 (8A CIP/SIP for FY17) dated 15JUN2016) with all associated FRAGOs and current Eighth Army Policy letters, memorandums and other guidance?

---

### Table

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<tr>
<th>#</th>
<th>Question:</th>
<th>MSC</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
<th>Sub Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Does the command train inspectors on Army inspection policy and the Army’s inspection principles? (AR 1-201 Army Inspection Policy, para 1-4d-9, 25FEB15; AK 1-201 Reg para 1-4b (11), 8NOV15).</td>
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<tr>
<td>2</td>
<td>Are commands ensuring all individuals conducting inspections are technically qualified to inspect the subject matter at hand? (AR 1-201 Army Inspection Policy, para 1-4d (14), 25FEB15).</td>
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<tr>
<td>3</td>
<td>Is a formal report of the inspection provided to the inspected unit Commander and does the report include findings, recommendations to task the appropriate individuals or agencies for fixing the problem? (AR 1-201 Army Inspection Policy, para 2-2c, 25FEB15; AK 1-201 Reg para 2-1(h), 8NOV15).</td>
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<td>4</td>
<td>Does the report identify/root cause and give a brief summary as to why the root cause was selected? (AR 1-201 Army Inspection Policy, para 2-3c, 25FEB15).</td>
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<td>Does the report identify strengths and challenges noted during the inspection? (AR 1-201 Army Inspection Policy, para 2-3c (2), 25FEB15).</td>
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<td>6</td>
<td>Does the report determine magnitude of problems(s) and determine a solution? (AR 1-201 Army Inspection Policy, para 2-3b and d, 25FEB15).</td>
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<td>7</td>
<td>Does the final report provide written feedback regarding corrective Action taken/or to be taken? (AR 1-201 Army Inspection Policy, para 2-2 (4) c 25FEB15; OPORD 16-06-15-09 (8A CIP/SIP for FY17) 15JUN2016).</td>
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### The Organizational Inspection Program (OIP)

#### The Integration of Inspections

- External Inspections
- Command Inspection
- Initial Command Inspections (CI)
- Subsequent Command Inspections (SCI)
- Intelligence Oversight
- Management Control
- Audits
- IG Inspection
- Aviation Resource Management Survey (ARMS)
- Staff Inspection
- Staff Assistance Visits (SAV)
- Emergency Deployment Readiness Exercise (EDRE)

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**Figure D-3. Example Checklist - Continued**
Figure D-4. Functional Area Scoring
MEMORANDUM FOR Commanding General, 8th Army, Unit #15263, APO 96205

SUBJECT: Reply-By-Endorsement (RBE) Corrective Action for FY14, 8th Army Command Inspection

1. References:
   b. Army in Korea (AK) Reg. 1-201, 29 April 2013, AK Inspection Policy
   c. 8th Army OPORD 418-13 (8A CIP for FY14), 25 October 2013

2. The 8th Army Command Inspection (CI) Team conducted a CI on the 19th Expeditionary Sustainment Command (ESC) from 11 to 15 November 2013. The CI team consists of inspectors from across 8th Army Directorates. Functional areas and questions in the functional areas rated as unsatisfactory have been addressed in RBE format to reestablish the appropriate standard. The RBE corrective actions are enclosed.

3. The POC for this Memorandum is Mr. Richard J. Reilly, Training Manager and 19th ESC CI Coordinator at 768-8433 or richard.j.reilly3@mil.mil.

Encl
RBE Corrective Action Taken

---

**Figure D-5. Example RBE Memorandum**
1. PURPOSE: The purpose of this memorandum is to describe corrective actions planned, initiated, and/or completed for all faults noted during the 8A CIP/SIP that occurred in February 2013.

