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Headquarters, U.S. Army Cadet Command
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USACC Regulation 145-8

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Organizational Inspection Program

UNITED STATES ARMY CADET COMMAND

FOR THE COMMANDER:

OFFICIAL:

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Major General, U.S. Army
Commanding

History. This publication is a major revision. This regulation supersedes USACC Regulation 145-8 (1 December 2009).

Summary. This regulation prescribes the policies and procedures for the conduct of the U.S. Army Cadet Command (USACC) Organizational Inspection Program (OIP).

Proponent. The proponent for this regulation is the Inspector General, USACC. The Commanding General, USACC is the approving authority for exceptions or waivers to this regulation.

Army Management Control Process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited.

Suggested Improvements. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ, USACC, ATTN: ATCC-IG, Fort Knox, KY 40121.

Distribution. Distribution of this regulation is intended for HQ USACC and its subordinate units. Distribution is in electronic format only.

Summary of Changes

USACC Regulation 145-8

Organizational Inspection Program

Adds requirement for USACC Commanding General will designate in writing a person in authority such as the chief of staff or G3 to serve as OIP Coordinator IAW AR 1-201.

Adds requirement for brigade commanders to establish and execute an OIP with ICIs and SCIs IAW timelines established in this regulation and AR 1-201.

Adds requirement for brigade commanders to designate in writing the Director of Brigade Operations or Executive Officer as the OIP coordinator.

Adds requirement for reporting completion of ICIs to the USACC OIP Coordinator and or USACC G-3.

Updates JROTC Program Accreditation

Updates Quality Assurance Division Assessments

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Chapter 1 Introduction

1-1 Purpose

This regulation prescribes the policies and procedures for the conduct of the USACC Organizational Inspection Program (OIP).

1-2. References

Appendix A provides required and related publications.

1-3. Explanation of terms

Appendix B provides abbreviations and special terms used in this regulation.

1-4. Responsibilities

a. USACC Commanding General (CG) will designate in writing a person in authority such as the chief of staff or G3 to serve as OIP Coordinator IAW AR 1-201. Inspectors General are prohibited from serving as OIP Coordinators.

b. The OIP Coordinator will:

(1) Lead Initial Command Inspections (ICIs) and Subsequent Command Inspections (SCIs) to the brigades as directed by the CG.

(2) Produce a narrative report as a result of the inspection that provides the brigade commander an assessment of the organization's strengths and weaknesses, and recommendations and priorities for improving identified deficiencies.

c. The USACC Inspector General (IG) will:

(1) Be the command proponent for this regulation and inspection policy.

(2) Conduct IG Academic Year, Cadet Summer Training, and special inspections as directed by the CG and in accordance with current AR 1-201 and AR 20-1.

(3) Provide IG inspection plan to the G3 for inclusion in the long-range planning calendar.

(4) Conduct inspector training for headquarters command inspectors biannually and upon request for brigade inspectors and others.

(5) Upon request, assist brigades in the implementation of the OIP by observing inspectors to ensure that they are inspecting in accordance with regulatory requirements. In the process, IG inspectors will advise and teach inspection techniques to commanders and their staffs.

(6) Review and analyze reports from command inspections, special inspections, And IG inspections to identify systemic problem areas. Recommend responsibility to Correct the systemic problems identified.

(7) Incorporate sensing sessions and IG assistance periods during all IG inspections.

(8) Advise the commander on the effectiveness of the OIP throughout the command.

c. Staff Directors will:

(1) Conduct command inspections as directed by the CG.

(2) Conduct staff inspections as required by regulation or as directed by CG.

(3) Produce reports of results of staff inspections. Inspectors will also provide a written assessment of their inspected areas at the conclusion of each inspection to the report points of contact.

(4) Augment IG inspection teams with qualified technical specialists, when requested and within resource limitations, in support of special inspections.

d. Deputy Chief of Staff, G3 will:

(1) Schedule command inspections to subordinate brigades IAW AR 1-201.

(2) Ensure all inspection visits, staff assistance visits and audits are included in the annual training guidance and on the training calendar.

e. Brigade commanders will:

(1) Establish and execute an OIP with ICIs and SCIs IAW timelines established in this regulation and AR 1-201.

