SUMMARY OF CHANGE

III Corps & Fort Hood Regulation 1-201
Phantom Warrior Inspection Policy

This administrative revision, dated 8 April 2015

This Regulation supersedes III Corps and Fort Hood Regulation 1-201, dated 8 June 2010 and makes the following changes:

- Deletes the Organizational Readiness Visit approach, takes the Army Regulation 1-201 guidance of Initial Command Inspections and Subsequent Command Inspections for companies and applies it to III Corps Separate Brigades (Paragraph 3-1).

- Adds an Initial Command Inspection Requirement for III Corps Separate Brigade Rear Detachments for deployments longer than six months (Paragraph 3-1).

- Significantly updates Appendix C-1 Inspection Areas to comply with Army, Forces Command, and Corps regulations and policy updates.

- Makes administrative changes (throughout).
History. This publication is a major revision.

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 Department of the Army (DA) Form 2028 (Recommended Changes 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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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 Program (OIP) concept
a. The OIP is the commander’s inspection program.
   (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 root cause analysis of 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 Program (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 commander determines areas to be inspected, scope of the inspection, and composition of the inspection team.
(3) CIs focus on units rather than a single functional area.
(4) Examples of CIs are Initial Command Inspections (ICI) and Subsequent Command Inspections (SCI).

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. An example is the Command Supply Discipline Inspections.

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 recommendations including assignment of responsibilities for correcting the problems.
   (4) Identification and dissemination of best practices.

d. Staff Assistance Visit (SAV). SAVs are staff-led assistance efforts aimed to develop subordinate level staffs or units, aligned along functional areas, and are not considered inspections.

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 inspections assist commanders in their overall assessment of unit readiness.
   (1) The PWIP allows commanders to design and implement a system of inspections and assistance visits tailored to unit mission and needs.
   (2) This policy also allows commanders to gauge their units' compliance with established standards, policies, procedures, and readiness philosophy.
   (3) Conducting root cause analysis on deficiencies is essential to identifying methods, to make corrections, and ultimately resolve them.

   c. Inspection results and assistance visits 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. They should also include periodic compliance checks, at least one level down, to ensure that codified standards are met.
      (2) Commanders should use their own staffs and may 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) Inspections and assistance visits warrant the same degree of planning and resources as other major training events. They should be scheduled well in advance, must be included on short/long range training calendars, annual/quarterly training guidance, 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 help achieve the III Corps and Fort Hood Commanding General’s key task to build and maintain deployment and mission readiness through the following priorities:
   (1) Combat Readiness
   (2) Leader Development
   (3) Quality of Life

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

c. The PWIP consists of the CIs, SIs, and IG inspections. The PWIP includes the inherent requirement for subordinate commands to execute company-level ICIs and SCIs, In Accordance With (I AW) 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 OIP. As well as the conduct of IG inspections as directed by the Department of Defense (DOD), Department of the Army (DA), Forces Command (FORSCOM), to include 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 inspection and assistance 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/division staff; as well as the commander functions.
   (5) Identify and correct systemic deficiencies that impede mission accomplishment.
   (6) Teach and train subordinate units.
   (7) Identify and disseminate best practices.

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 inspection policy and auditing systems are the IG and elements of the installation internal review or audit office.

g. III Corps Major Subordinate Commands (MSCs) and Corps separate brigade and battalion commanders may submit assistance requests through the III Corps IG for III Corps Chief of Staff (CofS) approval. Upon approval, assistance requests are facilitated by the respective staff section or installation agency with responsibility for the topic(s) requested.
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, as well as ensure compliance. Focus on readiness, minimize subordinate unit disruption, and allow time for subordinate elements to apply corrective actions between inspections.
   c. Appoint an OIP Coordinator IAW AR 1-201.
   d. Conduct an ICI for subordinate company level commanders within 90 days from assumption of command according to AR 1-201.
   e. Conduct 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 Discipline Program (CDP) evaluations of subordinate units in accordance with AR 710-2 (Supply Policy Below the National Level) and Fort Hood (FH) Regulation 710-2 (Command Supply Discipline Program (CSDP)).
   i. Monitor and coordinate inspection activities under their control to eliminate redundancy and minimize disruptions.
   j. Reflect all SAVs, CIs and SIs on short and long range training calendars and annual and quarterly training guidance.
   k. Maintain written reports of command and staff inspections.
   l. Ensure inspection teams are trained to inspect IAW the principles and elements of Army Inspections as articulated in AR 1-201 Chapter 2.
   m. Review results of their units’ most recent CIs and SIs, and ensure completion of follow-up inspections before subsequent CIs and SIs are scheduled.
   n. Take appropriate action to adjust guidance and policies that fail to accomplish their intended objectives.

