Headquarters
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1st Infantry Division Organizational Inspection Program

Administration

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Summary. Outlines responsibilities and procedures for planning, coordinating, conducting and reporting inspections within the 1st Infantry Division.

Applicability. This regulation applies to units and staff assigned to 1st Infantry Division.

Supplementation. Supplementation of this regulation is prohibited without prior approval.

Distribution. Distributed according to command level A.

Interim Changes. Interim changes to this regulation are not official unless they are authenticated by the Division Signal Office, Information Services Support Office (ISSO). Users will recycle interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency for this regulation is the Division Office of the Inspector General. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Headquarters, 1st Infantry Division, Office of the Inspector General, ATTN AETV-BG-IG, APO AE 09036.

Contents **Chapter**

General 1
Responsibilities 2
Principles of 1st Infantry Division Inspection Policy 3
Command Inspections 4
Inspector General Inspections 5
Staff Inspections 6
Deployment Readiness Evaluations 7

Contents **Chapter**

Management Control Plan.....8
Audits.....9
Command Supply Discipline Program.....10
Sensing Sessions.....11
Inspection Schedules.....Appendix A
Inspecting Commander/Team Leaders for Separates.....Appendix B
Command Inspection Summarized Results.....Appendix C
1ID OIP Diagram.....Appendix D
Sample CI Planning, Execution, and Completion.....Appendix E

*This regulation supersedes 1ID REG 1-201, dated 26 July 2002.

Chapter 1
General

1-1. Purpose. To establish and delineate responsibilities for the 1st Infantry Division Organizational Inspection Program (OIP).

1-2. References.

a. AR 1-201, Army Inspection Policy.

b. AR 11-2, Management Control.

c. AR 11-7, Internal Review and Audit Compliance Program.

d. AR 20-1, Inspector General Activities and Procedures.

e. AR 710-2, Supply Policy Below the Wholesale Level.

f. DA Pam 710-2-1, Using Unit Supply System Manual Procedures.

g. DAIG Inspection Guide.

h. FM 25-100, Training the Force.

i. FM 25-101, Battle Focused Training.

j. FM 101-5, Staff Organization and Operations.

k. USAREUR Reg 1-201, USAREUR Organizational Inspection Program.

l. V Corps Reg 1-201, V Corps Inspection Policy.

m. 1ID Pam 1-201, Command Inspection Checklist.

1-3. Overview.

a. The 1ID OIP will provide a framework for coordination of Command Inspections (CIs), Staff Inspections (SAV), Inspector General (IG) inspections, and Deployment Readiness Evaluations (DRE) to ensure they complement one another, minimize duplication of inspection effort and are integrated into the training planning process outlined in FM 25-100 and division training management programs.

b. The OIP is crucial to the readiness of the 1st Infantry Division. This inspection policy is intended to enable commanders to set and maintain high standards, ensure their units are in compliance with regulatory guidance, and ready to deploy and fight.

c. Specifically, the objectives of the 1ID OIP are to:

(1) Evaluate unit mission readiness.

(2) Establish a framework for a coordinated inspection program.

(3) Assess attainment of unit goals and objectives.

(4) Provide a framework for inspecting subordinate units and functions by battalion, brigade and separate company.

(5) Identify systemic deficiencies that impede mission accomplishment.

(6) Teach, train, and assist subordinate units.

(7) Outline actions to correct noncompliance and systemic deficiencies that impact readiness.

d. The 1ID OIP places the responsibility for conducting unit compliance inspections on commanders and their staffs.

e. The Division OIP is comprised of four key components. They are:

(1) Command Inspection (CI). An inspection of an organization conducted by a commander in the inspected unit's chain of command. The commander conducting the inspection determines areas to be inspected, scope of the inspection and composition of the inspection team.

(2) Staff Inspection/Staff Assistance Visit (SAV). An inspection of a subordinate organization/agency conducted by a staff that focuses on the functional area for which the inspected agency is responsible.

(3) IG Inspection. An inspection conducted by a detailed IG that is oriented toward the identification of problems, determination of root causes, development of possible solutions and assignment of responsibilities for correcting the problems. IG inspections usually focus on systemic issues or trends.

(4) Deployment Readiness Evaluations. An evaluation of MSCs and their subordinate units designed to test the units' ability to execute deployments.

f. There are three types of inspections:

(1) General. Broad in scope, encompassing multiple activities within an organization or command. Normally, CIs are general and focus on units. For example, the initial CI for company-sized elements should optimally occur within 7 days and no later than 90 days after the change of command. At the discretion of the inspecting commander, the inspection evaluates systems in the unit's area of responsibility, as well as any area of command or operational interest. Results of this

inspection are given to the new commander for use in a goal setting session with the next higher commander, or when preparing the OER support form.

(2) Special. An inspection of a function or set of functions that focuses on systemic problems and their root causes. The IG normally conducts this type of inspection.

(3) Follow-up. An inspection of actions taken to correct deficiencies identified during previous inspections. A follow-up inspection must be conducted within three months of the initial inspection and not earlier than 45 days following the initial inspection.