(2) Designate in writing the Director of Brigade Operations or Executive Officer as the OIP coordinator. The OIP coordinator will manage the scheduling of all command and staff inspections and will maintain the inspection reports for the commander.

(3) Provide the brigade inspection calendar to the USACC G3, for incorporation into the USACC long range calendar.

(4) Following an inspection, provide the inspected unit with a copy of the brigade command inspection report within 30 days. The inspection report should provide the inspected Professor of Military Science an assessment of the organization's strengths, weaknesses, recommendations, and priorities for improving identified deficiencies.

Inspectors will provide a written assessment of their inspected area at the conclusion of the inspection to the report point of contact.

Chapter 2 USACC inspection policy.

2-1 General.

The USACC OIP consists of command inspections, staff assistance visits, staff inspections, Quality Assurance Division Assessments, IG inspections and JROTC Program Accreditations.

a. Teaching and training is an essential element of all inspections. No inspection can be considered complete if those inspected have not been taught the goals and standards to be achieved and how to achieve them.

b. Inspections should emphasize the identification of strengths as well as shortcomings. Balanced inspections serve to better enforce and teach standards. On-the-spot corrections will be made, whenever possible, and annotated appropriately in the inspection report.

c. All inspectors will be trained by the IG in inspection policy and principles and complete required Management Internal Control Program online training.

d. Every inspection of an organization or functional area should focus on an evaluation of performance against an established standard. Deviation from the standard will result in analysis of whether the deviation is the result of training deficiencies, poor resource allocations, imperfectly understood requirements, or lack of execution.

2-2. Command inspections.

a. Command inspections are the major, formal inspection activity of the command. Command inspections will be conducted at all levels down to the SROTC program. A command inspection is more than a routine leader's inspection visit. It is a formal inspection conducted by a commander in the chain of command of the inspected unit. The commander conducting the inspection will determine the areas of interest and scope of command inspection, as well as the composition of the inspection team. The focus of the command inspection is on compliance with existing policies and guidance, adherence to principles of integrity, and satisfaction of performance standards. Command inspections should determine how work is done and provide training and recommendations on ways to improve mission readiness. They are a vehicle for commanders to use in enforcing existing standards and setting future goals.

b. ICIs will be conducted within 90 days of changes of command. The results of the ICI will be used to set goals for the organization. SCIs measure progress and reinforce the goals and standards established during the ICI. SCIs will focus on specific areas

determined by the commander and are not complete re-inspections of the entire unit. SCIs will be conducted after allowing the inspected leader sufficient time to correct deficiencies but usually not later than one year after the ICI.

c. Completion of ICIs will be reported to the USACC OIP Coordinator and the USACC G-3.

d. SROTC programs will receive a Command Inspection once every three years from their respective Brigade Headquarters. Results will be reported to the OIP Coordinator. (See 2-2.1 for specifics on Command Inspections)

2-3. IG inspections.

a. IG inspections of SROTC brigades and ROTC programs are conducted as directed by the CG. The purpose of IG inspections is a comprehensive assessment for the commander, teaching and training, and assistance. The scope of the inspection is to ensure the unit is in compliance with regulatory guidance in support of the CG's priorities. The IG will recommend responsibility for corrective actions to fix systemic problems.

b. The conduct of IG inspections is described in AR 20-1. AR 20-1 specifically prohibits IGs from participating in command inspections or staff inspections as trained inspectors: however, they may be used to advise and teach commanders and staffs on inspection techniques. Unit commanders and staff principals will arrange for training directly with the USACC IG.

c. In accordance with AR 20-1, results of IG inspections will not be used to compare organizations or units, or as criteria for awards. They are not designed to reward or penalize units, commanders, or individuals.

2-4. Staff inspections.

a. The principal staff officer or representative responsible for a functional area being inspected normally conducts staff inspections.

b. Staff inspections will be conducted and reported IAW applicable regulations.

c. Staff inspections will be integrated into command inspections whenever possible to eliminate redundancies and lessen impact on inspected units.

2-5. Staff Assistance Visits (SAV)

a. SAVs are not inspections but are teaching and training opportunities. Staff sections conduct SAVs to assist, teach, and train subordinate staff sections on how to meet the standards required to effectively operate within a particular functional area and how to better support the subordinate staff section.

b. SAVs do not produce formal reports but instead provide feedback only to the staff section receiving the assistance.

