



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2221 ADAMS AVENUE
FORT LEE, VIRGINIA 23801-2102

ATCL-CG

FORT LEE POLICY NO: 05-12

MAY 7 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CASCOM Organizational Inspection Program (OIP)

1. References:

- a. Army Regulation (AR) 1-201, Army Inspection Policy, dated 4 April 2008
- b. AR 11-2, Managers' Internal Control Program, dated 4 Jan 2010
- c. AR 20-1, Inspector General Activities and Procedures, dated 29 Nov 2010
- d. AR 381-10, U.S. Army Intelligence Activities, dated 3 May 2007
- e. The Inspections Guide, dated June 2010
- f. TRADOC Supplement 1 to AR 1-201, dated 17 May 2011

2. Purpose: To prescribe procedures for the conduct of the CASCOM Organizational Inspection Program (OIP) within the CASCOM & Fort Lee.

3. Scope. This program applies to all CASCOM organizations to include Proponent Schools, Universities, Institutes, Commands, and Staff Proponents.

4. Commander's Guidance: Inspections are a command responsibility and an integral tool that allows commanders and leaders at all levels to identify, prevent, or eliminate problem areas within the command. The OIP is a comprehensive, written plan that addresses all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies. The purpose of the CASCOM OIP is to coordinate inspections and audits into a single, cohesive program focused on command priorities and policies. The CASCOM OIP will be comprised of Command Inspections, Staff Inspections, IG Inspections, Staff Assistance Visits (SAVs), audits, certifications, accreditations and external inspections. All Subordinate Commands within CASCOM will develop applicable OIPs; likewise, the Garrison Commander will establish an OIP tailored to meet the needs of tenant units on the installation and as directed by IMCOM policy. CASCOM will have an aggressive Command Inspection program that focuses on Initial and Subsequent Command Inspections for all companies and detachments. Commanders at all levels will be actively involved in this program. CASCOM will also conduct Staff Inspections as

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directed by the Chief of Staff on a recurring basis. The Inspector General will focus on inspecting topics or issues that suggest a systemic problem might be present and needs to be fixed permanently. All inspections conducted within CASCOM and Fort Lee will adhere to Army inspection policy and the Army's inspection principles. Furthermore, teaching, training, and mentoring will be an integral part of all inspections conducted within CASCOM and Fort Lee. The lack of Command oversight on this program fosters an environment of learned helplessness and an overall atrophy of mission readiness and unit systems that is inconsistent with CASCOM, TRADOC and our Army Standards of performance.

5. Inspection Priorities:

- a. Improving war fighting readiness and CASCOM plans and policies.
- b. Taking care of Soldiers, Families and Civilians.
- c. Solving problems that present a systemic problem or pattern.

6. General Policy: The CASCOM OIP Program consists principally of Command, Staff and IG Inspections.

a. All CASCOM organizations will conduct inspections in accordance with the inspection principles outlined in AR 1-201. All IG inspections will follow the inspections process outlined in AR 20-1.

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

c. Commanders have latitude in building their own OIP Programs and in synchronizing their own inspection efforts. However, Command inspections are the building blocks to all other inspections in the Army and will therefore be executed, at a minimum, in all company-sized elements in CASCOM as specified in AR 1-201.

d. Inspectors and subject matter experts must be selected by possessing a thorough understanding of all applicable regulations, policies, and SOPs before each inspection event and not selected based solely on a position held.

e. Inspections should be incorporated into training guidance and scheduled at all levels. Unannounced inspections are highly disruptive to training and other necessary activities. No unannounced inspections will occur without CG, CASCOM approval. This approval includes both internal and external inspections.

f. Commanders will ensure inspections are purposeful, coordinated, focused on feedback, instructive and followed up.

