

III Corps & FH Reg 1-201

Administration

# **Phantom Warrior Inspection Policy (PWIP)**

Headquarters  
III Corps and Fort Hood  
Fort Hood, Texas  
8 June 2010

**UNCLASSIFIED**

# SUMMARY of CHANGE

III Corps & FH Reg 1-201  
Phantom Warrior Inspection Policy (PWIP)

This administrative revision, dated 8 June 2010 –

- Changes the Organizational Assistance Program approach to the Organizational Readiness Visit approach to inspections which focuses on readiness of units above assisting units with compliance.
- Makes administrative changes (throughout).

Administration

**Phantom Warrior Inspection Policy (PWIP)**

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**History.** This revision is an administrative revision. Portions affected by this revision are listed in the summary of change.

**Summary.** This regulation establishes the III Corps and Fort Hood Organizational Inspection Policy, heretofore named Phantom Warrior Inspection Policy (PWIP). It defines the PWIP focus, establishes III Corps and subordinate unit requirements, and emphasizes the reduction of redundancies in inspection efforts.

**Applicability.** This regulation applies all or in part to all units and activities assigned, attached, tenant, or under training and

readiness authority (TRA) to III Corps and Fort Hood.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from the Office of the Inspector General, III Corps and Fort Hood.

**Suggested improvements.** The proponent of this regulation is the Office of the Inspector General, III Corps and Fort Hood. Users may send comments and suggested improvements on DA Form 2028 (Recommended Change to Publications and Blank Forms) to the Commander, III Corps and Fort Hood, ATTN: AFZF-IG, Fort Hood, Texas 76544-5003.

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\* This regulation supersedes III Corps and Fort Hood Regulation 1-201, dated 6 February 2009.

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## **Chapter 1 Overview**

### **1-1. Purpose**

This regulation defines the Phantom Warrior Inspection Policy (PWIP) and establishes responsibilities therein.

### **1-2. References**

Required and related publications and prescribed and referenced 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. Organizational inspection policy (OIP) concept**

a. The OIP is the commander's inspection policy.

(1) Commanders establish policies, procedures, responsibilities, and strategies for assistance and inspections.

(2) The OIP is the commander's management tool that avoids inspection redundancies.

(3) A good plan includes assistance visits and inspections conducted by higher commands and outside agencies and will:

(a) Be tailored to the organization's structure and mission.

(b) Focus on problems without regard to their difficulty of resolution.

(c) Contain a feedback mechanism to track problems until they are resolved.

(d) Refer systemic problems to the proper external level for resolution.

(4) Commanders above battalion level should formulate their OIP to complement the battalion OIP.

(5) Brigade, division and Corps level OIP should not burden the battalion with redundant inspections or requirements.

b. All commanders at battalion level and above will establish an OIP.

(1) The OIP must ensure that the total assistance and inspection effort integrates command, staff and, where applicable, Inspector General (IG) inspections into one balanced program of complementary inspections.

(2) The principles outlined in Army Regulation (AR) 1-201 (Army Inspection Policy) underscore the principles common to good inspection programs.

### **1-5. Organizational inspection policy (OIP) components**

AR 1-201 establishes three categories of inspections and one assistance visit function:

a. Command inspection (CI).

(1) An inspection of an organization conducted by a commander in the chain of command.

(2) The inspector determines areas to be inspected, scope of the inspection and composition of the inspection team.

(3) CIs focus on units.

b. Staff inspection (SI). SIs are inspections of a subordinate organization or activity conducted by a staff focusing on the functional area for which that activity is responsible.

c. IG inspections are conducted by detailed or assistant IGs, oriented toward the identification of:

(1) Systemic issues, problems or trends.

(2) Determination of root causes.

(3) Development of possible solutions.

(4) Assignment of responsibilities for correcting the problems.

d. Staff assistance visit (SAV). SAVs are staff-led assistance efforts aimed to develop subordinate level staffs or units aligned along functional areas.

### **1-6. III Corps and Fort Hood Commanding General's intent**

a. Commanders are responsible for command and staff inspections.

b. Properly planned, executed and analyzed assistance visits and inspections assist commanders in their overall assessment of unit readiness.

(1) The PWIP allows commanders to design and implement a system of assistance visits and inspections tailored to unit mission and needs.

(2) The policy also allows commanders to gauge their units' compliance with established standards, policies, procedures, and readiness philosophy.

(3) The key element of the PWIP is the organizational readiness visit (ORV). The ORV crosses the Corps, mission support element (MSE), and Garrison staffs to best provide commanders with the resources necessary to achieve maximum operational efficiency across a broad range of functional areas.

c. Assistance visit and inspection results can then be used to analyze shortcomings, request further assistance and develop strategies to bring units up to established standards.

d. Commanders and their staffs must be personally involved in the assistance and inspection processes.

(1) Involvement should entail evaluating unit mission, resources and standards, and should include periodic compliance checks, at least one level down, to ensure that codified standards are met.

(2) Commanders can use their own staffs and request assistance from the III Corps and Fort Hood staffs to carry out their assistance and inspection programs.

(3) Assistance may take the form of functional area assistance, inspection team augmentation and/or inspection training.

(4) Assistance visits and inspections warrant the same degree of planning and resources as other major training events, and should be scheduled well in advance and include appropriate train-up for inspection team members.

## **1-7. Phantom Warrior Inspection Policy (PWIP)**

a. The PWIP ensures that assistance and inspection efforts complement one another and achieve the III Corps and Fort Hood Commanding General's intent and vision in the execution of the prescribed missions:

- (1) Prepare Soldiers and units for combat (III Corps).
- (2) Take care of Soldiers, Families, and civilians at "The Great Place."

b. Well-defined and efficiently executed assistance and inspection programs at all levels of command will enable commanders to define, disseminate and maintain high standards, and ensure their units and Soldiers comply with regulatory and command guidance.

c. The PWIP consists of the ORV, IG inspections, CIs, and SIs. The PWIP includes the inherent requirement for subordinate commands to execute company-level initial command inspections (ICIs) and subsequent command inspections (SCIs) in accordance with (IAW) AR 1-201. The PWIP does not prescribe a requirement for CIs or SIs of assigned, attached, tenant, and training and readiness authority (TRA) commands above the company level. The conduct of such will be at the discretion of the next higher commander of the unit being inspected. Battalion, brigade and division CIs and SIs are conducted at the discretion of the next higher commander. The primary focus of the PWIP is to facilitate subordinate unit mission accomplishment through a comprehensive and responsive ORV, and the conduct of IG inspections as directed by the Department of Defense (DOD), Department of the Army (DA), Forces Command (FORSCOM), and the III Corps and Fort Hood Commanding General.

d. PWIP objectives are:

- (1) Assist with and assess individual Soldier through unit level mission readiness.
- (2) Shape coordinated assistance and inspection programs across the Corps.
- (3) Assess attainment of unit goals and objectives, when directed.
- (4) Provide a framework for conducting assistance visits to facilitate growth, improvement and validation of battalion, brigade and division staff and commander functions.
- (5) Identify and correct systemic deficiencies that impede mission accomplishment.
- (6) Teach and train subordinate units.

e. The PWIP delegates the responsibility for conducting unit compliance inspections (CIs and SIs) to subordinate commanders and their staffs (see table B-1).

f. In contrast, the primary agents for inspecting and auditing systems are the IG and elements of the installation audit office.

g. Under the direction of the III Corps Chief of Staff (CofS) or a designated representative, assistance requests are facilitated by the respective staff section or installation agency with responsibility for the topic(s).

h. MSC brigade combat teams (BCTs) and other III Corps subordinate commanders submit assistance request memorandum to the III Corps Commander, attention (ATTN): ACS-G3.

i. Each inspecting agency or section will maintain their readiness topics and associated checklists. Sections will submit their respective checklists to the III Corps IG for consolidation in an IG ORV reference located at <https://moss.hood.army.mil/units/iicorps/SpecialStaff/IG/default.aspx>.

