



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, 21ST THEATER SUPPORT COMMAND  
UNIT 23203  
APO AE 09263

AERPO-T

10 February 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 21st Theater Support Command Organizational Inspection Program Memorandum of Instruction

1. Supersession: This memorandum supersedes memorandum, Headquarters, 21st TSC, dated 25 April 2002, subject: 21st Theater Support Command Organizational Inspection Program Memorandum of Instruction.
2. References.
  - a. Army Regulation 1-201, Army Inspection Policy, 12 January 2004.
  - b. Army Regulation 20-1, Inspector General (IG) Activities and Procedures, 29 March 2002.
  - c. United States Army Europe (USAREUR) Regulation 1-201, USAREUR Organizational Inspection Program (OIP), 24 January 2002.
  - d. FM 7-1, Battle Focused Training, 15 September 2003.
3. Purpose. To provide guidance for the OIP, including goals, objectives, an overview, policies, and responsibilities.
4. Goal. Improve our ability to deploy, survive, and execute operational missions by teaching, training, and effectively identifying, preventing or eliminating problem areas within the command.
5. Objectives:
  - a. Focus on mission-essential tasks.
  - b. Teach and train to established standards.
  - c. Reinforce established inspection standards.
  - d. Reduce disruption of training and operations.
  - e. Monitor the quality of life within the command.

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6. Overview. The OIP categorizes events into Command Inspections (CIs), Staff Evaluations (SEs), Audits, Unannounced Inspections, and Inspector General (IG) Inspections.

a. Command Inspection. A CI is an inspection of an organization conducted by a senior commander in the chain of command of the inspected activity (inspected commander's rater). There are two types of CIs: Initial Command Inspections (ICIs) and Periodic Command Inspections (PCIs). The senior commander must participate in these inspections. Commanders will conduct command inspections per Table 1.

(1) Initial Command Inspection. An ICI is a comprehensive (all functional areas inspected) compliance inspection of a company or detachment that the senior commander must give to a new commander within 90 days after the new commander's assumption of command. The senior commander provides the results of this inspection to the new commander. The results are non-attributional and serve to provide the new commander with a baseline status of the unit. Do not report the results of an ICI to anyone outside the inspected command. Use the results to establish performance objectives for the new commander's OER support form (DA Form 67-9-1).

(2) Periodic Command Inspection. A PCI is a comprehensive compliance inspection of a battalion, company, or detachment. Brigade level commanders must conduct a PCI for each of their battalions once per year. Battalion commanders must conduct a PCI for each of their companies/detachments twice per year (the PCI requirement begins after the battalion commander conducts the ICI). Commanders will provide the results of the PCI to the Deputy Commanding General (DCG), with copies furnished to Chief of Staff (CofS), Inspector General (IG), G-3 Training and Simulations Division (TSD), and the inspected commander.

Table 1. Command Inspection Requirements

Type Inspection	Inspected Element	Frequency	Inspector	Written Feedback Required	Reference
ICI	Company/Detachment	Within first 90 days after assumption of command	Battalion Commander	No	AR 1-201 and USAREUR 1-201
PCI	Company/Detachment	Semi-annual (6-months)	Battalion Commander	Yes	USAREUR 1-201
PCI	Battalion	Annual (12-months)	Brigade Commander	Yes	USAREUR 1-201

b. Staff Evaluation. An SE is an evaluation directed by regulation or by the commander. Staff inspectors will only visit units at the specific request of a commander or if directed by me, the DCG, or CofS. Whenever possible, staff directorates should conduct SEs in a manner that

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reduces disruption through consolidation of inspections and evaluations. There are two types of SEs: Staff Assistance Visits (SAVs) and Functional Reviews (FRs).

(1) Staff Assistance Visit. An SAV is an assistance visit that a commander/staff may request to help teach, coach, mentor, and train their soldiers and civilians to perform their duties to established standards. Higher commanders can direct an SAV for their subordinate commands when the situation warrants, e.g., new equipment fielding. The results of an SAV are not reported to anyone outside the inspected command.

(2) Functional Review. An FR is a review of a functional area. Some examples of functional areas would be: Family Care Plan, NBC, Training Ammunition, Information Assurance, Deployment Operations, Command Supply Discipline Program, Theater Engagement, Physical Security of the Motor Pool, Military Justice, Religious Support, etc. Conduct functional area reviews per regulatory guidance or as directed by the command. Functional reviews should result in recommended improvements or solutions to problems and should identify who can best implement those improvements or solutions. The commander of the inspecting command or headquarters staff chief of the inspecting staff provides the results of FRs to the CofS, with copies furnished to G-3 TSD, IG, and the inspected commander.

c. Audit. An audit is an independent appraisal of operations and controls within an organization to determine whether acceptable policies and procedures are followed; established standards are met; resources are used efficiently and economically; and the organization's objectives are being achieved. The three audit entities that have the largest impact on the 21st TSC are:

- (1) United States General Accounting Office (GAO).
- (2) Department of Defense Inspector General (DODIG).
- (3) United States Army Audit Agency (USAAA).

d. Unannounced evaluation. An unannounced evaluation must be specifically authorized by me. The G-1 Safety Office may conduct unannounced evaluations without my specific prior authorization, but must report completion of the evaluation immediately to G-3 TSD. Unannounced evaluations will not be labeled as FRs.

e. Inspector General Inspection. An IG inspection is conducted by a detailed IG and is oriented towards the identification of problems, determination of their root causes, development

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of possible solutions, and assignment of responsibilities for corrective actions. Generally, IG inspections focus on processes rather than on units. There are three main types of IG inspections.