Chapter 2
Responsibilities

2-1. Commanders at Brigade/Battalion Level. Commanders at brigade/battalion level will:

a. Establish inspection policy for subordinate levels of command consistent with this regulation and ensure compliance with this and other applicable standards.

b. Establish organizational inspection programs (OIPs) that minimize disruptions and allow time for subordinate elements to implement corrective actions between inspections.

c. Personally participate in CIs of immediate subordinate units.

d. Ensure all battalion-and brigade-level inspections are scheduled with the 1ID G3.

e. Schedule and conduct initial CIs for company commanders NLT 90 days of assumption of command. A CI scheduling matrix can be found in Appendix A.

f. Establish and execute a follow-up inspection policy that fixes responsibility, creates and RBI requirement and a suspense for post inspection follow-up.

g. Schedule and conduct subsequent company level CIs annually.

h. Monitor and coordinate all inspection activities to eliminate redundancy and minimize disruptions. All CIs will be reflected in long-range training calendars and briefed during QTBs.

i. Maintain written reports of command and staff inspections.

j. Provide the IG a summary of inspection results (see appendix C) NLT 30 days after completion of the inspection.

k. Provide the IG with a copy of the current unit OIP policy.

l. Ensure inspection teams are trained to inspect in accordance with Army standards.

m. As part of the unit OIP, include a written command and staff inspection SOP implementing the concepts of this regulation.

n. Take appropriate action to adjust guidance and policies that fail to accomplish their intended objectives.

o. Conduct Command Supply Discipline Program evaluations of subordinate units in accordance with DA Pam 710-2-1 and AR 710-2.

p. Provide support for IG sensing sessions.

q. Utilize Command Inspection results, as well as other sources when compiling their annual Management Control Plan "reasonable assurance" statements.

r. Maintain Command Inspection results for two years.

s. Develop, document and disseminate specific plans for their staff assistance program ensuring that programs are tailored to check compliance, correct problems, assess current level of knowledge, teach and train.

2-2. Inspector General. The 1st Infantry Division IG will:

a. Be the proponent for the division inspection policy.

b. Analyze inspections, audits and reports for issues affecting mission readiness and warfighting capability, and recommend issues for special inspection to the Commanding General (CG).

c. Schedule and conduct IG inspections in accordance with AR 20-1, AR 1-201, applicable USAREUR supplements, and V Corps inspection guidance.

d. Upon request, instruct on "How to Inspect."

e. Provide information to the CG on matters concerning IG activities and the state of morale, discipline, efficiency, economy, and readiness of the division.

f. Receive summary reports of brigade, separate battalion and separate company CIs in order to analyze trends and identify problems.

g. Conduct unit visits other activities as directed by the CG.

h. Coordinate administrative support for Department of the Army (DA) and other Department of Defense (DOD) IGs upon request or as coordinated with the V Corps and USAREUR IG.

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

j. Teach, train, and assist units.

k. Not conduct any inspections other than those directed by the Division Commander. Periodically inspect the conduct of unit CIs to determine compliance with standards and assess the quality of the inspection.

l. Coordinate the preparation and execution of all inspection plans for IG inspections and other special inspections.

m. Coordinate, prepare, process, and submit IG inspection reports as required.

n. To the extent permitted by IG resources, conduct technical assistance visits for commanders on request.

o. Conduct intelligence oversight inspections IAW AR 381-10.

p. Conduct annual sensing sessions in all battalions and separate companies.

q. Maintain 1ID Pam 1-201, Command Inspection Checklist, auditing the checklists annually and ensuring that checklists are sent to their respective staff proponents for updating on an annual basis. Also, ensuring that MCP checklists received from the Division Comptroller are sent to the staff for an appropriateness review so that the respective staff sections can embed applicable checks in their respective Command Inspection checklists.

2-3. 1ID Staff Sections. All 1ID staff sections will:

a. To the extent permitted by resources, conduct staff assistance visits to units to identify strengths and weaknesses and, as appropriate, provide training and assistance to resolve deficiencies.

b. Upon request, provide functional area inspectors to participate in unit CIs and staff inspections.

c. Develop inspection plans for their specific area of responsibility that implement the commanders' intent for a particular inspection.

d. Monitor the staff section's area of responsibility within subordinate units.

e. Upon request, augment or support 1ID IG inspections.

f. Provide the G3 and IG a current schedule of annual inspections, audits and visits within the staff section's area of responsibility.

g. Develop staff inspections and assistance programs that complement CIs.

h. As required update inspection checklists in 1ID Pam 1-201 for which proponency has been assigned. Review for applicability Management Control Plan checklists for which proponency has been assigned and imbed in their corresponding Command Inspection checklist.

2-4. G2. 1ID G2 is the division proponent for Information Security, Personnel Security, SAEDA, Walk-ins, Knowledgeable Absent Without Leave (KAWOL), and Intelligence Training. An all-inclusive listing of applicable regulations is located in 1ID Pam 1-201, Command Inspection Checklist, with each individual checklist.

2-5. G3/S3s. 1ID G3, brigade and battalion S3s, and separate companies will be responsible for coordinating their respective unit OIPs to include:

a. Schedule all CIs, staff inspections and special inspections on the training calendar. Brief Command Inspections during QTBs.

b. Identify scheduling conflicts between inspections, training events, MAIT visits and other staff events, and deconflict as necessary.

c. Upon request, identify and task units to support internal and external inspections. (e.g. V Corps and USAREUR IG inspections)

d. Coordinate, schedule and deconflict all visits by external agencies. (e.g. General Accounting Office, the Army Audit Agency, etc.)

e. Conduct deployment inspections of subordinate elements.

f. Act as the focal point for scheduling all announced inspections and visits.

2-6. G4. The proponent for Command Supply Discipline Program (CSDP) evaluations is the 1ID G4. The G4 will:

a. Use AR 710-2, table B, as the basis for evaluating the CSDP. Develop and maintain checklists for use at the battalion and brigade level. Brigade checks will include a check to determine if battalions are checking the CSDP programs in their companies.

b. Conduct CSDP evaluations of brigades and separate battalions/companies.

c. Provide written results of CSDP evaluations to inspected commanders and maintain a copy within the G4.

d. Conduct MAIT inspections annually of all battalions and separate companies.

e. Ensure MAIT scheduling is coordinated with the G3.

2-7. 1ID Chief of Staff (CofS). As designated by the CG, the CofS will act as team leader of brigade CIs and will be assisted by the division staff. He will also act as Inspecting Commander for the HHC, 1ID CIs (see appendix B).