2-2. Deputy Commanding General (DCG) (Operations)
   a. The III Corps and Fort Hood DCG (O) 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 (O) will lead CI 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 (O) in executing these responsibilities.

2-3. Deputy Commanding General (DCG) (Support)
   a. The III Corps and Fort Hood DCG (S) 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 (S) will normally lead scheduled CI 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 (S) in executing these responsibilities.

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 CI visits to Fort Hood units as outlined in Appendix C. Direct coordination for Garrison support at other installations with III Corps units will be facilitated 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 CI for assigned, attached, tenant, and TRA units. In the absence of the DCG (O) or DCG (S), the CofS will lead scheduled CI 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 in executing these responsibilities.

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 CI (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 CI (see table C-1).

2-8. III Corps Assistant Chief of Staff (ACofS), G3
The ACofS, G3 is the proponent for all operations and training related functional areas as defined by the CI (see table C-1).

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 CI (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 CI (see table C-1).

2-11. III Corps Assistant Chief of Staff (ACofS), G7  
The ACofS, G7 is the proponent for all Operations Security (OPSEC) and Information Operations (IO) related functional areas as defined by the CI (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 CI (see table C-1).

2-13. III Corps Assistant Chief of Staff (ACofS), G9  
The ACofS, G9 is the proponent for all Civil Military Operations (CMO) related functional areas as defined by the CI (see table C-1).

2-14. 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.

2-15. III Corps and Fort Hood Inspector General (IG)  
The III Corps and Fort Hood IG will:
   a. 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. Inspect non-appropriated fund activities and private organizations as prescribed by DA regulations.

d. Conduct intelligence oversight inspections within III Corps and Fort Hood as prescribed by DOD and DA Regulations.

e. Prepare and submit IG inspection reports as required.

f. Conduct follow-up IG inspections to ensure prompt, effective and coordinated corrective actions are taken.

g. 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.

h. Serve as the PWIP coordinator and as the proponent for all related inspection policy. The III Corps IG is prohibited by AR 20-1 from conducting inspections under CI or SI programs unless directed by the Commanding General. Therefore, the PWIP coordinator will maintain an OIP checklist on the IG OIP website for Brigade level OIP coordinators to conduct a self-assessment on their programs.

i. Coordinate with the III Corps and Fort Hood Internal Review Office on internal audits and audits conducted by external agencies Army Audit Agency (AAA), Department of Defense Inspector General (DODIG), and Government Accounting Office (GAO), for example) to ensure inspections complement rather than duplicate each other.

j. Receive subordinate unit summary inspection reports in order to analyze systemic trends and identify problems.

k. Coordinate administrative support to FORSCOM, DA and other DOD IGs upon request.

l. Instruct units on “how to inspect” when requested.

m. Teach and train units.

2-16. 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.

2-17. III Corps and installation staff elements
III Corps and installation staff elements will:
    a. Upon request, visit units to provide training and assistance to resolve deficiencies.
    b. Develop CI topics for inclusion in the readiness topics (table C-1) that complement subordinate unit mission accomplishment.
    c. Develop and disseminate CI topic tools (checklists, sample Standing Operating Procedures (SOP), fact sheets, best practices, etc.) for subordinate unit use.
    d. Sections will submit their respective checklists to the III Corps IG for consolidation in an IG OIP reference located at https://moss.hood.army.mil/units/iicorps/SpecialStaff/IG/default.aspx.
    e. Monitor functional areas within subordinate units.
    f. Augment the III Corps IG inspection team upon request to provide subject matter expertise during directed IG Inspections.
    g. Provide a current annual schedule of inspections, audits and assistance visits to the III Corps CofS, the ACoFS, G3 and the III Corps and Fort Hood IG.

2-18. Assistance and inspection team members
Individuals conducting inspections must train to and know the Army standards for the area of assistance or inspection.

2-19. MSC and Separate Brigade/Battalion OIP Coordinators
    a. Maintain a current copy of appointment orders on file with the III Corps OIP Coordinator IG.
    b. Maintain a current copy of the unit OIP SOP or policy on file with the III Corps OIP Coordinator IG.
    c. Provide the III Corps OIP Coordinator IG a summary of inspection results on subordinate commands No Later Than (NLT) 60 days after completion of any CI inspection (see Figure D-2).