(1) General inspections are broad in scope and unit specific. Like command inspections, they focus on compliance.

(2) Special inspections are studies of programs or functions that focus on systemic problems rather than on individual units.

(3) Follow-up inspections provide a means to study corrective measures taken as a result of earlier IG inspections. Follow-up inspections address findings and issues from general and special inspections.

## 7. Policies.

a. The most significant contributing factor to a successful and effective OIP is leadership involvement. Leaders must understand the purpose of OIP, know the difference between the different types of OIP events, and personally involve themselves in the process.

b. Brigade and battalion level commands will maintain their own OIP.

c. Commanders will make every effort to integrate their staff's Functional Reviews with already planned command inspections. If a Functional Review is necessary, ensure your OIP coordinator coordinates with the inspected organization's OIP coordinator at least eight weeks in advance.

## 8. Responsibilities.

a. Chief of Staff.

(1) Maintain oversight of the command's OIP.

(2) Chair the Quarterly OIP Staff Chiefs' Meeting and serve as the approval authority for headquarters staff Functional Reviews.

(3) Close findings when agencies have taken appropriate corrective actions.

(4) Plan and execute a PCI of the TSB annually.

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b. Commanders.

(1) Establish an OIP for your organization in consonance with 21st TSC OIP policy and applicable regulations.

(2) Assign a primary and alternate OIP coordinator to represent your command for all TSC-level OIP matters. Provide the names and phone numbers of primary and alternate OIP coordinators to G-3 TSD.

(3) Ensure your command's OIP coordinators attend the 21st TSC Quarterly OIP Coordination Meeting.

(4) Use battle focused training methodology to plan, prepare, and execute inspections.

(5) Communicate your inspection priorities to your staff primaries, subordinate commanders, and OIP coordinators.

(6) Get involved! Review your OIP to ensure it is appropriate for your organization. The OIP should serve as a training plan for inspections. Assess what should be inspected based on readiness priorities and stewardship responsibilities.

(7) Train and prepare inspectors to assume inspector duties. Inspectors must properly plan their events, gather and analyze evaluation data, and provide effective, mission-focused, standards-based feedback.

(8) Based on your prioritization and need, use SAVs from higher echelon to help teach, coach, mentor, and train your soldiers and civilians to perform their duties to established standards. Unless new equipment is being introduced, it is solely your decision to invite higher echelon staff to provide you with this assistance.

(9) Provide G-3 TSD the dates you plan to conduct your ICIs and PCIs, to include, the name of the unit you plan to inspect. Let G-3 TSD know as soon as possible if the inspection was conducted as scheduled.

(10) Report PCI findings within 14 calendar days of completion. To report findings, submit a memorandum, signed and dated by you, to the DCG, with copies furnished to the IG, G-3 TSD, and the inspected commander. Clearly articulate the results of the inspection and provide recommendations to improve organizational readiness. Do not forward ICI results.

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(11) On request, be prepared to provide G-3 TSD with information, pertaining to SEs, your command has scheduled or conducted.

(12) Ensure you inform G-3 TSD of any evaluations, audits, and inspections requested or directed by organizations external to the 21st TSC. You may coordinate these inspections with external organizations; however, you must immediately notify G-3 TSD.

c. Headquarters, 21st TSC Staff Chiefs.

(1) Assign a primary and alternate OIP coordinator to represent your staff for all OIP matters. Provide their names and phone numbers to G-3 TSD.

(2) Ensure your staff's OIP coordinators attend 21st TSC Quarterly OIP Coordination Meetings.

(3) Plan for inspections and tailor them to the organization you plan to inspect.

(4) Train and prepare your staff to provide quality inspections with timely follow-up. Follow-up inspections should occur no later than 90 days after the initial inspection.

(5) Ensure your staff inspectors go through your OIP coordinator to schedule OIP events.

(6) Inform G-3 TSD of all scheduled OIP events to include Maintenance Assistance Inspection Team events, Logistics Evaluation Team events, and audits for inclusion in the Master Events Plan (MEP). Assistance inspections or audits such as those provided by Internal Review and Audit Compliance Office (IRACO) and G1 Safety are reportable and will be scheduled through the unit OIP coordinator, reported to G-3 TSD, and placed on the MEP.

(7) Develop a 12-month forecast of FRs that pertain to your areas of expertise and tailor them to meet the subordinate commander's mission requirements. Have your OIP coordinator coordinate the dates of the forecasted functional reviews with the inspected unit(s) OIP coordinator and submit them to G-3 TSD. As a minimum, the information you submit to G-3 TSD should include: unit(s) to be reviewed, description(s) of functional areas, and date(s) of FRs.