## **Chapter 2 Responsibilities**

### **2-1. Commanders at battalion level and above**

Commanders at battalion level and above will:

- a. Set and enforce policy and standards.
- b. Establish an OIP for subordinate levels of command consistent with this and all related regulations, and ensure compliance. Focus on readiness, minimize subordinate unit disruption and allow time for subordinate elements to apply corrective actions between inspections.
- c. Provide servicing IG with a copy of current OIP.
- d. Conduct an ICI for subordinate company level commanders within 90 days from assumption of command according to AR 1-201.
- e. Conduct subsequent command inspection (SCI) for subordinate company level commanders 12 months following the completion of the ICI according to AR 1-201.
- f. Personally participate in subordinate unit CIs.
- g. Conduct CIs, SIs and SAVs as defined by unit OIP and required by AR 1-201.
- h. Conduct Command Supply Discipline Program (CSDP) evaluations of subordinate units according to AR 710-2 (Supply Policy Below the National Level) and Fort Hood (FH) Regulation 710-2 (Command Supply Discipline Program (CSDP)).
- i. Provide servicing IG a summary of inspection results not later than 60 days after completion of any inspection (see figure D-2).
- j. Monitor and coordinate inspection activities under their control to eliminate redundancy and minimize disruptions.
- k. Reflect all SAVs, CIs and SIs on long range training calendars.
- l. Maintain written reports of command and staff inspections.
- m. Ensure inspection teams are trained to inspect to Army standards.
- n. Review results of their units' most recent CIs and SIs, and ensure completion of follow-up inspections before subsequent CIs and SIs are scheduled.
- o. Take appropriate action to adjust guidance and policies that fail to accomplish their intended objectives.

### **2-2. Deputy Commanding General (DCG) (United States [US])**

a. The III Corps and Fort Hood DCG (US) will oversee the training, maintenance, administration, and operations for assigned, attached, tenant, and TRA units as outlined in the current Command Group Terms of Reference (Memorandum: AFZF-CG,

Subject: Command Group Terms of Reference). The DCG (US) will lead ORV visits for the respective units to stay fully abreast of the training and readiness posture of the command.

- b. Corps and installation staffs will assist the DCG (US).

### **2-3. Deputy Commanding General (DCG) (Canada)**

a. The III Corps and Fort Hood DCG (Canada) will oversee the training, maintenance, administration, and operations for assigned, attached, tenant, and TRA units as outlined in the current Command Group Terms of Reference (Memorandum: AFZF-CG, Subject: Command Group Terms of Reference). The DCG (Canada) will normally lead scheduled ORV visits for the respective units to stay fully abreast of the training and readiness posture of the command.

- b. Corps and installation staffs will assist the DCG (Canada).

### **2-4. Garrison Commander**

a. The Garrison Commander will conduct assistance visits and inspections of all organizations and activities under his or her supervision as appropriate.

b. Garrison assets on Fort Hood will assist during ORV visits to Fort Hood units. Direct coordination for Garrison support at other installation with III Corps units will be organized as required.

### **2-5. III Corps Chief of Staff (CofS)**

a. The III Corps and Fort Hood CofS is responsible for facilitating and approving visits under the ORV for assigned, attached, tenant, and TRA units. In the absence of the DCG (US) or DCG (Canada), the CofS will lead scheduled ORV visits for the respective units to stay fully abreast of the training and readiness posture of the command.

- b. Corps and installation staffs will assist the III Corps CofS.

### **2-6. III Corps Assistant Chief of Staff (ACofS), G1**

The ACofS, G1 is the proponent for all unit administration and personnel related functional areas as defined by the III Corps and Fort Hood ORV (see table C-1).

### **2-7. III Corps Assistant Chief of Staff (ACofS), G2**

The ACofS, G2 is the proponent for all intelligence and security related functional areas as defined by the ORV (see table C-1).

## **2-8. III Corps Assistant Chief of Staff (ACofS), G3**

- a. The ACofS, G3 is the proponent for all operations and training related functional areas as defined by the ORV (see table C-1).
- b. MSC G3s and S3s of assigned, attached, tenant, and units under TRA will:
  - (1) Coordinate their respective OIP.
  - (2) Identify scheduling conflicts and coordinate visits.
  - (3) Schedule SAVs, CIs and SIs on training calendars.
  - (4) Schedule all announced inspections and visits.

## **2-9. III Corps Assistant Chief of Staff (ACofS), G4**

The ACofS, G4 will serve as the proponent for all logistics and material readiness related functional areas as defined by the ORV (see table C-1). Additionally, the ACofS, G4 shall serve as the III Corps and Fort Hood CSDP coordinator and will:

- a. Use AR 710-2, appendix B as the basis for executing the CSDP.
- b. Conduct CSDP assistance visits and evaluations of MSCs assigned, attached, tenant, and units under TRA, Headquarters Command, III Corps, and the Directorate of Logistics on installations under III Corps control.
- c. Provide inspected commanders with written results of CSDP assistance visits and evaluations.

## **2-10. III Corps Assistant Chief of Staff (ACofS), G6**

The ACofS, G6 is the proponent for command, control, communications and computers (C4) related functional areas as defined by the ORV (see table C-1).

## **2-11. III Corps Assistant Chief of Staff (ACofS), G7**

The ACofS, G7 is the proponent for all civil military operations (CMO) related functional areas as defined by the ORV (see table C-1).

## **2-12. III Corps Assistant Chief of Staff (ACofS), G8**

The ACofS, G8 is the proponent for all procurement and budget related functional areas as defined by the ORV (see table C-1).

## **2-13. III Corps Command Maintenance Evaluation and Training (COMET) Team**

The III Corps COMET:

- a. Provides a technically proficient team to assess and evaluate III Corps' readiness using supply, maintenance and financial posture as indicators.
- b. Provides technical assistance and training for individuals and units; focused on areas where improvement is required to meet and exceed DA standards.
- c. Provides feedback to commanders on their units' performance in meeting Army standards for supply, maintenance management and financial management through CIs and on-site assistance visits.