2-8. Divison Comptroller.

a. Is the focal point and proponent for the Division Management Control Plan.

b. Publishes MCP requirements, timelines and reporting suspense's in Annual and Quarterly Training Guidance.

c. Provides Brigade and Battalion Commanders with a short briefing, information paper or information campaign regarding the purpose, planning and execution of the MCP on an annual basis.

e. Compiles all MCP checklists from DA DCSRM and provide them to the IG on an annual basis.

f. In concert with the IG, plan, prepare and disseminate updated procedures for executing annual MCP checks.

g. Cease the distribution of MCP checklists to accountable commanders and staff principles when all applicable MCP checks have been embedded into the 1ID Pam 1-201, Command Inspection Checklist, and units have executed command inspections with the new checklists for at least one year.

2-8. Individuals Conducting Inspections. Individuals who conduct inspections must train to, and know, the Army standards for the area being inspected.

Chapter 3
Principles of 1st Infantry Division Inspection Policy

3-1. Commander's Intent. Above all, any inspection must help units to help themselves. They should be structured to identify problems, but equally important, help fix problems. The 1ID OIP allows commanders to design and implement a system of inspections tailored to their units' mission and needs. The program also allows commanders to gauge their units' compliance with established standards, policies, procedures and readiness philosophy. Inspection results can then be used to analyze shortcomings and develop strategies to bring units up to established standards.

Command or unit inspections are the responsibility of commanders. I want commanders and their staffs to be personally involved in the inspection process. Commanders can use their own staffs and/or request assistance from the division staff to carry out their inspection programs. This assistance may take the form of inspection team augmentation, inspection training or functional area assistance.

Inspections warrant the same degree of planning and resources as other major training events. They should be scheduled well in advance and include appropriate train-up for inspection team members. Inspections that are properly planned, executed and analyzed will greatly assist commanders in their overall assessment of unit readiness.

3-2. Organizational Inspection Program (OIP).

a. The OIP is the commander's inspection plan. Commanders establish policies, procedures, responsibilities and strategies for inspections. The OIP is the commander's management tool that avoids inspection redundancies. A good plan includes inspections conducted by higher commands and outside agencies. Command and staff inspection programs should:

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

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

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

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

(5) Fix responsibility for task accomplishment and set objectives.

(6) Be integrated with the organization's OPTEMPO

b. Brigade commanders will formulate their OIP to complement the battalion OIP. Brigade level OIPs should not burden the battalion with redundant inspections. Brigade OIPs should include command, staff and follow-up inspections that focus on functional areas and evaluate staff activities at least one level down.

c. All commanders at battalion level and above will establish an OIP. The program must ensure that the total inspection effort integrates command, staff and, where applicable, IG inspections into one balanced program of complementary inspections.

3-3. Inspect the Inspector Program. Periodically detailed IGs will observe unit CIs to validate inspectors. The intent is to ensure that inspectors are proficient in the areas they inspect and that inspection results will benefit the inspected unit, not just use a checklist but to teach and train. Unit commanders may request the IG to conduct an inspector validation during a scheduled CI.

Chapter 4
Command Inspections

4-1. General. Because CIs are commanders' programs, commanders must actively participate in planning and conducting these inspections. IAW AR 20-1, the IG does not conduct or lead compliance-oriented unit inspections. It is the commander who sets and enforces the standards. Although CIs can take various forms, the preferred method is to formally schedule and post

inspections on the training calendar. Commanders should assess their unit METL and mission-related directives when considering the subject areas to inspect. The commander conducting the inspection determines its scope, format and resource requirements.

4-2. Command Inspection Program Concept.

a. The CI is METL-based and designed to validate unit strengths, identify problems impacting mission accomplishment, determine systemic root causes of those problems and fix responsibility for corrective action. The CI is a management tool commanders can use to assess their units in areas other than tactical proficiency. As such, it has considerable potential as a combat readiness indicator.

b. The intent of the CI program is to evaluate the effectiveness of systems compliance to published standards within 1ID units. The inspector looks at unit programs, determines compliance to standards, evaluates the effectiveness of the program and teaches unit personnel as appropriate.

c. Commanders should assess their unit METL and mission related directives when considering what functional areas to inspect. Consideration should be given to tailoring Command Inspections to address mission specific requirements, soldier and mission readiness and demonstrated functional area shortcomings. Emphasis should be placed on inspecting critical systems and taking requisite corrective action vice the lock-step execution of all facets of an inspection checklist.

d. The goal of a CI is to reinforce, support and report on the attainment of standards necessary to accomplish the unit's mission. Because units are expected to establish procedures and policies that facilitate the maintenance of high standards, the CI focuses on programs and procedures that facilitate reaching and maintaining these standards.

4-3. Initial Command Inspection.

a. Command inspections are conducted by the next higher commander in the chain of command (e.g., the battalion commander inspects the company commander). The results of the initial CI are considered diagnostic and not used competitively or to evaluate performance. Distribution of the inspection report is limited to the inspected commander and inspecting commander (see appendix D). The outcome of this initial inspection should help the leadership chain set priorities and determine where command emphasis should be placed. The inspection team must identify issues and provide feedback to the unit commander. The commander at the next higher echelon uses the results to establish a base line for measuring future performance, to establish goals and objectives for the commander, to articulate priorities, areas of emphasis, and standards of acceptable performance.

b. Each new company-level commander will receive an initial CI within 90 days after assuming command. Battalions will receive command inspections annually and brigades will receive command inspections bi-annually. (see appendix A).

c. After a Command Inspection a follow-up inspection must be scheduled to assess corrective action taken on known shortcomings identified during the inspection. A follow-up inspection must

be conducted within 12 months of the initial inspection and not earlier than 60 days following the initial inspection. This type of inspection can be executed by staff assistance visits or a formal inspection. Should the inspecting commander choose a formal inspection, it doesn't necessarily have to be limited to previously identified deficiencies and the inspecting commander can add additional topics for inspection in areas of command emphasis, or pending mission requirements.