(8) Attend the Chief of Staff's Quarterly OIP Staff Chief's Meeting. At this meeting, you will summarize the last three months of OIP FRs your staff conducted (to include findings and recommendations) and brief your 12-month forecast of FRs to the CofS. The CofS will consider each proposed FR for approval.

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(9) Maintain and provide G-3 TSD with the checklists for your functional areas and the Troop Support Battalion (TSB) PCI. Update your checklists and send them to G-3 TSD no later than eight weeks before a scheduled evaluation. Ensure that checklists include current regulatory guidance, standards, and standard systems as a baseline for evaluation.

(10) Report FR findings within 14 calendar days of completion, by submitting a signed and dated memorandum to the CofS, with copies furnished to the IG, G-3 TSD, and inspected commander. The memorandum should clearly articulate results of the inspection and provide recommendations to improve organizational readiness.

(11) Respond to all SAV requests. Unit commanders may request a SAV at any time; an eight-week lock-in is not required. Do not report the results of a SAV to the IG or G-3 TSD; however, do coordinate the date of the SAV with G-3 TSD for MEP purposes.

(12) Ensure FRs and SAVs concentrate on teaching and training as well as evaluation. This is an obligation and non-negotiable. Evaluators will not exit a site until those evaluated fully comprehend how to correct noted deficiencies.

d. ACofS, G-3 TSD OIP Manager.

(1) Serve as the central Point of Contact (POC) for the program.

(2) Maintain the MEP and post it to the G-3 website and the G-3 Public Folder in Microsoft Outlook.

(3) Maintain checklists for OIP and the TSB PCI, and post to the G-3 website.

(4) Identify possibilities for consolidating, rescheduling, or canceling OIP events due to redundancy. Coordinate any cancellations or consolidations with affected unit(s) and the inspecting organization. Coordinate and conduct arbitration with external inspecting agencies as required.

(5) Organize and host Quarterly OIP Coordinator Meetings with the staff and brigades. During these meetings, review the MEP, long range events, and the status of FRs, ICIs, and PCIs. Review and discuss findings and recommendations from FRs and PCIs. Seek feedback on OIP matters from OIP coordinators and inspectors.

(6) Review the headquarters staff's 12-month forecast of FRs, and compare to the MEP and long range calendar to verify minimum disruption to training and missions. Ensure associated checklists are available and current. Submit the forecast to the CofS for review.

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(7) Coordinate the Quarterly Staff Chief's OIP Meeting. At this meeting, staff chiefs will summarize the last three months of OIP FRs their staff conducted (to include findings and recommendations) and brief their 12-month forecast of FRs to the CofS. The CofS will consider each proposed FR for approval. Approval includes purpose, command to be reviewed, and date of review.

(8) Publish a memorandum announcing approved 21st TSC Headquarters Staff FR charters.

(9) Coordinate scheduling of the TSB's PCI with the CofS and the TSB Commander.

(10) Maintain this Memorandum of Instruction (MOI).

e. Inspector General.

(1) Serve as Executive Agent and advisor for the OIP.

(2) Receive reports of FRs, audits, and inspections and conduct trend analysis, root cause identification, and systemic weakness identification (No report is required for an ICI or SAV).

(3) Treat report findings as privileged communication. Ensure any produced reports do not identify specific units, focusing instead on consolidated data.

(4) Make recommendations (based on trend analysis and systemic issues) to staff chiefs and unit commanders regarding their evaluation programs.

(5) Brief me on OIP trends throughout the command and offer recommendations for improvement or evaluation inclusion. Discuss OIP effectiveness.

(6) Brief the CofS quarterly on the functioning of the OIP, identified trends, and recommendations for improvement or evaluation inclusion. Discuss OIP effectiveness.

(7) Conduct inspector training twice annually. This will be made available to inspectors at all levels.

(8) Advise commanders and staff on inspection policy.

(9) Do not participate in CIs or SEs prohibited by AR 20-1.

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(10) Attend Quarterly OIP Coordination Meeting and provide recommendations on the program resultant of trend analysis and systemic weaknesses identified.

(11) Plan and execute an IG Inspection Program as part of the command's OIP.

f. Chief, IRACO.

(1) Serve as the proponent for broad policy on audits.

(2) Work closely with G-3 TSD to report scheduling of audits (internal and external) so they can be placed on the MEP spreadsheet.

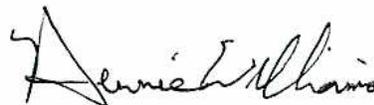
(3) Report audit findings to the IG after I approve the report.

(4) Coordinate audits of TSC units by any external auditing agencies and inform the G-3 TSD and the IG.

(5) Plan and execute an audit program as part of the command's OIP.

9. The point of contact for this MOI is Mr. Proctor, 484-8870.

10. FIRST IN SUPPORT!



BENNIE E. WILLIAMS  
Major General, USA  
Commanding

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A (21st TSC CIR 25-30)