- d. Performs the following functions as part of force readiness:
  - (1) Preventive maintenance checks and services (PMCS).
  - (2) Verification audits.
  - (3) Roadside spot checks.
  - (4) Emergency deployment safety checks.
  - (5) Unit assistance visits.
  - (6) Arms rooms/small arms repair parts assistance visits.
  - (7) Financial management unannounced, Commanding General directed compliance audits.
  - (8) Support of deployment assistance teams.
- e. COMET results will be presented at CI out-briefs.

## **2-14. III Corps and Fort Hood Inspector General (IG)**

The III Corps and Fort Hood IG will:

- a. Serve as the PWIP coordinator and as the proponent for all related inspection policy.
- b. Provide information to the Commanding General and the command group (when directed) on matters concerning IG activities, and inform the command group of items of interest concerning mission accomplishment and the state of morale, discipline, efficiency, economy, and readiness.
- c. Schedule and conduct directed programmed and special IG inspections according to AR 20-1 (Inspector General Activities and Procedures), AR 1-201, and this regulation.
- d. Inspect non-appropriated fund activities and private organizations as prescribed by DA regulations.
- e. Conduct intelligence oversight inspections within III Corps and Fort Hood.
- f. Prepare and submit IG inspection reports as required.
- g. Conduct follow-up IG inspections to ensure prompt, effective and coordinated corrective actions are taken.
- h. Analyze inspections, audits and visit reports for issues impacting on mission readiness, war fighting capability and the care of Soldiers, DA civilians, and their Families, and recommend issues for special inspection to the Commanding General.
- i. Receive subordinate unit summary inspection reports in order to analyze systemic trends and identify problems.
- j. Coordinate administrative support to FORSCOM, DA and other DOD IGs upon request.
- k. Instruct units on "how to inspect" when requested.
- l. Teach and train units.
- m. The III Corps IG shall not conduct inspections under CI or SI programs unless directed by the Commanding General under the IG Inspection guidelines outlined by AR 20-1 and AR 1-201.

## **2-15. Major subordinate command (MSC) Inspectors General (IGs)**

MSC IGs will:

- a. Monitor the OIP at their level and provide feedback to their respective commanders.
- b. Advise their commanders on matters concerning IG activities and inform commanders concerning matters of mission accomplishment, state of morale, discipline, efficiency, economy, and readiness.
- c. Schedule and conduct IG inspections according to AR 1-201, AR 20-1 and this regulation.
- d. Conduct programmed inspections, special inspections and assistance visits as directed or requested.
- e. Conduct intelligence oversight inspections within their commands.
- f. Identify recurring deficiencies indicating systemic problems, analyze inspection findings to identify causes and forward recommendations to the appropriate headquarters.
- g. Analyze external inspections and command and staff inspections to identify systemic problems and potential special inspection topics.
- h. Conduct training on "How to Inspect" and disseminate information regarding successful techniques and procedures.
- i. Provide IG inspection schedules to appropriate MSC staff agencies.

## **2-16. III Corps and installation staff elements**

III Corps and installation staff elements will:

- a. Visit units to provide training and assistance to resolve deficiencies upon request.
- b. Develop ORV topics for inclusion in the readiness topics (table C-1) that complement subordinate unit mission accomplishment.
- c. Develop and disseminate ORV topic tools (checklists, sample standing operating procedures (SOP), fact sheets, best practices, etc.) for subordinate unit use.
- d. Monitor functional areas within subordinate units.
- e. Augment the III Corps IG inspection team upon request to provide subject matter expertise during directed IG Inspections.
- f. Provide a current annual schedule of inspections, audits and assistance visits through the III Corps CofS, the ACofS, G3 and the III Corps and Fort Hood IG.

## **2-17. Assistance and inspection team members**

Individuals conducting inspections must train to, and know the Army standards for the area of assistance or inspection.

## **Chapter 3**

### **Organizational Readiness Visits (ORVs)**

#### **3-1. III Corps and Fort Hood organizational concept**

a. The Corps ORV for brigades TRA to III Corps Senior Commander will be conducted at the request of the brigade commander or at the direction of the III Corps and Fort Hood Commanding General. As a minimal, the ORV for TRA brigades will be scheduled during the re-deployment Reset phase of the Army Force Generation (ARFORGEN) cycle (typically between R+90 and R+180) and within 90 days of a TRA brigade's change of command.

(1) For units not TRA to III Corps, ORVs are optional, as requested by the unit commander. Such requests will be staffed through the III Corps G3 to the III Corps Commander.

(2) MSCs assigned to Fort Hood with organic IG offices are not subject to III Corps ORVs. However, when such MSCs deploy, separate brigades or battalions left TRA to III Corps will be subject to the Corps ORVs IAW guidance above.

(3) In the absence of the DCG (US) or DCG (Canada), the CofS will lead the ORVs of the unit.

(4) The III Corps and Fort Hood ORV team will consist of primary staff elements, functional area representatives and installation directorates as required to meet the needs of the subordinate unit.

b. Upon scheduling of the assistance visit, each primary staff element, functional area representative and installation directorate representative will coordinate with their counterpart in the inspected unit.

#### **3-2. Primary areas of organizational readiness**

See table C-1. Additional assistance topics (not listed in table C-1) may be requested by the subordinate commander or added at the discretion of the DCG (US) or DCG (Canada), in the case where the readiness visit is directed by the III Corps and Fort Hood Commanding General.

#### **3-3. Scheduling**

a. ORVs will be placed on the appropriate long range and near term training calendars at both the requesting and executing headquarters.

b. III Corps G3 will continue with redeploying units and TRA brigades changing command to endure deliberate scheduling of ORVs are accomplished and briefed during periodic planning briefings.

### **3-4. Reports**

a. Each assistance visit or inspection should result in a separate written report that is generally composed of a basic memorandum containing an overview of assistance given or inspection results observed, with appropriate enclosures containing a detailed discussion of each finding.

b. Inspection findings are complete, comprehensive and concise documents written to define problems or recognize commendable areas, and contain concise statements summarizing the findings.

c. ORVs conducted during ARFORGEN Reset phase requires the inspected commander to reply by endorsement to the III Corps Commanding General with corrective action taken to address each finding. ORVs conducted as a result of a brigade change of command requires no corrective action reply; however, inspected brigade commanders are highly encouraged to require their functional agents to reply to the brigade headquarters with corrective action taken. Generally, there is no reply necessary for staff assistance visits.

d. Inspection reports are addressed to the commander of the inspected activity through the chain of command for information, comment or corrective action as appropriate.

e. Selective portions of the report, or appropriate extracts, may be provided to other commanders and agencies whose functional areas of responsibility relate to inspection findings.

f. Systemic findings concerning agencies external to the inspected command are forwarded to them for required corrective action. For ORVs, the III Corps IG will facilitate such forwarding when applicable agencies are under the authority of the Corps Commander or agencies above the Corps level.

g. Upon receipt of an inspection report, the inspected commander will take corrective action on discrepancies under their purview of responsibility.

h. The report will be addressed to the commander of the assisted or inspected unit under the signature of the team leader DCG (US), DCG (Canada) or designated representative (see figure D-2).

i. Inspection results will focus on significant problems involving unit capability rather than emphasizing the status of the organization.

j. Subjective ratings such as satisfactory, unsatisfactory, pass or fail, go or no go are discretionary in an inspection report.