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g. Commendable performances by individuals or creative programs that enhance readiness deserve recognition and acknowledgement in inspection reports.

h. The CASCOM OIP Coordinator will chair a Quarterly OIP Working Group to monitor and synchronize inspection events and to follow up on stakeholder responsibilities tasked from prior inspection events.

i. The CASCOM G3 is responsible for scheduling all inspections at the Brigade-level or higher. If an outside agency requests or schedules an inspection of a unit within CASCOM or on the installation, the inspected unit will forward the request immediately to the G3 to ensure that the inspection meets CASCOM priorities and the appropriate training schedule requirements. Requested inspections will not be scheduled that do not support the CASCOM or installation's priorities, goals and objectives. Inspections will be highlighted during staff meetings and treated like all other training events.

7. Responsibilities:

a. The **CASCOM Chief of Staff** will:

(1) Serve as the CASCOM OIP Coordinator.

(2) Establish and execute a CASCOM Staff Inspection Program (SIP).

(3) Chair the CASCOM Quarterly OIP Working Group.

(4) Submit issues identified during inspections that could not be resolved at CASCOM-level to the TRADOC headquarters. The IG calls this process a handoff.

(5) When appropriate, task respective CASCOM proponents to implement approved recommendations found in inspection reports.

b. The **CASCOM G3** will:

(1) Schedule inspections on the CASCOM long-and short-range planning calendars.

(2) Task personnel (Schools, Garrison, CASCOM, Staff and other CASCOM elements) to support IG inspections as required.

(3) Participate in the CASCOM Quarterly OIP Working Group.

c. The **CASCOM/Fort Lee IG** will:

(1) Conduct IG Inspections as part of the CASCOM OIP.

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- (2) Conduct inspector training as requested.
 - (3) Share inspection results with units and tenant organizations on the installation as required and authorized by CG, CASCOM.
 - (4) Conduct inspections of the OIP Program at Battalion-level and lower as directed.
 - (5) Participate in the TRADOC Quarterly OIP Working Group.
 - (6) Participate in and serve as the CASCOM Quarterly OIP Working Group Action Officer.
 - (7) Participate in TRADOC and DAIG Quarterly Inspection VTCs.
- d. The **CASCOM G8** will:
- (1) Execute the Management Control program in accordance with AR 11-2.
 - (2) Share Management Control information with the CASCOM IG.
 - (3) Track the resolution of all material weaknesses identified during internal Management Control evaluations.
 - (4) Participate in the CASCOM Quarterly OIP Working Group.
- e. The **CASCOM Staff** will:
- (1) Conduct Staff Inspections as required by the CASCOM Chief of Staff's plan.
 - (2) Augment IG inspections with personnel as required.
 - (3) Ensure that all individuals conducting inspections are technically qualified and trained to conduct the inspection.
 - (4) Conduct Staff Assistance Visits (SAVs) as required.
 - (5) Coordinate announced external and follow-up inspections of subordinate units with G3 to ensure integration of these inspections into the Command's training schedule and OIP when appropriate.
 - (6) Participate in the CASCOM Quarterly OIP Working Group.
 - (7) Assist in the development and validation of OIP Compliance Checklists.

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f. The **CASCOM Subordinate Commands/Schools** will:

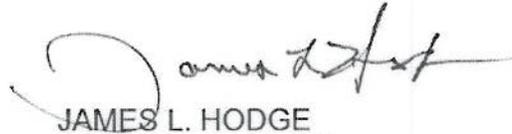
(1) Establish inspection policy for subordinate levels of command consistent with this policy and AR 1-201.

(2) Appoint an OIP Coordinator in writing.

(3) Monitor and coordinate all inspection activities to eliminate redundancies and minimize disruptions. Reflect all inspections on long-range training calendars. Integrate inspections and assistance visits into training plans and synchronize inspection events with the CASCOM OIP Coordinator.

(4) Participate in the CASCOM Quarterly OIP Working Group.

8. **Proponent/Suggestions for Improvement:** The overall proponent for the CASCOM OIP is the CASCOM IG. Any member of the CASCOM or installation may suggest changes directly to the CASCOM IG.



JAMES L. HODGE
Major General, US Army
Commanding

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