4-4. Subsequent Command Inspections. Subsequent inspections measure progress and reinforce the goals and standards established during the initial CI. Teaching, training and determining levels of compliance are the principal focus of these inspections. The commander determines the frequency and the scope of subsequent command inspections. However the commander must conduct at least one follow-up within 12 months after the initial inspection in order to monitor progress. Distribution of the inspection report is the same for the initial CI, but the report is also given to the IG to evaluate systemic trends (see appendix D). Unlike initial CIs, subsequent inspections can be used competitively or to evaluate performance.

4-5. Effective Command Inspections.

a. An effective CI provides the inspected commander a clear understanding of the higher commander's goals, standards and priorities. It also establishes a feedback mechanism for issues that impact mission accomplishment.

b. Meaningful CIs are formal events involving the active participation of the inspecting commander. Involvement is actual participation in the inspection and not just attendance at the in/out briefs. For example, commanders can direct his inspection activities on "focus areas" that are delineated during the CI in-brief.

4-6. Brigade Level Command Inspections. The normal OIP rhythm for a Major Subordinate Command (MSC) will be SAV – CI – SAV with a DRE between the sixth and 18th month of a command tour. MSCs will be given a CI once during a command tour (normally two years) between the seventh and 18th month of the command tour. MSCs will schedule their CI with the Division G3 and allocate five continuous days for the in-brief, inspection, and out-brief. CI status will be a required briefing topic at all QTBs. The Division Chief of Staff or his designee will be the CI team chief. CI findings will be briefed to the Division Commander and kept on file for three years at both the Division G3 and the MSC S3 levels. Major deficiencies noted on the CI will require a follow-up Staff Assistance Visit (SAV) within 90 days to determine if corrections have been made or deficiencies addressed. On-the-spot corrections accomplished during the CI will be noted in the final report. MSC Commanders will be provided a plan to correct deficiencies via memorandum to the 1ID CofS within 30 days of the completion of a CI.

4-7. Separate Battalion/Company Command Inspections. The inspecting commander and inspection team leader for the division separate battalion/companies are outlined in appendix B. The team leader will be responsible for publishing an MOI, scheduling and conducting the inspection IPRs, conducting in/out briefs and publishing the final inspection report. The team leader will also coordinate with the inspecting commander to ascertain the scope of the inspection and the topics that will be inspected. The division staff will provide the inspectors for their respective functional areas. Division separate S3s/company commanders will coordinate their CIs with the MAIT to ensure

requested dates are deconflicted with other SAV and inspections. Commanders and S3s will brief their Command Inspections during QTBs.

4-8. Primary Areas of Interest. Possible areas to be inspected are reflected in 1ID Pam 1-201, Command Inspection Checklist. This however, is by no means all-inclusive. The inspecting commander determines which functional areas to inspect based on mission specific requirements, METL and mission related directives, as well as other factors, and not simply an inspection checklist. Each staff section is responsible for providing qualified inspectors for the areas to be inspected. Commanders are encouraged to determine special areas of emphasis during a CI to stress particular parts of the inspection.

4-9. Scheduling. 1ID G3, brigade and separate battalion S3s, and separate company commanders will ensure CIs are placed on their long-range training calendar. Special attention must be given to ensure CIs are appropriately placed on the training calendar to avoid confliction with other training events or separate staff requirements. Before scheduling, the G3/S3 must ensure that all resources are available to conduct the inspection. Routinely scheduled external or staff inspections will be integrated with CIs when possible. If there is a schedule conflict between conducting the CI and another type of inspection that cannot be integrated in the CI, the CI will be given priority. CI scheduling will be addressed at Quarterly Training Briefs (QTBs).

4-10. Reports.

a. Written Reports. A report will be written for each inspection. The inspection report generally is composed of a basic memorandum containing an overview of inspection results, with appropriate enclosures containing a discussion of each finding (see appendix C).

b. Inspection Findings. Findings are complete, comprehensive and concise statements written to articulate problems or recognize commendable areas. They are brief statements identifying an issue. They will include the standard used to make the finding.

c. Routing of Inspection Reports. Inspection reports are addressed to the commander of the inspected unit through the chain of command. Systemic findings concerning agencies external to the inspected command are forwarded to them for required corrective action (see appendix D).

d. Corrective Actions. Upon receipt of the inspection report, the inspected commander will take corrective action on those discrepancies under that commander's area of responsibility. Reports of corrective actions are not required unless specifically directed by the inspecting commander.

e. Inspection Rating. Inspection results will focus on compliance to a published standard. Therefore, the Division CI checklists are developed to determine a unit's compliance to a standard. An answer of yes or no must be annotated indicating whether the unit is complying with the published standard. Inspectors are free to provide additional comments as necessary to ensure the inspected unit understands the deficiency or provide laudatory comments when appropriate.

Chapter 5
Inspector General Inspections

5-1. Special Inspections.

a. General. Special inspections are conducted as required, and focus on a specific area of interest, problem or activity. The scope and purpose of these inspections are limited and narrowly defined. They may encompass one or more subordinate commands, agencies or activities across the division. All units and activities within the division are under the purview of the special inspection program. The scope and frequency of special inspections are determined by the CG. Analysis of inspection results, commanders' concerns and the CG's guidance determine the subjects of special inspections.

b. Scope. All 1ID units and activities are subject to special inspections conducted by the IG. Units designated to receive a special inspection are scheduled as far in advance as possible but, at the discretion of the CG, notification may be short notice.

c. Procedures.

(1) Proposed special inspection schedules are developed by the IG, approved by the CG and incorporated into the annual inspection plan. The approved inspection plan is coordinated with the G3 to minimize impact on units and planned operations.