2-20. Internal Review
    a. Serve as the proponent/coordinator for both internal and external audits in accordance with AR 11-7(Army Internal Review Program).
    b. Provide a current annual schedule of audits to the III Corps CofS, the ACoFS, G3 III Corps and Fort Hood IG.
    c. Provide the III Corps IG with the reports of all internal and external audits and analysis of systemic trends.
Chapter 3
III Corps Organizational Inspection Program (OIP)

3-1. III Corps and Fort Hood OIP Concept
   a. This chapter of the III Corps PWIP is applicable to brigades and battalions TRA directly to III Corps. This is primarily the Corps Separate Brigades and Battalions. The III Corps command representative for the Command Inspections on Corps Separate Brigades and Battalions will be in accordance with the current Command Group Terms of Reference (Memorandum: AFZF-CG, Subject: Command Group Terms of Reference).
   b. MSCs with organic IG offices and assigned to III Corps and Fort Hood are not subject to III Corps CIs. However, when such MSCs deploy, separate brigades or battalions left TRA to III Corps will be subject to the Corps CIs IAW guidance above.
   c. Command Inspections of TRA brigades and battalions under the Corps OIP program will be conducted in an ICI/SCI format. Therefore at a minimum, an ICI will be scheduled within 90 days of a TRA unit’s change of command and an SCI will be scheduled within one year following an ICI.
      (1) For deployed brigades, the appropriate CI will be scheduled within six months of redeployment.
      (2) An ICI will be conducted on the Brigade Rear Detachment during a deployment greater than six months. Ideally ICIs on the Brigade Rear Detachment will be scheduled within the first 90 days.
   d. For tenant units not TRA to III Corps, CIs from the Corps are optional and are only by request of the unit commander. Such requests will be staffed through the III Corps IG to the III Corps Commander.
   e. In the absence of the III Corps DCG (O) or DCG (S), the CoS will lead the CIs of the unit.
   f. The III Corps and Fort Hood CI team will consist of primary staff elements, functional area representatives, and installation directorates as required to meet the needs of the subordinate unit but will meet the guidelines of Appendix C.
   g. 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 Appendix C. Additional assistance topics (not listed in Appendix C) may be requested by the subordinate commander or added at the discretion of the DCG (O) or DCG (S).

3-3. Scheduling
   a. As the III Corps OIP Coordinator, the IG will work with the TRA Brigades to schedule CIs. The goal will be to publish an annual fiscal year calendar of all III Corps CI inspections concurrently with the III Corps Annual Command Leader Development and Training Guidance and to have these inspections coincide with other major inspections such as G-4’s Command Discipline Program Evaluation.
b. CIs will be placed on the appropriate long range and near term training calendars at both the inspecting and inspected headquarters.

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. Inspection reports will be addressed to the commander of the assisted or inspected unit under the signature of the team leader DCG (O), DCG (S) or designated representative (see figure D-2).
   d. 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.
   e. Systemic findings concerning agencies external to the inspected command are forwarded to them for required corrective action. For CIs, 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.
   f. Upon receipt of an inspection report, the inspected commander will take corrective action on discrepancies under their purview of responsibility. The inspected commander is encouraged to respond to deficiencies noted in the report and include a timeline of corrective actions.
   g. For III Corps conducted ICI/SCIs inspection reports, the DCG will identify areas that are substandard and require re-inspection by the III Corps functional proponent within 90 days. If the identified area continues to be substandard at the re-inspection, then the responsible DCG will personally conduct a second re-inspection within 30 days.

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 for consolidation. III Corps IG will maintain unit/post confidentiality IAW AR 20-1.

(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 Army Doctrinal Publication (ADP) 7-0 (Training Units and Developing Leaders).

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

b. IG inspections will be conducted with a view toward minimizing disruption to inspected units and activities.
c. Unscheduled 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 Task List (METL)-based and designed to:
         (a) Validate unit strengths.
         (b) Identify problems impacting mission accomplishment.
         (c) Determine root causes of those problems.
         (d) Assign 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) Soldier readiness.
      (3) Maintaining and sustaining equipment.
      (4) Caring for Soldiers and their Families.
      (5) 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. Since 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) Soldier and equipment readiness.

(c) Resources.

(d) Level of training.

(e) 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 the unit’s strengths and weaknesses and of the higher commander’s goals, standards and priorities. Ideally, the CI report also results in a formal written performance counseling.

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 Army Force Generation (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 ACoF S, 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 and include the applicable reference by paragraph number.