## **Chapter 4**

### **Inspector General (IG) Inspections**

#### **4-1. Inspector General (IG) inspection policy**

IGs conduct a deliberate process to identify, evaluate and set priorities for potential inspections to be included in the IG inspection program. When approved for implementation by the III Corps and Fort Hood Commanding General, such inspections become programmed IG inspections and shall be included on the training calendar.

#### **4-2. Special inspections**

Special IG inspections are conducted as required and when directed by the III Corps and Fort Hood Commanding General. Typically, special IG inspections focus on a specific area of interest, problem or activity.

a. The scope and purpose of special IG inspections are limited and narrowly defined.

(1) They may encompass one or more subordinate MSCs, attached, assigned, tenant, or TRA units, agencies or activities across the installation or the Corps.

(2) All appropriated and non-appropriated activities within III Corps and Fort Hood such as private organizations, agencies performing customer service functions, commercial activities, and other Corps or installation functions are under the purview of the special IG inspection program.

(3) The scope and frequency of special inspections is determined by the III Corps and Fort Hood Commanding General.

(4) Topics of special IG inspections are determined by analysis of inspection results, assistance topics, commanders' concerns, and command guidance.

b. Scope:

(1) All III Corps and Fort Hood units and activities are subject to special IG inspections conducted by the III Corps IG, FORSCOM IG, Department of the Army Inspector General (DAIG), and/or DOD IG.

(2) On occasion, when resources are constrained, detailed MSC IGs may be requested to conduct special inspections of areas identified by the III Corps and Fort Hood Commanding General with results provided to III Corps IG.

(3) Normally, MSC IGs will conduct special IG inspections within their respective commands.

#### **4-3. Special inspections procedures**

Directed special IG inspections are developed by detailed IGs, approved by the III Corps and Fort Hood Commanding General and incorporated into the training planning process described in FM 7-0 (Training for Full Spectrum Operations).

a. An approved inspection schedule is coordinated with the ACofS, G3 to minimize impact on units and planned operations.

b. Special IG inspections will be conducted with a view toward minimizing disruption to inspected units and activities.

c. Unscheduled special IG inspections may be conducted on an as-needed basis only when directed by the III Corps and Fort Hood Commanding General.

#### **4-4. Follow-up inspections**

Follow-up inspections are conducted as required and focus on previously identified deficiencies in units or activities.

a. The scope and purpose of follow-up inspections are limited and narrowly defined.

(1) They may encompass one or more subordinate commands, agencies or activities across the installation or the Corps.

(2) All appropriated and non-appropriated fund activities within III Corps such as private organizations, agencies performing customer service functions, commercial activities, and other Corps or post functions are subject to follow-up inspections.

(3) The scope and frequency of follow-up inspections is determined by the III Corps and Fort Hood Commanding General.

(4) Topics of follow-up inspections are determined by analysis of inspection results, commanders' concerns and command guidance.

b. Scope:

(1) All III Corps and Fort Hood units and activities are subject to follow-up inspections conducted by the III Corps IG, FORSCOM IG, DAIG, or DOD IG.

(2) On occasion, when resources are constrained, detailed MSC IGs may be requested to conduct follow-up inspections of areas identified by the III Corps and Fort Hood Commanding General with results provided to III Corps IG.

(3) Normally, MSC IGs will conduct follow-up inspections within their respective commands.

(4) Follow-up inspection procedures are analogous to special inspection procedures (paragraph 4-3 above).

## **Chapter 5 Command Inspections (CIs)**

### **5-1. Command inspection (CI) concept**

a. A CI is:

(1) Mission essential take list (METL)-based and designed to:

(a) Validate unit strengths.

(b) Identify problems impacting mission accomplishment.

(c) Determine systemic root causes of those problems.

(d) Fix responsibility for corrective action.

(2) A management tool commanders use to assess their units in areas other than tactical proficiency, and has considerable potential as a combat readiness indicator.

b. Primary areas of interest for the CI include:

- (1) Training.
- (2) Caring for Soldiers and their Families.
- (3) Maintaining and sustaining.
- (4) Discipline.

c. Unit priorities, programs, policy conformance (understanding and enforcement), senior leadership knowledge, procedures, and systems will be reviewed to determine their consistency with the III Corps and Fort Hood Commanding General's vision, intent and philosophy.

d. The inspector looks at unit programs, evaluates the effectiveness of the programs, and teaches and trains unit personnel throughout the inspection.

e. An in-depth inspection of every functional area within an organization is not feasible.

f. The CI will follow leads and sample units at the next subordinate level (in the chain of command) in order to determine the effectiveness of current programs and systems.

g. The goal of the CI is to reinforce, support and report on the attainment of standards necessary to accomplish the unit's mission.

h. Because units are expected to establish procedures and policies which facilitate the maintenance of high standards on a daily basis, the CI focuses on the effectiveness of the command's and staff's measures to obtain this end state.

## **5-2. Command inspection (CI) purpose**

a. Commanders actively participate in planning and conducting inspections because:

- (1) CIs are commanders' programs.
- (2) The IG does not conduct compliance-oriented unit inspections.
- (3) It is the commander who sets and enforces the standards.

b. Although CIs can take various forms, the preferred method is to formally schedule and reflect inspections on the training calendar.

c. Commanders should assess their unit METL and mission related directives when considering areas to be inspected.

d. In concert with the Commander's intent, the inspector determines the scope, format and resource requirements.

e. Subsequent inspections are at the discretion of the commander.

f. Appendix D is an inspection execution guide.

### **5-3. Initial command inspection (ICI)**

a. Each new company, battery, troop, or similarly sized organization will receive an ICI within 90 days after assuming command according to AR 1-201.

b. The next commander in the chain of command (i.e., the battalion commander) inspects the company commander.

(1) The results of this inspection are considered diagnostic and are not used competitively or to evaluate performance.

(2) Distribution of the inspection report is limited to the inspected commander and the IG for identification of systemic trends.

(3) The outcome of this initial inspection should help the leadership chain set priorities and determine where effort should be placed.

(4) Unit strengths and weaknesses are identified by examining:

(a) Mission.

(b) Resources.

(c) Level of training.

(d) Morale, welfare and recreation issues.

c. The commander at the next higher echelon uses the results to establish:

(1) A baseline for measuring future performance.

(2) Goals and objectives for the commander.

(3) Priorities, areas of emphasis and standards of acceptable performance.

d. The ICI should be conducted prior to other routinely scheduled command or staff inspections.

e. If a scheduling conflict exists between the ICI and another inspection, the ICI will be given priority.

### **5-4. Subsequent command inspections (SCIs)**

a. SCIs measure progress and reinforce the goals and standards established during the ICI.

b. The principal focus of inspections will be teaching, training and determining levels of compliance.

c. The commander determines the frequency of SCIs, but must conduct at least one SCI within 12 months of the ICI according to AR 1-201.

### **5-5. Effective command inspections (CIs)**

An effective CI:

a. Provides the inspected commander with a clear understanding of the incoming commander's goals, standards and priorities.

b. Establishes a feedback loop for issues that impact mission accomplishment.

c. Is a formal event involving the personal participation of the inspecting commander.