(2) Special inspections are conducted in a manner to minimize disruption to inspected units and activities.

5-2. Quicklook Inspections.

a. Quicklook Inspections are done at the direction of the CG. They are short notice, very specific in nature and narrow in their focus. Quicklook inspections are completed in a short amount of time but are thorough enough to provide the CG the details of the topic in question.

b. Quicklook Inspections use an abbreviated process in comparison to special inspections during which the following procedures occur:

(1) Develop the concept, get directive from the CG, prepare checklists/notes for inspection and coordinate dates with units.

(2) Conduct Inspection and capture data necessary to back brief the CG.

(3) Brief CG with findings/facts of the inspection.

Chapter 6
Staff Inspections/Staff Assistance Visits

6-1. General. Unit representatives who are responsible for a specific functional area generally conduct staff inspections. Staff inspections ensure compliance with established policy and assess the ability of an organization to perform its assigned mission. In most cases, the inspected function can be correlated to those contained in FM 101-5. Units requesting assistance from the respective staff agencies should define a specific area of concern rather than requesting a review of broad functional areas. The inclusion of staff members in CIs reduces the number of inspections by combining CIs and staff inspections. IAW AR 20-1, the IG will not participate in staff inspections. The lowest echelon technically qualified to inspect should conduct staff inspections. Staff inspections may be used to follow up previous CIs, IG inspections and audits. Staff inspections should be coordinated prior to the start of a training quarter, discussed during the QTB and be included on unit training schedules.

6-2. Division Staff. The Division staff conducts staff assistance visits and inspections. SAVs for MSCs are normally done at the request of the MSC commander or staff prior to or following a CI to address areas that were deficient or require further assistance. Scheduling and coordinating the Division SAV is done directly between the MSC staff proponent and their Division Staff counterpart. SAVs will not be scheduled within 30 days of a CI. The Division staff will keep the CofS informed of all scheduled SAVs and inform the G3 of posting SAV dates to the Division Calendar. Division staff SAVs do not require a formal in brief or out-brief to the MSC commander. Results of the SAV will not be briefed to the MSC commander or the CofS unless it is a safety issue, willful or criminal negligence or a violation of the UCMJ. SAV results will be forwarded from the Division staff proponent to their MSC counterpart and maintained for three years at the MSC and Division staff.

6-3. Scheduling. All staff inspections from battalion through brigade level require coordination with the G3 or appropriate S3 section. G3/S3 has functional responsibility for precluding schedule conflicts and ensuring that evaluations and inspections appear on unit training calendars. Unannounced inspections prescribed by regulation are exempt from scheduling requirements, but must have an inspection directive.

6-4. Reports. Staff sections will prepare results of their staff inspections. Each staff section is required to maintain these reports on file until the next scheduled inspection.

Chapter 7
Deployment Readiness Evaluations

7-1. General. The DRE is designed to evaluate how well units within an MSCs execute deployments. The 1ID CofS is the proponent for the DRE. MSCs will allocate 48 hours for a DRE in their training plan and ensure the maximum availability of subordinate units.

7-2. Scheduling. MSC commanders will schedule DREs between the sixth and 18th month of a command tour. Scheduling will be done through the G3 who will issue an order and an event synchronization matrix to the MSC on day one of the DRE specifying the units, equipment and personnel specifications for the following day. This is not an alert but the identity of DRE specifics are not released to the units until 24 hours prior to ensure a fair appraisal across the MSC.

7-3. Execution. The DRE team will:

a. Examine equipment readiness for a platoon size section, selected by the inspection HQs, using the units readiness report. G4 MAIT will conduct 10-20 level inspections and dispatch procedure of vehicles before and after a road march. MSCs will identify and coordinate a march route for the vehicles in and around the installation.

b. Examine the records of subordinate commands for personnel readiness to include shots, medical records, dental records, and family care plans.

c. Conduct no-notice weapons qualifications on individual weapons and crew drill examinations for crew-served weapons. MSCs will coordinate for a small arms range and ammunition for weapons qualification – required weapons density can be coordinated with G3 OPS.

d. Observe the MSC's ability to C2 and execute battle tracking of units as vehicles and personnel are processed for deployment.

Chapter 8
Management Control Plan

8-1. General. The Management Control Plan (MCP) provides senior leaders with a reasonable measure of assurance that obligations and costs are in compliance with applicable laws: funds and property are safeguarded against waste, loss, or misappropriation, and that programs are efficiently and effectively carried out according to applicable law and management policy.

8-2. Execution. Commanders at the O6 level and Division Staff Principles are considered accountable officers and are required to establish and maintain effective control over programs/systems in their purview, periodically assess areas of risk, and identify and correct weaknesses. They prepare an annual assurance statement based on evaluations of management controls (checklists), assessments from audits, inspections, investigations, and direct management observations to the Division Comptroller, the proponent for MCP in the 1st Infantry Division. The Division Comptroller prepares the assurance statement for the Division Commander's signature, which is forwarded to V Corps. Prior to the publication of this regulation, the MCP was primarily assessed via checklists annually distributed to accountable officers. This regulation establishes policy where MCP checks are embedded in command inspection checklists thereby allowing accountable officers to make assurance statements based on their command inspections. When all MCP checklists are imbedded in 1ID Pam 1-201, Command Inspection Checklist, the comptroller will no longer provide checklists to accountable officers. Questions in 1ID Pam 1-201 that are based on MCP checks will be designated by an "*" to inform commanders that this check is required when executing a CI.

Chapter 9

Audits

9-1. General. Audits are another form of feedback, similar to inspections and should be coordinated and scheduled in a similar manner as inspections.

a. External audits include those conducted by the Government Accounting Office (GAO), Army Audit Agency (AAA) and Department of Defense Inspector General (DODIG).

b. Audit reports must be reviewed by affected functional staff personnel and the IG to determine possible systemic issues/trends relevant to the division.