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 (Directorate of Plans, Training, Mobilization and Security (DPTMS), Environmental, etc.) planning inspections to MSCs, assigned, attached, tenant, and units under TRA shall coordinate their proposed schedules with III Corps ACoF S, 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
Command Discipline Program (CDP)

7-1. Command Discipline Program (CDP). The Corps Command Discipline Program is a commander’s tool to reestablish a culture of discipline through five logistics disciplines using leader engagement and development, training management, and materiel management. This commander’s program validates compliance with standards and readiness to the lowest level within the entire Corps. It further assists commanders in maintaining programs in accordance with Army, FORSCOM, and III Corps policies, regulations and directives. The CDP establishes command, supervisory, and managerial responsibilities throughout III Corps. This program is a precursor to rewarding excellent performance by recognizing and nominating exceptional units, through the III Corps Logistics Excellence Award Program, to participate in the Chief of Staff, Army Excellence Award Program.

7-2. The Five Components of the CDP.

a. CSDP: The CSDP is a commander’s program with a focus on stewardship and ownership. Commanders must enforce supply discipline and ensure all government property within their command is properly used and maintained. Leader development and engagement in supply discipline is paramount to the success of this program.

b. Command Food Service Discipline Program (CFSCP): The CFSDP assists commanders in validating their organic army field feeding systems capabilities. The CFSDP’s objective is to improve Soldiers’ skills as well as accountability and serviceability of all field feeding equipment.

c. Command Maintenance Discipline Program (CMDP): The Army Materiel Maintenance Policy is the foundation for all maintenance programs. CMDP assists subordinate commanders, directors and supervisors in reinforcing the culture of maintenance discipline in ground and medical maintenance management, and operational responsibilities. The CMDP enhances readiness through command involvement and adherence to maintenance goals outlined in AR 700-138 (Army Logistics Readiness) and Sustainability, and DA PAM 750-1(Commanders’ Maintenance Operations).

d. Medical Command Discipline Program (MCDP) Objectives identify and resolve
medical maintenance issues adversely affecting readiness, manage the training life cycle model for Military Occupational Specialty (MOS) 68A, and improve overall command asset visibility.

e. Command Deployment Discipline Program (CDDP): The CDDP assists commanders in keeping their organization at appropriate deployment readiness levels to meet Army mission requirements. The CDDP is directed at eliminating noncompliance with deployment policies.

f. Command Contracting Discipline Program (CCDP): The CCDP objective is to ensure personnel are trained to recognize, analyze, properly administer contracts, and have a vigorous and effective contract management plan.

7-3. CDP Responsibilities.

a. III Corps, ACofS G-4: The III Corps ACofS G4 is the executive agent for the III Corps CDP Program. The G4 provides the III Corps CDP Coordinator, conducts annual inspections of all Divisions and Fort Hood Separate Brigades within III Corps Training and Readiness Authority, publishes quarterly CD trends, analysis, and executive summaries (EXSUMs), maintains/updates all four programs under the CDP umbrella, and uses CDP evaluation results in order to identify candidates for the Army Excellence Award Programs.

b. III Corps, ACofS G-8: The III Corps ACofS G-8 is the executive agent for the CCDP. The G8 assigns a Program Monitor to coordinate inspections with the CDP Coordinator.

c. III Corps, Surgeon Cell: The III Corps Surgeon Cell is the executive agent for the Medical Command Discipline Program (MCDP). The Surgeon Cell assigns a MCDP Monitor to coordinate inspections with the CDP Coordinator.

d. Commanders of all Major Subordinate Commands and Separate Brigades will implement the CDP for their units in accordance with published III Corps CSDP, CFSDP, CMDP, CDDP, MCDP, and CCDP policies, and incorporate command inspection programs down to battalion level. Units will routinely report their CDP status and results through the Corps Logistics Readiness Review.

e. Frequency of Inspections.

(1) The frequency for Divisional Unit Inspections is:
Table 7-3: Active Army Divisional Units

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Company</th>
<th>Battalions</th>
<th>Brigades</th>
<th>Separate Brigades or Divisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
<td>Inspected By Battalion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semiannually</td>
<td></td>
<td>Inspected By Brigade or Separate Brigade</td>
<td>Inspected By Division</td>
<td></td>
</tr>
<tr>
<td>Annually</td>
<td></td>
<td></td>
<td></td>
<td>Inspected By III Corps</td>
</tr>
</tbody>
</table>

(2) III Corps will annually inspect Non-Divisional Units commanded by an O-7.
Appendix A
References