2. Brigade S1.
      (1) Question 3: Are rating schemes posted on bulletin board and distributed to each member IAW AR 623-3? Para 1-4, 5b4.
         (a) Discussion/Finding: Lack of rating Schemes for all subordinate units.
         (b) Corrective Action: Developed and published new Standard Operating Procedures (SOP) and Brigade Policy Letter to ensure all units met the standard.
         (c) Completion Date: 3 February 2013.
         (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.
   b. Copier Program.
      (1) Question 4:
         (a) Discussion/Finding: We did not have an appointed Copier Manager due to unit turbulence and oversight.
         (b) Corrective Action: We appointed a Unit Copier Manager and ensured the person attained all the required training and preparation to conduct their duties.
         (c) Completion Date: 13 March 2013.
         (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

3. S3.
   a. Personnel Recovery.
      (1) Question 8: Has the PRO been properly trained?
         (a) Discussion/Finding: XX Brigade PRO has not attended the PR 301 Course.
         (b) Corrective Action: XX Brigade PRO will attend the next available PR 301 Course. Currently, no PR courses are available on Peninsula. Due to budget constraints TDY for CONUS course is unavailable.
         (c) Completion Date: Unknown.
         (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

Figure D-5. Example RBE Memorandum – Continued
(2) **Question 10:** PR incorporated in plans and orders?

(a) Discussion/Finding: XXX Brigade has not incorporated PR in the planning and orders process.

(b) Corrective Action: XX Brigade will incorporate PR in plans and orders process IAW FORCOM CDR PR guidance.

(c) Completion Date: 01 JUN 2013.

(d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

4. **OPD.**

   **a. Physical Security.**

   (1) **Question 3:** Motor pool/ Vehicle Security.

   (a) Discussion/Finding: During the inspection a Korean contractor drove his commercial vehicle into the motor pool. Since there is no positive control at the gates (guard on duty) there is no way to stop this from happening other than to tell them to park outside.

   (b) Corrective Action: NCOIC of the Motor pool was informed and had the contractor move his truck. Motor pool personnel will continue to enforce this regulation. There were no personal vehicles in the motor pool.

   (c) Completion Date: On the spot.

   (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

5. **S4.**

   **a. Maintenance Management.**

   (1) **Question 16:** Is the commander and or key leaders able to access and navigate LIDB maintenance module to assess performance and provide leadership IAW DA Pam 750-1, FEB 2007, paragraph 4-10 c?

   (a) Discussion/Action: The battalion motor sergeant does not have access to LIDB. The battalion motor sergeant is not trained on the use of LIDB. Get the motor sergeants trained on the use of LIDB.

   (b) Corrective Action: SSG XXX has access to LIDB and can navigate LIDB.

   (c) Completion Date: 18 February 2013.

   (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

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**Figure D-5. Example RBE Memorandum – Continued**
   a. Government Travel Card.
      (1) Question 7: Are Measures in place to keep the listing of card holder’s up-to-date?
         (a) Discussion/Finding: Approximately 2 of 318 were not completed transferring GTCC
             accounts.
         (b) Corrective Action: The S1 and the HR office will provide Incoming & PCS reports
             on a weekly basis to the BDE GTCC APC. The BDE GTCC APC work with the Unit ODTAs to
             confirm all travel card holders transfer their GTCC accounts and provide their out-processing
             documents.
         (c) Completion Date: 20 Apr 2013.
         (d) Point of contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

   b. Defense Travel System.
      (1) Question 12:
         (a) Discussion/Finding: Approximately 8 of 220 were not completed within 5 working
             days.
         (b) Corrective Action: The un-submitted voucher report is generated on a weekly basis
             and sent to each unit ODTA as a reminder to help facilitate the completion of the past due
             vouchers. The monthly report is also sent to each Unit ODTA and all correspondence from traveler
             and the ODTA is maintained. The monthly report is signed, dated and maintained in accordance
             with Army Audit Readiness checklist #5.04.
         (c) Completion Date: 1 Apr 13.
         (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

7. Command Safety Program.
   a. Organizational Structure & Training.
      (1) Question 6: Adequate safety training is provided to personnel in the organization as
          required to support the mission?
         (a) Discussion/Finding: Brigade failed to capture adequate safety training required to
             support the mission providing the 24hr mandatory residential training.
         (b) Corrective Action: Training has been coordinated through respective safety offices
             in Area II, Area III and Area IV.
         (c) Completion Date: 30 Sept 2013.
         (d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

Figure D-5. Example RBE Memorandum – Continued
b. Accident Prevention Program.

(1) **Question 9:** All personnel have completed the composite risk management basic course?

(a) Discussion/Finding: Brigade failed to have all personnel complete composite risk management basic course.

(b) Corrective Action: Training has been set up to train all personnel IAW AR 385-10.