Chapter 10
Command Supply Discipline Program

10-1. General. The Command Supply Discipline Program (CSDP), as established in AR 710-2, is the standard for supply discipline in 1ID units. CSDP is a compilation of existing regulatory requirements and formalized follow-up procedures designed to help commanders comply with DA supply guidance.

10-2. Purpose. The purpose of CSDP is stated in AR 710-2, paragraph B-2. The primary goal of an effective CSDP is to identify supply problems and permit their timely correction by the chain of command.

10-3. CSDP Monitor. The G4, is the CSDP monitor for division units. They conduct CSDP evaluations of brigades and separate battalion/companies.

10-4. Concept. CSDP is designed as a commander's program directed at eliminating noncompliance with supply regulations. It is not intended to be a stand-alone inspection program. The G4 and subordinate S4s will conduct evaluations of CSDP in conjunction with ongoing inspection programs, such as a CI, company/battalion of the quarter competition and other programs outlined in chapters 4 and 6 of AR 710-2. Separate inspections solely to meet the intent of CSDP are discouraged.

10-5. Frequency of Evaluations. AR 710-2, table B-7, addresses the required frequency of evaluations of the CSDP for all units.

Chapter 11
Sensing Sessions

11-1. General. Sensing sessions are a vehicle for soldiers to voice their opinion on several topics to an impartial recorder, the IG. The feedback from the session is documented in a written report, which is provided to the battalion commander and the CG.

11-2. Purpose. The purpose of sensing sessions is to alert leadership to areas that may require additional command emphasis.

11-3. Frequency of Sensing Sessions. The IG will conduct sensing sessions with all battalions annually. The sessions for each battalion are to be scheduled in accordance with the following diagram:

1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1-18 IN	201st FSB	299th FSB	9th ENG
1-63 AR	601st ASB	2-1 AVN	1-4th CAV
2-63 AR	1-1 AVN	1-26 IN	1-77 AR
701st MSB	82nd ENG	1-7 FA	1-33 FA
4-3 ADA	1-6 FA	2-2 IN	121 SIG
101 MI			HHC 1ID

11-4. Personnel Requirements and Timetable. Sessions will start at the times indicated. Sessions must have as a minimum the number of personnel as indicated in the following table:

Session	Time	Grades	Number of Personnel
1.	0900-1030	WO1-O2	10
2.	1030-1200	E7-E8	10
3.	1300-1500	E5-E6	15
4.	1500-1700	E1-E4	15
	1715-1730	Out-brief with unit commander	

11-5. Additions. 701st MSB will include five additional personnel from 12th Chem in the first two sessions and three additional personnel in the last two sessions. 101 MI will include five additional personnel from 1st MP in the first two sessions and three additional personnel in the last two sessions.

11-6. Coordination. The IG will ensure that sensing session information is included in annual and quarterly training guidance. Unit S3s will coordinate directly with the IG (350-6349) for execution dates **NLT 15 days prior to the start of the quarter.**

11-7. Scheduling. Sensing sessions will not be scheduled on Thursdays or Fridays. An optimum day for execution is Sunday during a Graf rotation. Sessions will not be split between days. The First session must start at 0900.

11-8. Requirements. Units will coordinate for a room of sufficient size to accommodate the sessions. The room must have, as a minimum, chairs, one table and an electrical outlet. Each group will have representation from all companies/troops/batteries assigned to the battalion. No First Sergeants or Commanders will participate.

11-9. Out-briefs/Reports. Upon conclusion of the sensing session, the IG will provide the unit commander with a short, 'three up/three down' type of out-brief. A final written report will be provided to the unit commander within 14 working days of the sensing session. A copy of the report will be given to the Division Commander one week after the distribution to the unit commander.

Appendix A

Inspection Schedules

INSPECTED ELEMENT	TYPE INSPECTION	TIMING	INSPECTOR or POC
Company/Troop/Battery	Initial CI	NLT 90 days after command assumption	Battalion Commander
Company/Troop/Battery	Follow-up of initial CI	45-90 days after CI	Battalion Commander
Company/Troop/Battery	Subsequent CI	One year after initial CI	Battalion Commander
Battalion	CI	Annually	Brigade Cdr (ADCs for Div Separates)
MSC	CI	7-18 months into a command tour	Division Commander
MSC	DRE	6-18 months into a command tour	Division Commander
MSC	SAV	2 X command tour > 30 days before a CI < 90 days after a CI	Appropriate staff element
Company/Battalion/MSC	Inspection and Assistance Visits	Annually	MAIT
Company/Battalion level	SAV	As requested/annual	Appropriate staff element
MSC and Division Staff	MCP	Assurance statements due annually	Comptroller
Company/Battalion/MSC	CSDP	Per AR 710-2	G4/S4

Appendix B

Inspecting Commanders/Team Leaders for Separate Battalions/Companies

INSPECTING COMMMANDER	TEAM LEADER	UNIT
DIV Provost Marshal	DEP Provost Marshal	1st MP
DIV CHEM Officer	DEP CHEM Officer	12th CHEM
CofS	DEP SGS	HHC 1ID
ADC(S)	DEP G2	101 MI
ADC(S)	DEP G6	121 SIG
ADC(S)	ADADO	4-3 ADA
ADC(M)	DEP G3	1-4 CAV

Appendix C

Command Inspection Summarized Results

UNIT NAME

Office Symbol

MEMORANDUM FOR COMMANDER (Inspecting Commander)

SUBJECT: Command Inspection Summarized Results

1. Command Inspection. A command inspection of _____(Unit)____ was conducted from (date).

2. Areas Inspected. The areas listed below were inspected in accordance with 1ID, V Corps and USAREUR Regulations 1-201. The inspecting commander also directed the inspection team to place special emphasis in the follow areas (list the areas in this paragraph the inspecting commander placed special emphasis).