ADP 7-0
Training Units and Developing Leaders, cited in 4-3

AR 1-201
Army Inspection Policy, cited in 1-4(b2); 2-1(c-g, I); 2-15(b); 2-16(c); 5-3(a); 5-4(c); and Table B-1

AR 11-7
Army Internal Review Program, cited in 2-20(a)

AR 20-1
Inspector General Activities and Procedures, cited in 2-15(b, h); 2-16(c); and 4-2(b(2))

AR 600-20
Army Command Policy, cited in Annex B (EO)

AR 608-99
Family Support and Paternity Information Program cited in Annex B (SJA)

AR 700-138
Army Logistics Readiness Sustainability, cited in 7-2(c)

AR 710-2
Supply Policy Below the National Level, cited in 2-1(h) and Table B-1

DA PAM 750-1
Commanders’ Maintenance Operations, cited in 7-2(c)

FH Regulation 710-2
Command Supply Discipline Program (CSDP), cited in 2-1(h) and 2-9(a)

Memorandum: AFZF-CG
Subject: Command Group Terms of Reference, cited in 2-2(a); 2-2(b) and 3-1(a)

DA PAM 750-1
Commanders’ Maintenance Operations, cited in

Section II
Related Publications

DAIG Inspection Guide
Section III Prescribed Forms

This section not used.

Section IV
Referenced Forms

FH Form 1853
Distribution Scheme, citied in Administrative Section

DA Form 2028
Recommended Changes to Publications and Blank Forms, citied in Administrative Section

DA Form 4833
Commander’s Report of Disciplinary or Administrative Action, citied in Annex B (PMO)
# Appendix B Assistance and Inspection Requirements

## Table B-1. Assistance and inspections Matrix

<table>
<thead>
<tr>
<th>Event</th>
<th>Frequency</th>
<th>Assisted or Inspected Element</th>
<th>Assistor or Inspector</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>III Corps TRA ICI</td>
<td>Within 90 days after assumption of command including TRA Brigade Rear Detachments</td>
<td>Separate battalion, brigade, or similarly sized organizations</td>
<td>DCG (O) or DCG (S) as defined by Command Group Terms of Reference</td>
<td>FH Reg 1-201</td>
</tr>
<tr>
<td>III Corps TRA SCI</td>
<td>Within 6 months of redeployment or (NLT) 12 months following the ICI</td>
<td>Separate battalion, brigade, or similarly sized organizations</td>
<td>DCG (O) or DCG (S) as defined by Command Group Terms of Reference</td>
<td>FH Reg 1-201</td>
</tr>
<tr>
<td>Company ICI</td>
<td>90 days after assumption of command</td>
<td>Company, battery, troop, or similarly sized organizations</td>
<td>Battalion commander (or Brigade Commander for Brigade Headquarters Company)</td>
<td>AR 1-201 FH Reg 1-201</td>
</tr>
<tr>
<td>Company SCI</td>
<td>NLT 12 months following the ICI</td>
<td>Company, battery, troop, or similarly sized organizations</td>
<td>Battalion commander (or Brigade Commander for Brigade Headquarters Company)</td>
<td>AR 1-201 FH Reg 1-201</td>
</tr>
<tr>
<td>CDP</td>
<td>Per AR 710-2</td>
<td>Company, battalion, brigade, or similarly sized organizations</td>
<td>Next higher commander</td>
<td>AR 710-2 FH Reg 1-201 FH Reg 710-2</td>
</tr>
<tr>
<td>CI</td>
<td>As required by unit SOP/policy, training guidance, FH1-201 and AR 1-201</td>
<td>Company, battalion, brigade, division, or similarly sized organizations</td>
<td>Next higher commander</td>
<td>AR 1-201 FH Reg 1-201</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>SI</td>
<td>As required by unit SOP/policy, training guidance, FH1-201 and AR 1-201</td>
<td>Company, battalion, brigade, division, or similarly sized organizations</td>
<td>Next higher staff element as defined by inspection plan</td>
<td>AR 1-201 FH Reg 1-201</td>
</tr>
<tr>
<td>SAV</td>
<td>As required by unit SOP/policy, training guidance, FH1-201 and AR 1-201</td>
<td>Company, battalion, brigade, division, or similarly sized organizations</td>
<td>Next higher staff element as defined by assistance plan</td>
<td>AR 1-201 FH Reg 1-201</td>
</tr>
</tbody>
</table>