## **Chapter 6**

### **Staff Inspections (SIs)**

#### **6-1. Staff inspection (SI) process**

- a. SIs are generally conducted by unit representatives responsible for a specific functional area.
- b. SIs ensure compliance with established policy and assess the ability of an organization to perform its assigned mission.
- c. Units requesting inspections from the respective staff agencies should define a specific area of concern rather than requesting a broad inspection of functional areas.
- d. The inclusion of staff members in CIs reduces the number of inspections by combining command and staff inspections.
- e. Staff inspections:
  - (1) Should be conducted by the lowest echelon technically qualified to inspect.
  - (2) May be used to follow up previous CIs, IG inspections and audits.
  - (3) Should be coordinated prior to the start of an ARFORGEN training cycle, discussed during training briefings and included on unit training schedules.

#### **6-2. Corps staff**

Inspections conducted by the Corps staff will be conducted as directed by the Corps CofS, at the request of the inspected units.

- a. All inspections will be coordinated with the ACofS, G3.
- b. Staff principals develop inspection plans within their respective functional areas to enable them to assess program proficiency and compliance at echelons below Corps.
- c. Checklists, if used to support inspection plans, should be developed in a task condition standard format.

#### **6-3. Installation staff**

- a. Inspections conducted by installation staff agencies should be authorized by the Garrison Commander and coordinated with the Corps CofS.
- b. Installation activities (Provost Marshal Office [PMO], DPW, Environmental, etc.) planning inspections to MSCs, assigned, attached, tenant, and units under TRA shall coordinate their proposed schedules with III Corps ACofS, G3 to minimize the impact on the inspected units.
- c. Coordination requirements are not applicable to installation staff technical inspections where the inspector or visit is in response to an emergency situation (life or property is in imminent danger) or to reports of environmental violations.

#### **6-4. Scheduling staff inspections (SIs)**

- a. SIs from battalion through MSC level require coordination with the appropriate G3 or S3 section.
- b. The G3 or S3 has functional responsibility for precluding schedule conflicts and ensuring that inspections appear on unit training calendars.
- c. Unannounced inspections prescribed by regulation are exempt from scheduling requirements.

#### **6-5. Inspection results**

Results of staff inspections will be prepared and summarized in a written report.

#### **6-6. Exit briefing**

Staff inspections and visits will include exit briefings to visited commanders.

### **Chapter 7**

#### **Installation Audit Function**

##### **7-1. Installation audit process**

- a. Audits are another form of feedback, similar to inspections, and should be coordinated and scheduled in a similar manner as inspections.
- b. External audits include audits conducted by the:
  - (1) Government Accounting Office.
  - (2) Army Audit Agency.
  - (3) DOD IG.
- c. Audit reports must be reviewed by functional staff personnel and IGs to determine possible systemic issues/trends relevant to III Corps and Fort Hood units.
- d. AR 11-7 (Internal Review and Audit Compliance Program) prescribes policies, roles and responsibilities pertaining to the installation audit function.
- e. The internal audit program provides commanders with the basic capability to:
  - (1) Conduct internal audits of functions or organizational entities within the command:
    - (a) Which have known or suspected problems?
    - (b) Determine the nature and cause of the problem.
    - (c) Develop resolutions.
  - (2) Provide troubleshooting capabilities consisting of quick reaction efforts that are usually unprogrammed, geared to prevent serious problems from developing.
  - (3) Provide an audit compliance function by serving as the command point of contact with external audit groups.
  - (4) Facilitate the audit reply and response process by conducting audit follow-ups and reporting management actions to correct problems identified in internal and external audit reports.

## **7-2. Scheduling audit inspections**

Audits require coordination with the appropriate G3 section.

## **7-3. Audit results**

Results of audits will be prepared and summarized in a written report.

## **7-4. Exit briefing**

Audits will include exit briefings to the visited commanders.

## **Chapter 8**

### **Command Supply Discipline Program (CSDP)**

#### **8-1. Command Supply Discipline Program (CSDP) background**

- a. The CSDP, as established in AR 710-2, is the standard for supply discipline in III Corps and Fort Hood MSCs, assigned, attached, tenant, and TRA units.
- b. The CSDP is a compilation of existing regulatory requirements and formalized follow-up procedures designed to help commanders comply with DA supply guidance.

#### **8-2. Command Supply Discipline Program (CSDP) goal**

- a. The purpose of CSDP is stated in AR 710-2, paragraph B-2.
- b. The primary goal of an effective CSDP is to identify supply problems and permit timely correction by the chain of command.

#### **8-3. Command Supply Discipline Program (CSDP) monitor**

- a. The ACofS, G4 is the CSDP monitor for III Corps and Fort Hood.
- b. The ACofS, G4 will monitor the CSDP for systemic noncompliance or irregularities by reviewing inspection results from agencies such as the IG, MSC CIs, government audits, and change of command inventories.
- c. The ACofS, G4 conducts CSDP assistance visits and evaluations of MSCs, assigned, attached, tenant, and TRA units.
- d. Designation of other unit monitors will be at the discretion of the MSC commanders.

#### **8-4. Command Supply Discipline Program (CSDP) concept**

- a. CSDP is:
  - (1) Designed as a commander's program directed at eliminating noncompliance with supply regulations.
  - (2) Not intended to be a stand-alone inspection program.
- b. Evaluations of CSDP will be part of ongoing inspection programs such as CIs, company or battalion of the quarter competitions and other programs outlined in AR 710-2.

- c. Separate inspections solely to meet the intent of CSDP are discouraged.
- d. CSDP evaluations will be conducted in conjunction with inspections outlined in chapters 4 and 6 of this regulation.

#### **8-5. Frequency of evaluations**

The frequency of evaluations for the CSDP for all units is addressed in AR 710-2, table B-7.

#### **8-6. Requirements listing**

AR 710-2, paragraph B-6 and tables B-1 through B-6 compile existing regulatory guidance and requirements.

#### **8-7. Evaluations**

- a. Guidance on the conduct of CSDP evaluations can be found in AR 710-2, paragraph B-8.
- b. Additionally, checklists may be developed according to this regulation to assist in conducting evaluations.
- c. The command IG will be notified if systemic problems are found that require resolution by agencies at installation or higher levels.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 1-201**

Army Inspection Policy (Cited in paras 1-4b(2), 1-5, 1-7c, 2-1d, 2-1e, 2-1g, 2-14c, 2-14m, 2-15c, 5-3, 5-4c, and table B-1)

#### **AR 11-7**

Internal Review Program (Cited inn para 7-1d)

#### **AR 20-1**

Inspector General Activities and Procedures (Cited in paras 2-14c, 2-14m, and 2-15c)

#### **AR 600-20**

Army Command Policy (Cited in table C-1)

#### **AR 608-99**

Family Support, Child Custody, and Paternity (Cited in table C-1)

#### **AR 710-2**

Supply Policy Below the National Level (Cited in paras 2-1h and 2-9)

#### **FM 7-0**

Training for Full Spectrum Operations (Cited in para 4-3)

#### **Fort Hood Regulation 710-2**

Command Supply Discipline Program (CSDP) (Cited in paras 2-1h, 8-1a, 8-2a, 8-4b, 8-5, 8-6, 8-7, table B-1)

**Memorandum: AFZF-CG, Subject: Command Group Terms of Reference** (Cited in paras 2-2a, 2-3a, and table B-1)

#### **DAIG Inspection Guide**

**Section II  
Related Publications**

This section not used.