Reference	Areas Inspected
FM 25-100	Training Management
DA Pam 350-38	Weapons Qualification
DA REG 600-8-22	Military Awards

3. Systemic Problems. The following problems are systemic in nature and cannot be fixed at our level: (in this area of the inspection summary place the systemic problems that cannot be fixed at the unit's level and provide a recommendation as to the agency that can rectify the problem).

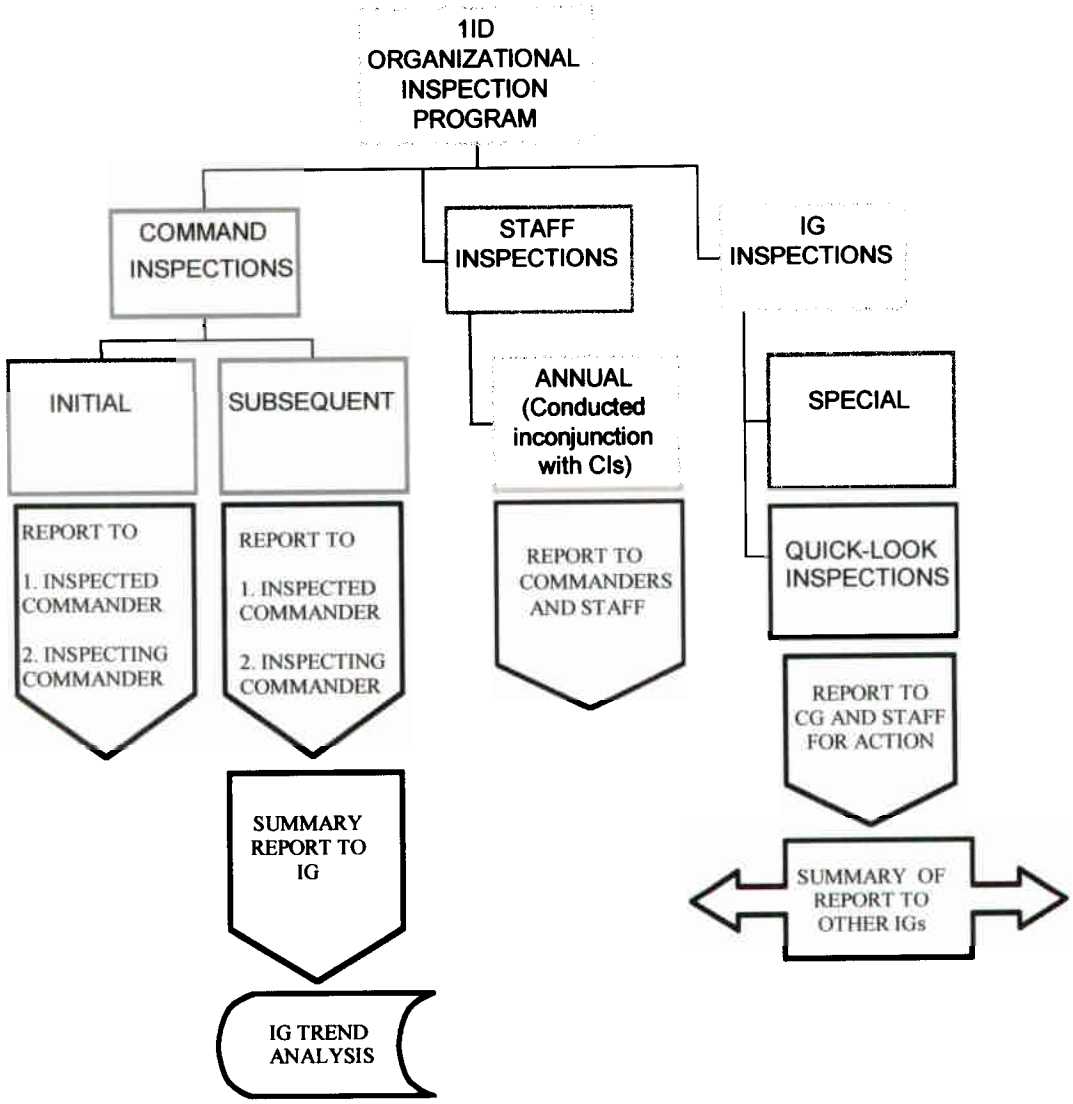
4. In this paragraph place the POC for the OIP program with the office phone where the POC can be reached. This will assist the inspecting commander and/or the 1ID IG Office if questions arise in the inspection summary.

SIGNATURE BLOCK

* This paragraph is directive in nature and will not be included in the inspection summary report. The inspection summary will be sent to: Commander, 1ID, ATTN: 1ID IG (Inspections Branch) within 30 calendar days after completion of the inspection.

Appendix D

1ID Organizational Inspection Program Diagram



Appendix E

Sample CI planning, execution and completion.

E-1. Concept. Division level Command Inspections are conducted in three phases. Phase one is Planning and Preparation; phase two is Execution; and phase three is Completion.

a. Phase one. Planning and Preparation.

(1) The Division G3 schedules and deconflicts unit CIs based upon input from the units being inspected.

(2) After the CI is initially scheduled the coordinator for the inspection, or team leader (See Appendix B), coordinates the inspection team, contacts the inspecting commander for guidance and facilitates the inspection effort. The inspecting commander has the flexibility to tailor the inspection to support current training and mission requirements.

(3) 90 Days Prior. Units propose inspection dates for their CI. The Division G3 verifies, schedules and disseminates the inspection date. Division staff proponents verify and disseminate their inspection checklists to their counterparts at the inspected unit.