2-6. Quality Assurance Division (QAD) Assessments -

a. IAW AR350-1, *Army Training and Leader Development*, and TR11-21, *TRADOC Implementation of the Army Quality Assurance Program*, the Quality Assurance Division (QAD) supports the commander's responsibility to conduct organization assessment through its four core functions: Accreditation, Internal and External Evaluation, and Program Assessment.

b. In support of efforts to reduce disruption to training and operational tempo, during ICIs, QA staff assess non-course related Army Enterprise Accreditation Standards (AEAS). While QA assessments and formal accreditation are evaluative, within the context of an ICI, constructive credit is granted for those functional areas where overlap exists (e.g., safety).

2-7. JROTC Program for Accreditation (JPA)

a. The JPA will be used to evaluate secondary educational institutions and JROTC instructors as defined by public laws, contracts, Army regulations, and USACC policies.

b. The frequency and conduct of JPAs and assistance visits are prescribed in USACC Regulation 145-8-3.

Chapter 3 External Inspections and Audits.

3-1. General.

a. External inspections and audits are normally conducted by DOD, DA and TRADOC organizations.

b. External inspections and audits may be directed by higher headquarters or requested by the USACC CG and coordinated with the staffs.

3-2. External IG Inspections.

a. External IG inspections are normally conducted by DOD, DA, TRADOC, or higher headquarters IGs offices of tenant organizations.

b. All external IG inspections will be coordinated through the USACC IG Office.

ANNEX A References

Section I

Required Publications

AR 1-201

Army Inspection Policy.

AR 20-1

Inspector General Activities and Procedures.

AR350-1

Army Training and Leader Development

TRADOC Regulation 11-21

TRADOC Implementation of the Army Quality Assurance Program

TRADOC Supplement to AR 1-201

Army Inspection Policy.

USACC Regulation 145-8-3

JROTC Program for Accreditation

Section II

Related Publications

AR 25-400-2

The Army Records Information Management System (ARIMS).

Department of the Army Inspector General

The Inspections Guide

Department of the Army Inspector General

The Organizational Inspection Program (OIP) Guide for Commanders

ANNEX B Explanation of Terms

Command inspection

A formal inspection of an organization conducted by a commander in the chain of command of the inspected activity. The commander conducting the inspection determines the areas of interest and scope of the command inspection, as well as the composition of the inspection team.

Compliance inspection

An inspection designed to determine the status of an organization's adherence to established laws, regulations, policies, procedures, and directives.

Follow-up inspection

An inspection conducted to ensure prompt and effective corrective actions have been taken on deficiencies discovered. Results from inspections or audits must be analyzed and grouped to determine a possible common root cause. The follow-up must determine whether corrective action has remedied the underlying cause or created cosmetic changes.

Inspection

An evaluation, which measures performance against a standard and which, should identify the cause of any deviation.

All inspections start with compliance against a standard. Commanders tailor inspections to their needs.

Inspector general inspection

Examination of a command, unit, function, or activity by a detailed IG to inquire into and evaluate matters affecting mission performance. This includes identification of managerial deficiencies and systemic problems as well as compliance with applicable regulations and directives. Inspections are sufficiently thorough and comprehensive to provide the directing authority an accurate assessment of the inspected activity and identify the root causes of problems detected. Inspections are categorized and further explained as follows:

General inspection. Broad scope inspection to examine and evaluate all matters affecting mission accomplishment and inquire into and report on the state of economy, efficiency, discipline, morale, esprit de corps, quality of command, management, and leadership of the inspected organization.

Special inspection. An inspection focused on specific and unique areas of interest, problems, activities, or functionally related actions, processes, or procedures within a given functional discipline. The scope and purpose are limited, specifically defined, and

usually encompass one or more subordinate commands. Synonymous with “systemic inspection.”

Organizational Inspection Program

A commander’s program, which integrates and coordinates all inspections, staff inspection visits, and audits within a command. The three major purposes of the program are to reduce disruption of the training and other important activities, to reinforce established inspection standards, and to teach and train those found deficient.

Staff inspection

An inspection other than a command inspection or IG inspection, generally conducted by staff representatives who are responsible for the functional areas being inspected, to ensure compliance with established policy or to assess the ability of an organization to perform its assigned mission.