(c) Completion Date: 30 Sept 13.

(d) Point of Contact: MAJ XXXX at XXXX.mil@mail.mil, DSN XXX-XXXX.

**Figure D-5. Example RBE Memorandum - Continued**
MEMORANDUM THRU Command Inspection Program (CIP) Section, Eighth Army (8A), Unit #15236, APO AP 96205-5236

FOR Commander, UNIT ADDRESS

SUBJECT: NONCONCUR-INSPECTED UNIT FY17 Command Inspection Reply-by-Endorsement

1. References:

2. G4 Master Driver/ Drivers Training Program non-concurs with the INSPECTED UNIT Reply-by-Endorsement. INSPECTED UNIT doesn't have a program to conduct on/off-road training quarterly (using Night Vision Goggles (NVG). NVG training is required in order for the unit to be in compliance with AK 350-1.

3. Point of Contact for this Memorandum is the undersigned at DSN: XXX-XXXX or xxxx.xxxx.xxxxxx@mail.mil

NAME
RANK, USA
POSITION

Figure D-6. Example NONCONCUR Memorandum
CIP Hero Nominations

1. **NAME, (Section, Area): Ex. EEO, Museum Curator**

   (NAME) volunteered and assumed the collateral duties as the EEO Liaison and has transformed the EEO Program in the following areas: Annual EEO Training Compliance (100% for the past 2 years), tackling and/or referring issues before they arise to an EEO Complaint (zero complaints filed), led the efforts on the creation and monitoring of DA civilian awards (Monetary and non-monetary), serving as keynote speaker at numerous EO Ethnic/Special observances across Korea, and spearheaded the efforts to hire the very first group of interns for 2ID and Area I with the placement of 3 of the 7 students hired by 8A under the DoD Workforce Recruitment Program for College Students with Disabilities in area I (G6 (1), Museum (1) and TSA-K (1)). Two of the selected WRP students were veterans and one was permanently hired under the 30% or More Disabled Veterans appointment authority.

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**EIGHTH ARMY**

**COMMAND INSPECTION PROGRAM**

**(CIP) HERO 2017**

*Certificate of Achievement*

*is presented to*

**Full Name**

*(Functional Area)*

For outstanding achievement during the (UNIT) Command Inspection for Fiscal Year 2017. Your dedication to duty and selfless service were instrumental to the success of the mission. Your efforts reflect great credit upon yourself, Eighth Army, and the United States Army.

*“Pacific Victors!”*

---

**DATE**

---

**TAMMY S. SMITH**

Major General, USA
Deputy Commanding General
Sustainment

---

*Figure D-7. Sample CIP Hero Nomination and Certificate*
Figure D-8. CIP/SIP Out-Brief Slide Format Example Single Area

UNCLASSIFIED
G37 - KATUSA Soldier Program

Sub-Functional Areas: KATUSA Soldier Program

<table>
<thead>
<tr>
<th></th>
<th>NOV 2016</th>
<th>31 of 31</th>
<th>100.0%</th>
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* Strengths:*
- 8A HHB Program Manager and Republic of Korea Army (ROKA) Staff NCOIC are very knowledgeable and actively support KATUSA Soldier Program procedures.
- 8A HHB KATUSA Snack Bar Management conducts inspections, validates sales vouchers and ensures the concessionaire complies with the license agreement IAW AK 600-2 (Republic of Korea Army Personnel with the United States).

* Challenges: * No challenges noted.

* Overall Assessment: * Satisfactory
G4 - Supply Management

Sub-Functional Areas: NOV 2016 99.2%

- Supply Management – General 4 of 4 100.0%
- Central Issue Facility (CIF) and Organization Clothing and Individual Equipment (OCIE) 1 of 1 100.0%
- Ammunition Ammunition Program 3 of 3 100.0%
- Ammunition Management 2 of 2 100.0%
- Lost, Damaged, or Destroyed Property 12 of 13 92.3%
- Training 2 of 2 100.0%
- Property Book Unit Supply Enhanced (PBUSE) N/A N/A
- Supply Economy/Management of Excess 5 of 5 100.0%
- File Management 13 of 13 100.0%
- Command Supply Discipline Program (CSDP) 16 of 16 100.0%
- Campaign On Property Accountability (COPA) 9 of 9 100.0%
- Recoverable Management 5 of 5 100.0%
- Audit Readiness 9 of 9 100.0%
- Key Control 5 of 5 100.0%
- Publication 37 of 37 100.0%