**Section III  
Prescribed Forms**

This section not used.

**Section IV  
Referenced Forms**

**FH Form 1853**  
Distribution Scheme

**DA Form 2028**  
Recommended Change to Publications and Blank Forms

**Appendix B  
Assistance and Inspection Requirements**

**Table B-1. Assistance and inspections matrix**

<b>Event</b>	<b>Frequency</b>	<b>Assisted or Inspected Element</b>	<b>Assistor or Inspector</b>	<b>Reference</b>
ORV	During Reset phase; within 90 days after CofC, or as directed by the III Corps CG, DCG (US) or DCG (Canada)	Separate, battalion, brigade, or similarly sized organizations	DCG (US), DCG (Canada) or designated representative aligned to units as defined by Command Group Terms of Reference	FH Reg 1-201
Company ICI	90 days after assumption of command	Company, battery, troop, or similarly sized organization	Battalion commander	AR 1-201 FH Reg 1-201
Company SCI	NLT 12 months following the ICI	Company, battery, troop, or similarly sized organization	Battalion commander	AR 1-201 FH Reg 1-201
CSDP	Per AR 710-2	Company, battalion, brigade, or similarly sized organizations	Next higher commander	AR 710-2 FH Reg 1-201
CI	As required	Company, battalion, brigade, division, or similarly sized organizations	Next higher commander	AR 1-201 FH Reg 1-201
SI	As required	Company, battalion, brigade, division, or similarly sized organizations	Next higher staff element as defined by inspection plan	AR 1-201 FH Reg 1-201
SAV	As required	Company, battalion, brigade, division, or similarly sized organizations	Next higher staff element as defined by assistance plan	AR 1-201 FH Reg 1-201

**Legend for Table B-1:**

AR – Army Regulation	NLT – <u>not</u> later than
CI – command inspection	ORV – organizational readiness visit
CG – Commanding General	Reg – regulation
CofC – Change of Command	SAV – staff assistance visit
CSDP – Command Supply Discipline Program	SCI – subsequent command inspection
DCG – Deputy Commanding General	SI – staff inspection
FH – Fort Hood	US – United States
ICI – Initial Command Inspection	

**Appendix C**  
**III Corps and Fort Hood Organizational Readiness Visit (ORV)**

**Table C-1. Readiness topics**

<b>G1 ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Evaluations Management Procedures	X	
Developmental Counseling Program	X	
Flag Procedures	X	
DCS Management	X	
Enlisted Promotions	X	
PAI Procedures	X	
Personnel Strength Management	X	X
Duty Roster Procedures	X	
Family Care Plan Management	X	X
Leave and Pass Program Management	X	
Overweight Program Management	X	
DIMHRS Implementation, Training, and Sustainment	X	X
USR Procedures	X	
Rear Detachment Personnel Operations	X	X
<b>DHR ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
SRP	X	X
AVAP	X	
Awards	X	
AWOL and DFR Procedures	X	
In and Out-Processing Procedures	X	
Reassignment Procedures	X	
Sponsorship Program	X	
CAO Training and Management	X	X
CNO Training and Management	X	X
<b>DFMWR – ACS, Mobilization and Deployment Program ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Family Readiness Program	X	X
FRSA Manning and Training	X	X
Family Readiness Website Establishment and Management	X	X
Care Team Training and Management	X	X

**Table C-1. Readiness topics – Continued**

<b>EO (III Corps) ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Equal Opportunity Program (AR 600-20)	X	
Command Climate Survey Procedures (AR 600-20)	X	
EOA Qualification and Continuation Training Plan	X	X
Quarterly Narrative Statistical Report	X	
EOL Course (AR 600-20)		X
<b>SARC (USAG) ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
SARP	X	X
ISARC or DSARC and IAV or UVA Qualification and Continuation Training Plan (AR 600-20)	X	X
Unit SARP Training (AR 600-20)	X	X
Sexual Assault Review Board (AR 600-20)	X	X
<b>Retention (III Corps) ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Unit Retention Program	X	X
SMART Enrollment and Implementation Program	X	X
<b>Chaplain (III Corps) ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Unit Ministry Program	X	
Suicide Prevention Program	X	X
Rear Detachment Religious Operations	X	X
<b>Safety (III Corps) ORV Coordinator</b>		
<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Unit Safety Program	X	X
Increase Safety Awareness	X	
Minimize Accidental Losses	X	

**Table C-1. Readiness topics – Continued**

**SJA (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Army Ethics Training Program	X	X
Law of War Training Program	X	X
Military Justice Program (UCMJ Procedures)	X	
Family Support and Paternity Information Program (AR 608-99)	X	X
Will and POA Processing Procedures	X	X
Rear Detachment Legal Operations	X	X

**Surgeon (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
<b>Medical Logistics</b>		
Policies and Procedures	X	X
MC4	X	X
Medical Maintenance	X	X
Inspectable Reports and Records	X	X
<b>Force Health Protection</b>		
Medical Readiness	X	
MEDPROS	X	X
Medical Filing System	X	
Immunizations	X	
HIV	X	
Dental	X	X
Hearing	X	X
Vision	X	X
Female Examinations	X	X
PHA	X	
Pre- and Post Deployment Health Assessments	X	
ANAM	X	X
PDHRA	X	
Aero Medical Administration (for aviation units)	X	
<b>Training</b>		
Combat Lifesaver Training	X	X
Field Sanitation Training	X	X
Medical Skills Sustainment Training	X	
PPPT	X	X
<b>Clinical Operations</b>		
Sick Call Procedures	X	X
Credentialed Health Care Providers	X	X
PROFIS	X	X

**Table C-1. Readiness topics – Continued**

**Surgeon (III Corps) ORV Coordinator – Continued**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Low Density MOS	X	X
Infection Control and Patient Treatment Area	X	X
Security	X	X
Controlled Substances (Narcotics)	X	X
<b>Patient Administration</b>		
Medical Records and Information	X	X
Profile Management	X	X

**IG (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Leadership Orientation to IG Operations	X	X
Conduct of Inspections Training	X	
Conduct of Investigations Training	X	
Intelligence Oversight Program Training	X	

**G2 (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
CMI Marking, Handling, Reproduction, Storage, Transmittal, Transport, and Destruction Procedures	X	
Soldier In and Out-Processing Procedures	X	
Information Security Management	X	
Personnel Security Training Requirements	X	
Security Education Requirements	X	
Security Violations and Reporting Procedures	X	
Intelligence Operations Program	X	
Security Clearance Procedures	X	X
USR Procedures	X	
Rear Detachment Intelligence Operations	X	X