**Legend for Table B-1:**

AR - Army Regulation  
CI - Command Inspection  
CI - organizational readiness visit  
CG - Commanding General  
CofC - Change of Command  
CSDP - Command Supply Discipline Program  
DCG - Deputy Commanding General  
SI - staff inspection  
FH - Fort Hood  
US - United States  
ICI - Initial Command Inspection  
NLT - Not Later Than  
Reg – Regulation  
SAV - Staff Assistance Visit  
SCI - Subsequent Command Inspection
Appendix C
III Corps and Fort Hood Organizational Inspection Program Areas of Inspection

G1 (III Corps) CI Coordinator
Evaluations Management Procedures
Developmental Counseling Program
Flag Procedures
Deployment Cycle Support (DCS) Management
Enlisted Promotions
Personnel Asset Inventory (PAI) Procedures
*Personnel Strength Management
Duty Roster Procedures
*Family Care Plan Management
Leave and Pass Program Management
Overweight Program Management
Unit Status Reporting (USR) Procedures
*Rear Detachment Personnel Operations
*Soldier Readiness Processing (SRP)
Army Voting Assistance Program (AVAP)
Awards
Absent Without Leave (AWOL) and Dropped From Roles (DFR) Procedures
In and Out-Processing Procedures
Reassignment Procedures
Sponsorship Program
*Casualty Operations
*Defense Enrollment Eligibility Reporting System (DEERS)
*Meal Card and Basic Allowance for Subsistence (BAS)

DFMWR – ACS, Mobilization and Deployment Program and FRSA (III Corps) CI Coordinators
*Family Readiness Program
*Family Readiness Liaison Program
*Family Readiness Group Funding
*Volunteer Management
*Unit Deployment Cycle Readiness

EO (III Corps) CI Coordinator
Equal Opportunity Program (AR 600-20)
Command Climate Survey Procedures (AR 600-20)
*Equal Opportunity Advisor (EOA) Qualification and Continuation Training Plan
Quarterly Narrative Statistical Report
*Equal Opportunity Leader (EOL) Course (AR 600-20)

*Minimum inspection areas for deployment certification command inspection.
Public Affairs Office (PAO) (III Corps) CI Coordinator
*Roles and Responsibilities
*Manning
*Equipment
*Training
*Social Media
*Community Relations
*References

Sexual Harassment and Assault Response Program (SHARP) (III Corps) CI Coordinator
*SHARP
*Sexual Assault Response Coordinator (SARC) and Unit Victim Advocate (UVA) Vetting, Qualification, Credentialing and Continuation Training Plan
*Unit Annual SHARP Training
*24/7 Response Procedures and Training
*SARC/ UVA Annual 32 Hour SHARP Training

Retention (III Corps) CI Coordinator
*Unit Retention Program

Chaplain (III Corps) CI Coordinator
Unit Ministry Program
*Suicide Prevention Program
*Rear Detachment Religious Operations

Safety (III Corps) CI Coordinator
*Unit Safety Program
Increase Safety Awareness
Minimize Accidental Losses

Staff Judge Advocate (SJA) (III Corps) CI Coordinator
*Army Ethics Training Program
*Law of War Training Program
*Uniformed Code of Military Justice (UCMJ) Program Procedures
*AR 608-99 (Family Support and Paternity Information Program)
*Will and Power of Attorney (POA) Processing Procedures
*Rear Detachment Legal Operations

*Minimum inspection areas for deployment certification command inspection.
Surgeon (III Corps) CI Coordinator
Medical Command Discipline Program (MCDP)

Medical Logistics
- Policies and Procedures
- Medical Communications for Combat Casualty Care (MC4)
- Medical Maintenance
- Inspectable Reports and Records

Force Health Protection
- Medical Readiness
  - Medical Protection System (MEDPROS)
  - Medical Filing System
  - Immunizations
  - Human Immunodeficiency Virus (HIV)
- Dental
- Hearing
- Vision
- Female Examinations
  - Periodic Health Assessment (PHA)
  - Pre- and Post Deployment Health Re-Assessments (PDHRA)
- Automated Neuropsychological Assessment Metrics (ANAM)
- Aero Medical Administration (for aviation units)

Training
- Combat Lifesaver Training
- Field Sanitation Training
- Medical Skills Sustainment Training
- Pregnancy Postpartum Physical Training (PPPT)

Clinical Operations
- Sick Call Procedures
- Credentialed Health Care Providers
- Professional Officer Filler Information System (PROFIS)
- Low Density Military Occupational Specialty (MOS)
- Infection Control and Patient Treatment Area
- Security
- Controlled Substances (Narcotics)

Patient Administration
- Medical Records and Information
- Profile Management

*Minimum inspection areas for deployment certification command inspection.
Health Promotion (III Corps) CI Coordinator
*Health Promotion Council