OPR: SGS A5 OF: 07130000DEC16

G4 - Supply Management

**Strengths:**
- Strong Command emphasis on the Command Supply Discipline Program. Sampled 2 out of 4 inspections that were conducted between 2015-2016. Additional emphasis was placed to ensure the S4 maintained two CSDP evaluations per subordinate organization. AR 735-5, para 11-6d(2)(b) states "Establish a file of evaluations conducted. A minimum of two evaluations per organization will be maintained."

**Challenges:** No challenges noted.

**Overall Assessment:** Satisfactory

**AR 735–5 Property Accountability Policies**

Figure D-9. CIP/SIP Out-Brief Slide Format Example Multiple Area
MEMORANDUM FOR Eighth Army (8A) Command Inspection Program (CIP) Coordinator

SUBJECT: 3rd Battlefield Coordination Detachment (3rd BCD) CIP

1. 8A Knowledge Management CIP inspection team will not conduct command inspection of the 3rd BCD.

2. Justification: 3rd BCD does not have a dedicated knowledge management (KM) section nor does it have the personnel to man such a section without augmentation. 8A KM provides 3rd BCD KM support as needed and requested.

3. The POC for this memorandum is MAJ Brian Hansen, 8A Battle Command Officer at DSN 723-3372 or brian.r.hansen.mil@mail.mil.

BRIAN R. HANSEN
MAJ, GS
8A Battle Command Officer

Figure D-10. Example of Non Inspection Memorandum
MEMORANDUM OF AGREEMENT
BETWEEN
3rd BATTLEFIELD COORDINATION DETACHMENT-KOREA
AND
35th AIR DEFENSE ARTILLERY BRIGADE

SUBJECT: Antiterrorism/Force Protection Program Agreement

1. Reference:
   a. Osan Airbase Antiterrorism/Force Protection Plan
   b. 35th ADA Brigade Antiterrorism/Force Protection Plan

2. Purpose. To outline the responsibilities of the 3rd Battlefield Coordination Detachment-Korea, and the 35th ADA BDE provided in the Osan Airbase Antiterrorism/Force Protection plan.

3. Issue. Outlined in the Osan airbase antiterrorism/force protection plan 3rd Battlefield Coordination Detachment-Korea and the 35th ADA BDE are coupled due to the following reasons:
   a. The 3rd Battlefield Coordination Detachment-Korea and the 35th ADA BDE share the same building for daily duty purposes.
   b. Random Antiterrorism Measures (RAMS) provided in the Osan airbase antiterrorism/force protection plan be the 3rd Battlefield Coordination Detachment-Korea to the 35th ADA BDE to assist in the completion of the task.
   c. The proper equipment such as rifles, night vision goggles, radios and tactile vehicles are not in the 3rd Battlefield Coordination Detachment-Korea MTOE.

4. Scope. This memorandum applies to all personnel assigned to the 3rd BCD-K at Osan Airbase.

5. Support. 3rd BCD will remain scheduled for CIP inspection but the responsible organization, 35th ADA and/or Osan Airbase Garrison, will be inspected in lieu of 3rd BCD IOT ensure responsible organization(s) are supporting/incorporating 3rd BCD into planning.

6. Effective Date of this memorandum is 18 APR 2016. This memorandum will be reviewed 180 days after implementation, 12 OCT 2016, and annually thereafter.

MARK A. HOLLER
COL, AD
Commanding

YIJS GWON
COL, FA
Commanding

Figure D-11. Example of Memorandum of Agreement
Annex E
Office of Primary Responsibility Working Group MATRIX for 8A HQs