**DES (USAG) OAP Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Key Control Program	X	X
Crime Prevention Program	X	X
Physical Security Program	X	X
AA&E	X	X
NVS Security Program	X	
Rear Detachment Physical Security Plan	X	X
POW Procedures	X	
POV Inspection and Storage Plan	X	X
Rear Detachment Consolidated Arms Room Plan	X	X

**Table C-1. Readiness topics – Continued**

**G3 (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
OPSEC Program	X	
Ammunition Management Program	X	X
Individual Training Requirements Management	X	X
Physical Training Program	X	
Weight Control Program	X	
Training Management Program	X	
DTMS Operations	X	
Weapons Training and Qualification Program	X	X
USR Procedures	X	
Rear Detachment Training Operations	X	X
IRT Plan	X	X

**CBRN (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
CBRN Room Procedures	X	
CBRN Equipment Maintenance Program	X	X
CBRN Training	X	X

**Force Protection (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Force Protection Program	X	X

**G4 (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Property Book Operations and Asset Visibility (S&S or COMET)	X	X
Food Service Program (S&S or COMET)	X	
Individual Soldier Equipment Issue Planning (CIF or RFI) (S&S)	X	X
Exchange Pricing (S&S)	X	
Amnesty Program (S&S)	X	
Maintenance Repair Tool Room Procedures (MRD or COMET)	X	
Maintenance – TMDE Management Procedures (MRD or COMET)	X	X
Motor Pool Operations (MRD or COMET)	X	X
Schedule Services (Vehicle/Equipment) (MRD or COMET)	X	
PMCS Program (MRD or COMET)	X	X
Drivers Training Program	X	X

**Table C-1. Readiness topics – Continued**

**G4 (III Corps) ORV Coordinator – Continued**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Arms Room (Weapons Maintenance Management) (MRD or COMET)	X	X
Strategic Movement Operations (CTO)	X	X
Rear Detachment Logistics Operations (MSE)	X	X
ARFORGEN Equipping Policies and Procedures (MSE)	X	X

**G6 (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Telephone Control Procedures	X	
Automation Management	X	
COMSEC Procedures	X	X
Information Assurance Program	X	
Records Management Procedures	X	
Frequency Management	X	
IT Procurement Procedures	X	X
Network Packet Accreditation Procedures	X	

**G8 (III Corps) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Army Travel Card Program	X	
Financial Management Procedures	X	X
Government Purchase Card Program	X	X
GPC Cardholder and Purchasing Officer Procedures	X	X
Army Management Controls	X	
Rear Detachment Budget Operations	X	X
DTS Operations	X	
TDY Travel Order Procedures	X	

**DPW, Environmental (USAG) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Environmental Compliance Program	X	X

**DOL, Food Service Section (USAG) ORV Coordinator**

<b>Topic Description</b>	<b>Readiness Topic</b>	<b>ARFORGEN Surge Action</b>
Food Service Program	X	

## Table C-1. Readiness topics – Continued

### Legend for Table C-1:

AA&E – arms, ammunition, and explosives	IRT – individual replacement training
ANAM – automated neuropsychological assessment Metrics	ISARC – installation sexual assault response coordinator
AR – Army Regulation	IT – information technology
ARFORGEN – Army Force Generation	MC4 - Medical Communications for Combat Casualty Care
AWOL – absent without leave	MEDPROS – medical protection system
CAO – casualty assistance officer	MOS – military occupation system
CBRN – chemical, biological, radiological, and nuclear	MRD – Maintenance Readiness Division
CIF – central issue facility	MSE – mission support element
CMI – classified military information	NVS – night vision system
CNO – casualty notification officer	OAP – organizational assistance program
COMET – Command Maintenance Evaluation and Training Team	OPSEC – operations security
COMSEC – communications security	PAI – personnel asset inventory
CTO – Corps Transportation Office	PDHRA – post deployment health re-assessment
DCS – deployment cycle support	PHA – periodic health assessment
DES – Directorate of Emergency Services	PMCS – preventive maintenance checks and services
DFR – dropped from rolls	POA – power of attorney
DHR – Directorate of Human Resources	POV – privately owned vehicle
DIMHRS – Defense Integrated Military Human Resources System	POW – privately owned weapon
DOL – Directorate of Logistics	PPPT – pregnancy postpartum physical training
DPW – Directorate of Public Works	PROFIS – professional officer filler information system
DSARC – deployable sexual assault response coordinator	RFI – rapid fielding initiative
DTMS – digital training management system	SARC – sexual assault response coordinator
DTS – defense travel system	SARP – Sexual Assault Prevention and Response Program
EO – equal opportunity	SJA – Staff Judge Advocate
EOA – equal opportunity advisor	SMART – supply maintenance assessment review team
EOL – equal opportunity leader	SRP – Soldier Readiness Processing
FRG – Family readiness group	S&S – supply and services
FRSA – Family readiness support assistant	TDY – temporary duty
GPC – government purchase card	TMDE – test, measurement, and diagnostic equipment
HIV – human immunodeficiency virus	UCMJ – Uniform Code of Military Justice
IAV – installation victim advocate	USAG – United States Army Garrison
IG – Inspector General	USR – unit status report
	UVA – unit victim advocate

## **Appendix D**

### **Inspection Execution**

#### **D-1. Inspection planning**

a. Once major problem areas or CI or SI areas have been identified and coordinated, the inspection plan should be developed.

(1) The inspection plan describes how the inspection will be accomplished.

(2) Each function, process, procedure, organization, and player involved must be considered so that the coordinating inspector(s) can determine:

(a) What will be inspected.

(b) Who will be visited (units, offices, headquarters).

(c) Where (the locations) the inspection will occur.

(d) When it will occur.

(e) The schedule and sequence of events to be followed.

(f) Planning phases and execution required to successfully conduct the inspection.

(g) Procedures for "cross walking" systemic issues with external agencies.

(h) Required resources (people, time, money, and information).

b. All assistance and inspection team members should be provided with guidance or checklists to facilitate data gathering. Figure D-1 is an example of an inspection checklist.

c. The inspection plan should be a stand-alone document which serves as a "road map" for each member of the inspection team.

#### **D-2. Inspection briefing**

a. A formal in-briefing will be conducted that will consist of:

(1) A brief overview of the inspection by the inspection team chief.

(2) The inspected unit commander's briefing (normally consisting of a unit assessment, mission, and ongoing and planned significant activities focused on meeting the commander's priorities).

b. Inspectors will join their functional counterparts in the inspected unit or activity following the in-briefing.

#### **D-3. Areas to be inspected**

a. The inspection staff principals will conduct a one-on-one discussion with staff members concerning functional area issues.

b. Discussions complemented by sample inspections of subordinate units will gauge the effectiveness of the unit's policies and programs.

c. In most cases, the inspection team will not visit subordinate units, but will obtain a representative sample of elements, while assessing key functional areas.

d. The functional area expert from the unit will be present to aid the inspector.