G2 (III Corps) CI Coordinator
Information Security Program
Personnel Security Program
*Intelligence Oversight
*Threat Awareness and Reporting Program (TARP)
*Counterintelligence Probationary Program (CIPP)
*US Army Intelligence Badge & Credential Program
Army Foundry Intelligence Training Program
Army Foreign Language Program
Sensitive Compartmented Information Facility

Provost Marshall Office (PMO) (III Corps) CI Coordinator
*Key Control Program
*Crime Prevention Program
*Physical Security Program
*Arms, Ammunition, and Explosives (AA&E)
Night Vision Systems (NVS) Security Program
*Rear Detachment Physical Security Plan
Prisoner of War (POW) Procedures
*Privately Owned Vehicle (POV) Inspection and Storage Plan
*Rear Detachment Consolidated Arms Room Plan
DA Form 4833(Commander’s Report of Disciplinary or Administrative Action) Program

G3 (III Corps) CI Coordinator
*Ammunition Management Program
*Schools Management
Physical Training Program
Training Management Program
Digital Training Management System (DTMS) Operations
*Weapons Training and Qualification Program
*Asymmetric Warfare/Counter Improved Explosive Device (IED) Training

Chemical, Biological, Radiological, and Nuclear (CBRN)(III Corps) CI Coordinator
CBRN Room Procedures
*CBRN Equipment Maintenance Program
*CBRN Training

*Minimum inspection areas for deployment certification command inspection.
Force Protection (III Corps) CI Coordinator
*Anti-Terrorism Program

G4 (III Corps) CI Coordinator
Command Supply Discipline Program (CSDP)
*Supply
Supply Publications
Supply Accountability
Safety
Key Control
Administrative
Disposition
Appearance
SOPs

Property Book Operations
Publications
General
Requesting and Receiving Supplies
Property Responsibility and Property Accountability
Inventories
Adjustment and Relief Documents
Reconcile/Validation of Property and Authorization Documents
Disposition of Property
SOPs

Command Food Service Discipline Program (CFSDP)
Food Service Publications
CFSDP Program
Functional Files
S4/G4 Evaluations

Command Maintenance Discipline Program (CMDP)
Maintenance Publications
Operating Procedures
CMDP Program
Key Control
SOPs
Functional Files
Special Interest Items
Evaluate the Evaluator

*Minimum inspection areas for deployment certification command inspection.
Command Deployment Discipline Program (CDDP)
  Publications
  CDDP Program
  Operating Procedures
  Container Control
  Organizational Equipment List (OEL)

G6 (III Corps) CI Coordinator
  Telephone Control Procedures
  Automation Management
  *Communication Security (COMSEC) Procedures
  Information Assurance Program
  Frequency Management
  *IT Procurement Procedures

G7 (III Corps) CI Coordinator
  *Operations Security (OPSEC) Program

G8 (III Corps) CI Coordinator
  *Command Contracting Discipline Program (CCDP)
  Army Travel Card Program
  *Financial Management Procedures
  *Government Purchase Card (GPC) Program
  *GPC Cardholder and Purchasing Officer Procedures
  Army Management Controls
  *Rear Detachment Budget Operations
  Defense Travel System (DTS) Operations
  Temporary Duty (TDY) Travel Order Procedures

Resiliency Campus – Master Resiliency Training
  References on hand
  Master Resilience Trainers (MRT) and Resilience Trainer Assistants (RTA)
  *Global Assessment Tool (GAT) and Comprehensive Resilience Modules (CRM)
  *Resiliency Training (RT)
  *Deployment Cycle Support (DCS) Resilience Training
  *Comprehensive Soldier and Family Fitness (CSF2) Program

Department of Public Works (DPW), Environmental United States Army Garrison (USAG) CI Coordinator
  *Environmental Compliance Program

DPTMS, Net Zero/Recycling (USAG) CI Coordinator
  Net Zero/Recycling
  *Minimum inspection areas for deployment certification command inspection.
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.
<table>
<thead>
<tr>
<th>Subject Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>References:</strong></td>
</tr>
<tr>
<td>a. List all references (numbers, titles, and dates) used to develop the checklist.</td>
</tr>
</tbody>
</table>

**SAT/UNSAT**

1. **Inspection question**  
   (Complete reference to publication and include page and paragraph citation)

2. **Inspection question**  
   (Complete reference to publication and include page and paragraph citation)

3. **Inspection question**  
   (Complete reference to publication and include page and paragraph citation)

4. The checklist should be sufficiently long that a complete evaluation of the subject area is obtained and evaluated against a current standard (reference).