Office of Primary Responsibility
Working Group
Matrix of 8A HQs

- G1
- G2
- G3
- G34
- G35
- G37
- G4
- G5

- G6
- G7
- G8
- G9
- Chaplain
- Engineer
- EOD
- KM

- PAO
- PMO
- Safety
- Medical
- CIP/SIP
- IG
- ARET

8A Chief of Staff
8A OIP Coordinator
8A Deputy Chief of Staff
8A IG
## Glossary

### Section I. Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADP</td>
<td>Army Doctrine Publication</td>
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<tr>
<td>ADRP</td>
<td>Army Doctrine Reference Publication</td>
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<tr>
<td>AICR</td>
<td>Assessment in Compliance Review</td>
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<tr>
<td>AK</td>
<td>Army in Korea</td>
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<tr>
<td>AR</td>
<td>Army Regulation</td>
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<tr>
<td>AUM</td>
<td>Assessable Unit Manager(s)</td>
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<tr>
<td>CG</td>
<td>Commanding General</td>
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<tr>
<td>CI</td>
<td>Command Inspection</td>
</tr>
<tr>
<td>CIP/SIP</td>
<td>Command Inspection Program/Staff Inspection</td>
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<tr>
<td>DA</td>
<td>Department of the Army</td>
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<td>DAIG</td>
<td>Department of the Army Inspector General</td>
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<td>DOD</td>
<td>Department of Defense</td>
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<tr>
<td>DODIG</td>
<td>Department of Defense Inspector General</td>
</tr>
<tr>
<td>EAIG</td>
<td>Eighth Army Inspector General</td>
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<tr>
<td>IAW</td>
<td>In Accordance With</td>
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<tr>
<td>IG</td>
<td>Inspector General</td>
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<td>ICA</td>
<td>Internal Control Administrator</td>
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<tr>
<td>ICEP</td>
<td>Internal Control Evaluation Plan</td>
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<td>Initial Command Inspection</td>
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<td>Managers’ Internal Control Program</td>
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<td>OIP</td>
<td>Organizational Inspection Program</td>
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<td>Secretary of the Army Inspector General</td>
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<td>SAV</td>
<td>Staff Assistance Visit</td>
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<td>Subsequent Command Inspection</td>
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<td>Staff Inspection</td>
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<td>SIP</td>
<td>Staff Inspection Program</td>
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Section II. Terms

Assessable Unit. Reporting organizations are segmented into assessable units, which in turn are responsible for conducting internal control evaluations in accordance with the ICEP.

Assessable Unit Manager (AUM). The military or civilian head of an assessable unit. Preferably at the general officer or senior executive service level but not lower than an O-6, GS-15, or equivalent. In exceptional cases where the grade structure does not support having an AUM at this level, the AUM will be the senior military or HQDA civilian functional manager. The AUM ensures that the results of required internal control evaluations are certified.

Assessment in Compliance Review (AICR). AICRs represents a new area deemed necessary to be added to the CIP program. It does not affect the overall percentage of the current CIP, but any UNSAT question is required to be addressed within 90 days from the AAR.

Audit. An examination of records to verify their accuracy that is conducted by an independent and qualified agency.

Command Inspection. A command directed inspection focused on checking the organization’s compliance with established policies and regulations.

Follow Up. Action taken to determine if deficiencies found during a previous inspection or audit have been corrected.

IG Inspection. CGs will direct IG inspections that focus primarily on systemic issues that affect many units throughout the command, to identify substandard performance, determine the magnitude of the deficiency, and seek the root cause for the substandard performance or deficiency. IGs focus principally on systemic issues and then develop recommended solutions or improvements as appropriate. IG inspections also teach systems, processes, and procedures; identify responsibility for corrective actions; and share innovative ideas. CGs may opt to direct IG inspections for other purposes such as inspecting compliance with newly published command regulations or programs. The IG inspection results will not be used to compare units or organizations or as criteria for competitive unit awards. Inspection results will not be used to reward, punish, or compare commanders, individuals, or their units.

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

Organizational Inspection Program (OIP). A comprehensive, written plan that synchronizes all the organization’s inspections and audits, to include those to be conducted by external agencies.

Staff Inspection. Staff inspections occur at the commander’s/State Adjutant General’s/program manager’s/director’s discretion. These inspections have the ability to provide the commander/State Adjutant General/program manager/director with specific, compliance-oriented feedback on functional areas or programs within the organization. The commander/program manager/director may choose to direct staff principals and staff members to conduct staff inspections that can stand alone or that can complement ongoing command and IG inspections. Staff inspections are compliance-oriented and focus on a single functional area or a few related areas.