CHECKLIST AS OF DATE: (RECORD DATE)		
Command / Staff Inspection Checklist: (RECORD FUNCTION INSPECTED)		
CHECKLIST # (IF DESIRED)		
<b>Subject Area</b>		
<b>References:</b>		
a. List all references (numbers, titles, and dates) used to develop the checklist.		
<b>SAT/UNSAT</b>		
<b>1. Inspection question</b> (Complete reference to publication and include page and paragraph citation)		
<b>2. Inspection question</b> (Complete reference to publication and include page and paragraph citation)		
<b>3. Inspection question</b> (Complete reference to publication and include page and paragraph citation)		
<b>4. The checklist should be sufficiently long that a complete evaluation of the subject area is obtained and evaluated against a current standard (reference).</b>		
<b>NOTES:</b>		
<span style="font-size: 48px; font-family: cursive;">sample</span>		
<b>UNIT / SECTION INSPECTED:</b>		<b>DATE:</b>

**Figure D-1. Sample inspection checklist**

Unit Letterhead

sample

Office Symbol

Date

MEMORANDUM FOR Inspector General

SUBJECT: Command Inspection Summarized Results

1. A command inspection of UNIT NAME was conducted DATE by HQ CONDUCTING THE CI.
2. The areas listed below were inspected according to FH Reg 1-201 and UNIT INSPECTION SOP

Area Inspected	Reference	Rating
Training Management	FM 7-0	G A R
Physical Training	FM 21-20	G A R

3. Explanation of ratings.

a. GREEN (G). The unit has the necessary resources and is trained to perform all subtasks indicated or implied by this task to standard.

b. AMBER (A). The unit has the resources and is trained to perform, with limitations, the critical subtasks indicated or implied by this task. Additional training and /or resources are required to sustain performance of this task to standards.

c. RED (R). The unit cannot perform the task. They require additional resources and/or training to perform the subtasks indicated or implied by this task to meet the standard.

4. The following problems are systemic in nature and cannot be fixed at this level.

a. Explain the problem.

5. POC is rank and name, telephone, and E-mail.

Commander Signature Block

**Figure D-2. Sample inspection summarized memorandum**

#### D-4. Corrective action memorandum

The inspection helps commanders identify and correct problems. Inspections alone do not fix deficiencies. However, the inspection process will bring shortcomings to the attention of those who can correct them. In cases where a finding significantly affects mission accomplishment, a formal response is required. Inspections cost valuable resources, and are not complete unless a follow-up plan is developed and executed to ensure corrective actions are implemented. Therefore, the inspecting commander (CI) or inspecting headquarters (SI) will provide a formal memorandum of required corrective actions to the inspected commander and next higher commander (as applicable) that address: (1) the inspected area, (2) the deficiencies identified, (3) the follow-up plan, and (4) milestones for the corrective action (s).

Office Symbol	Date
MEMORANDUM FOR Commander, III Corps (AFZF-CG), Fort Hood, Texas, 76544	
SUBJECT: Command Inspection Corrective Action	
1. A command inspection of <u>UNIT</u> was conducted on <u>DATE(S)</u> .	
2. The following inspection area(s) revealed results that significantly affect our mission accomplishment.	
a. Inspected Area	
b. Inspection results	
3. Discuss the follow-up plan and list the milestones for each inspection area in paragraph 2.	
4. A closing statement.	
5. Point of contact and telephone number.	
<b>sample</b>	
Commanders Signature Block	

**Figure D-3. Sample corrective action memorandum**

## **Glossary**

### **Section I Abbreviations**

#### **AA&E**

arms, ammunition, and explosives

#### **ACofS**

Assistant Chief of Staff

#### **ANAM**

automated neuropsychological assessment metrics

#### **AR**

Army regulation

#### **ARFORGEN**

Army Force Generation

#### **ATTN**

Attention

#### **AVAP**

Army Voting Assistance Program

#### **AWOL**

absent without leave

#### **BCT**

brigade combat team

#### **CAO**

casualty assistance officer

#### **CBRN**

chemical, biological, radiological, and nuclear

#### **CG**

Commanding General

**CI**

command inspection

**CIF**

central issue facility

**CMI**

classified military information

**CMO**

civil military operations

**CNO**

casualty notification officer

**CofC**

change of command

**CofS**

Chief of Staff

**COMET**

Command Maintenance Evaluation and Training Team

**COMSEC**

communications security

**CSDP**

Command Supply Discipline Program

**CTO**

Corps Transportation Office

**C4**

command, control, communications, and computers

**DA**

Department of the Army

**DAIG**

Department of the Army Inspector General

**DCG**

Deputy Commanding General

**DCS**

deployment cycle support

**DES**

Directorate of Emergency Services

**DFR**

dropped from rolls

**DIMHRS**

Defense Integrated Military Human Resources System

**DOD**

Department of Defense

**DOL**

Directorate of Logistics

**DPW**

Directorate of Public Works

**DSARC**

deployable sexual assault response coordinator

**DTMS**

Digital Training Management System

**DTS**

Defense Travel System

**EO**

equal opportunity

**EOA**

equal opportunity advisor

**EOL**

equal opportunity leader

**ETC**

et cetera

**FH**

Fort Hood

**FM**

Field Manual

**FORSCOM**

US Army Forces Command

**FRG**

Family readiness group

**FRSA**

Family readiness support assistant

**GPC**

government purchase card

**HIV**

human immunodeficiency virus

**IAV**

installation victim advocate

**IAW**

in accordance with

**ICI**

initial command inspection

**IG**

Inspector General

**IRT**

individual replacement training

**ISARC**

installation sexual assault response coordinator

**IT**

information technology

**MEDPROS**

Medical Protection System

**METL**

mission essential task list

**MOS**

military occupation system

**MRD**

Maintenance Readiness Division

**MSC**

major subordinate command

**MSE**

mission support element

**NLT**

not later than

**NVS**

night vision system

**OAP**

organizational assistance program

**OIP**

organizational inspection policy

**ORV**

organizational readiness visits

**PAI**

personnel asset inventory

**PARA**

Paragraph

**PDHRA**

post deployment health re-assessment

**PHA**

periodic health assessment

**PMCS**

preventive maintenance, checks, and services

**PMO**

Provost Marshal Office

**POA**

power of attorney

**POV**

privately owned vehicle

**POW**

privately owned weapon

**PPPT**

pregnancy postpartum physical training

**PROFIS**

Professional Officer Filler Information System

**PWIP**

Phantom Warrior Inspection Policy

**REG**

regulation

**RFI**

rapid fielding initiative

**S&S**

Supply and Services

**SARC**

sexual assault response coordinator

**SARP**  
Sexual Assault Prevention and Response Program

**SAV**  
staff assistance visit

**SCI**  
subsequent command inspection

**SI**  
staff inspection

**SJA**  
Staff Judge Advocate

**SMART**  
supply maintenance assessment review team

**SOP**  
standing operating procedures

**SRP**  
Soldier Readiness Program

**TDY**  
temporary duty

**TMDE**  
test, measurement, and diagnostic equipment

**TRA**  
training and readiness authority

**UCMJ**  
Uniform Code of Military Justice

**US**  
United States

**USAG**  
United States Army Garrison

**USR**

unit status report

**UVA**

unit victim advocate

**Section II****Terms**

This section not used.