**NOTES:**

**UNIT / SECTION INSPECTED:**

**DATE:**

Figure D-1. Sample inspection checklist
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

<table>
<thead>
<tr>
<th>Area Inspected</th>
<th>Reference</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Management</td>
<td>FM 7-0</td>
<td>G A R</td>
</tr>
<tr>
<td>Physical Training</td>
<td>FM 21-20</td>
<td>G A R</td>
</tr>
</tbody>
</table>

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
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 CI or 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 **UNIT** was conducted on **DATE(S)**.

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.


5. Point of contact and telephone number.

Commanders Signature Block
Glossary
Section I Abbreviations

AAA
Army Audit Agency

AA&E
Arms, Ammunition, and Explosives

ACofS
Assistant Chief of Staff

ADP
Army Doctrinal Publication

ANAM
Automated Neuropsychological Assessment Metrics

AR
Army Regulation

ARFORGEN
Army Force Generation

AVAP
Army Voting Assistance Program

AWOL
Absent Without Leave

BAS
Basic Allowance for Subsistence

CCDP
Command Contracting Discipline Program

CDP
Command Discipline Program
CofS
Chief of Staff

CFSCP
Command Food Service Discipline Program

CI
Command Inspection

CIPP
Counterintelligence Probationary Program

CMO
Civil Military Operations

CDDP
Command Deployment Discipline Program

CMDP
Command Maintenance Discipline Program

COMET
Command Maintenance Evaluation and Training

COMSEC
Communication Security

CRM
Comprehensive Resilience Modules

CSF2
Comprehensive Soldier and Family Fitness

CSDP
Command Supply Discipline Program
**DA**
Department of the Army

**DAIG**
Department of the Army Inspector General

**DCG (O)**
Deputy Commanding General (Operations)

**DCG(S)**
Deputy Commanding General (Support)

**DCS**
Deployment Cycle Support

**DEERS**
Defense Enrollment Eligibility Reporting System

**DFR**
Dropped From Roles

**DFMWR**
Directorate of Family and Morale, Welfare, and Recreation

**DOD**
Department of Defense

**DODIG**
Department of Defense Inspector General

**DPTMS**
Directorate of Plans, Training, Mobilization and Security

**DPW**
Department of Public Works
DTMS
Digital Training Management System

DTS
Defense Travel System

EOA
Equal Opportunity Advisor

EOL
Equal Opportunity Leader

EXSUM
Executive Summary

FH
Fort Hood

FORSCOM
Forces Command

GAO
Government Accounting Office

GAT
Global Assessment Tool

GPC
Government Purchase Card

HIV
Human Immunodeficiency Virus

IAW
In Accordance With
ICI
Initial Command Inspection

IED
Improved Explosive Device

IG
Inspector General

IO
Information Operations

MC4
Medical Communications for Combat Casualty Care

MEDPROS
Medical Protection System

METL
Mission Essential Task List

MCDP
Medical Command Discipline Program

MOS
Military Occupational Specialty

MRT
Master Resilience Trainer

MSC
Major subordinate Command

NLT
No Later Than
NVS
Night Vision Systems

OEL
Organizational Equipment List

OIP
Organizational Inspection Policy

OPSEC
Operations Security

PAI
Personnel Asset Inventory

PAO
Public Affairs Office

PDHRA
Pre- and Post Deployment Health Re-Assessment

PHA
Periodic Health Assessment

POA
Power of Attorney

POV
Privately Owned Vehicle

PPPT
Pregnancy Postpartum Physical Training

PMCS
Preventive Maintenance Checks and Services

PMO
Provost Marshall Office

POW
Prisoner of War
PROFIS
Professional Officer Filler Information System

PWIP
Phantom Warrior Inspection Policy

RT
Resiliency Training

RTA
Resilience Trainer Assistant

SAV
Staff Assistance Visit

SARC
Sexual Assault Response Coordinator

SCI
Subsequent Command Inspection

SHARP
Sexual Harassment and Assault Response Program

SI
Staff Inspection

SJA
Staff Judge Advocate

SOP
Standing Operating Procedures

SRP
Soldier Readiness Processing
TDY
Temporary Duty

TRA
Training and Readiness Authority

TARP
Threat Awareness and Reporting Program

UCMJ
Uniformed Code of Military Justice

USAG
United States Army Garrison

USR
Unit Status Reporting

UVA
Unit Victim Advocate