(4) 60 Days Prior. Division staff contacts their counterparts in the inspected unit. Inspection date is posted on the Divisions' Master Activity Calendar (MAC). The team leader gets guidance from the inspecting commander.

(5) 30 Days Prior. Division staff coordinates with their unit staff counterpart. The inspection date is revalidated. Note: inspection date lock-in verification will be accomplished at least four weeks from execution, and checklists will not be changed or added.

(6) 21 Days Prior. The team leader conducts first IPR.

(7) 14 Days Prior. The team leader conducts second IPR.

(8) 3 Days Prior. The team leader conducts a staff synchronization meeting. Staff sections conduct final checks to ensure all personnel and materials are ready for the CI.

b. Phase two. Execution.

(1) The inspecting commander must participate in the CI in some manner, such as a walk through the unit area with the inspected commander, unit run, in-ranks inspection, motor pool walk through, observe training, etc. The rule of thumb is to fit the inspection to support the unit training cycle.

(2) Upon arrival, inspection teams links up with unit counterparts and prepare to inspect.

(3) Division staff principals or deputies meet unit staff principals.

(4) The Chief of Staff or designated representative conducts inspection inbrief (o/a 0900).

(5) Staff inspectors inspect and provide feedback; staff principals/deputies teach and train, mentor and provide quality control.

(6) Staff representatives provide a mid-day update, normally 1330, to the CI team leader.

(7) Staff principals/deputies submit briefing slides and checklists to the team leader NLT 1500 on the final day of the inspection. Note: critique sheets are provided by the unit inspected.

(8) Team leader prepares the outbrief with selected staff and the unit.

(9) The inspecting commander or his designated representative recognize unit heroes (outstanding achievers) at the start of the outbrief. Staff recommendations should be limited to no more than three heroes.

(10) The CofS or designated representative facilitates the unit outbrief. During MSC and separate unit CIs, the staff principals representative brief their results. Typically, the most knowledgeable person who oversaw the inspection "*on the ground*" outbriefs.

c. Phase three. Completion.

(1) Staff sections submit completed checklists and summary inspection reports to the team leader NLT 5 working days after the completion of the CI. Staff principals review completed summary reports prior to submission to the team leader.

(2) Division staff follows up inspection findings that require crosswalk. Staff continues follow up actions as required until closure on each finding.

(3) The final report including the Executive Summary, staff summary reports, checklists and briefing slides are gathered by the team leader and distributed to the appropriate commanders. The report is provided to the inspected unit headquarters no later than thirty days after the outbriefing.

E-2. Responsibilities:

a. Major Subordinate Commands and separate units. Brief CI during QTBs.

(1) Provide administrative and logistical support to the team leader to facilitate the inspection inbrief and outbrief.

(2) Provide automation support to include a desktop computer, dedicated printer and workspace to facilitate outbrief preparation.

(3) Provide a unit POC to coordinate VIP requirements and to present the heroes for recognition.

(4) Provide a POC to consolidate CI critique sheets and submit to the team leader prior to the outbrief. Each inspected staff section will complete a critique from 1ID PAM 1-20, Section19-1.

(5) Provide a suitable conference room for the inbrief/outbrief, including automation and projection support. Provide dedicated unit POC for assistance.

b. CI Team leader

(1) Distribute coordinating instructions for the execution of each CI.

(2) Conduct the coordination visit with the inspected unit.

(3) Conduct IPRs and synchronization meetings with inspection coordinators from the division staff.

(4) Prepare the outbrief products: PowerPoint presentation; one briefing book with slides for the inspecting commander and, one briefing book with a copy of checklists and slides for the inspected unit commander.

(5) Collate staff inspection reports and prepare the executive summary. Assemble the inspection results, complete with executive summary, checklists and briefing slides for the inspecting commander approval and signature. Once approved, distribute Inspection results to the inspected unit commander.

E-3. Coordinating Instructions. Division Staff Principals.

a. Training and certification of inspectors is the responsibility of each staff principal. If required, staff principals should ensure their inspectors attend "*How to Inspect*" conducted by the IG. This instruction provides inspectors the principles of inspection and is not intended to provide technical training for certification.

b. Develop and maintain inspection checklists for each inspection area. Staff sections are responsible for the design and content of their respective checklists, and tailoring their applicability to the MSCs and separate unit level. Provide the IG copies of current checklists for inclusion into 1ID Pam 1-201. Update checklists semiannually, typically in April and October, including any new MCP checks that may be applicable. New or changed checklists used less than 90 days from the inspection will be identified to the unit as "new areas" not to be used to uncover new deficiencies or findings.

c. All coordinating staff (G1-G6); special staff (PMO, PAO, RM, CHEM, SURGEON); and personal staff (CSM, SJA, Chaplain) sections will appoint and maintain a CI Coordinator, responsible for information flow and management of their respective inspection teams.

d. Ensure CI division staff members coordinate with their inspected staff counterpart at least 30 days from the inspection. Provide the unit names, e-mail addresses and phone numbers of the inspectors. Confirm the checklist version used by the unit counterpart.

e. Provide the team leader with the names of inspectors at the synchronization meeting.

f. Follow the inspection schedule at the end of this section.

g. Provide the team leader completed checklists and outbrief slides on disk NLT 1500 on the last day of the inspection per the Outbrief Preparation Instructions at the end of this section.

h. Staff deputies/representative brief their inspection findings. Each briefing will include two slides per staff section; a SUSTAIN slide with an overall impression and three bullets for observations (positives) ; and one slide NEEDS IMPROVEMENT with three bullets for findings (problems).

i. Provide inspection summary reports to the team leader IAW the format and instructions for Preparing the Report at enclosure 3, NLT five working days after the CI. Staff principals will review and approve the section reports before submission to the team leader.

j. Ensure inspectors bring all required materials to support the conduct of their inspections.