

**Adjutant General’s Department
 Headquarters, Kansas National Guard
 Topeka, Kansas 66611-1287
 4 May 2011**

Kansas Army National Guard SOP 1-201

Inspector General

Organizational Inspection Program (OIP)

By Order of the Adjutant General:

History. This printing publishes a revision of this publication.

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Summary. This publication implements guidance that establishes Kansas Army National Guard Standing Operating Procedures for the State Command Inspection Program.

Official:

Suggested improvements. The proponent of this publication is the Inspector General. Users are invited to send comments and suggested improvements to the Adjutant General’s Department, ATTN: AGKS-IG, 2800 SW Topeka Blvd, Topeka, KS 66611-1287.

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Distribution: A

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This SOP superseded KS SOP 1-201, dated 1 February 2000

1. PURPOSE. This regulation prescribes the responsibilities and policies for the planning and conduct of inspections and staff visits in the KSARNG.

2. APPLICABILITY. This regulation applies to all battalion level and higher commanders responsible for exercising command supervision of subordinate units.

3. REFERENCES.

- a. AR 1-201, Army Inspection Policy.
- b. AR 20-1, Inspector General Activities and Procedures.
- c. FORSCOM/ARNG. 350-2, Reserve Component Training.
- d. FM 25-100, Training the Force.
- e. U.S. Army Inspector General Agency, The Inspections Guide

4. RESPONSIBILITIES.

- a. The Deputy Commander JFHQ will:
 - (1) Serve as the Organizational Inspection Program (OIP) Director
 - (2) Coordinate with JFHQ IG on all regulatory policies and mandate the conduct of any inspection.
 - (3) Ensure maximum consolidation for all internal and external inspections is planned and implemented as is intended in FORSCOM/ARNG Reg. 350-2.
 - (4) Establish staff assistance visit program policy that does emphasize assistance to subordinate echelons of the commands rather than pure inspection procedures.
 - (5) Develop a tracking/monitoring program that depicts all inspections/visits (external and internal) conducted for the command (possibly on a semiannual basis).

- b. The JFHQ IG will:
 - (1) Be the command's proponent for broad inspection policy.
 - (2) Review and advise JFHQ-LC Commander on regulatory guidance that mandates any inspection.
 - (3) Be prepared to conduct any type of inspection directed by the Commander, KSARNG.
 - (4) Advise commanders on inspection techniques and teach/train any inspection team members on "how to inspect" principles upon request.
 - (5) Keep the Commander, apprised of the effectiveness of the OIP and OAP within the KSARNG.

- c. Commanders battalion level and above will:
 - (1) Establish OIPs that incorporate staff assistance visits; provide for maximum consolidation of all inspections; and utilize the commanders, principle staff members and full-time staff in complementary rather than duplicative efforts.
 - (2) Utilize the current KANSAS ARMY NATIONAL GUARD Organizational and Command Inspection Guide.
 - (3) Ensure no more than one MUTA-4 per year is consumed by a format inspection (command and staff) conducted by their command. Monitor all inspection conducted within their command to include external inspections.
 - (4) Designated a point of contact (normally XO) for the OIP.
 - (5) Provide a copy of any command inspection report to the JFHQ IG within 60 days after an inspection.
 - (6) Inform through the command chain to the Deputy Commander JFHQ, all inspections/staff visits (external and internal) programmed and conducted on a scheduled basis (possibly semiannually)

d. Staff elements at all levels will:

- (1) Ensure that required staff inspections and visits are coordinated with the unit/subordinate command OIP point of contact for inclusion in the appropriate command level OIP.
- (2) Monitor their functional areas within their subordinate units.
- (3) Conduct command directed staff inspections, to include follow up.
- (4) Be prepared to provide training and assistance in proponency area to subordinate units and to inspection team members if applicable.
- (5) Conduct actual assistance visits for the purpose of providing assistance rather than solely staff inspecting.

5. INSPECTION POLICIES. The following policies apply to all JFHQ/MSC inspections.

a. The overall intent of this OIP is to ensure all requirements for the reserve components are being addressed and attempts at all levels are being made to comply with the prescribed standards. However, strong emphasis is placed on elimination of overzealous inspection activities, which can severely interfere with unit operations and training.

b. Inspections are a command responsibility. This responsibility encompasses all inspections conducted by the command (JFHQ/MSC) and its subordinate headquarters. All command and staff inspections will be conducted with the commanders and principle staffs present or they should not be conducted. This means hard decisions must be made to realistically schedule and conduct command and staff inspections, possibly on a less frequent basis. Commanders and principle staffs have responsibilities to other equally important facets of command and control in addition to inspections, which also require expenditures of precious time. Consolidation and frequency are key ingredients to inspections success in the KSARNG.

c. The person in charge determines the category of an inspection, the inspection objectives, the method to achieve them and the inspection team composition.

d. The requirement for written response to inspections should be cautiously studied to eliminate administrative burdens to inspection units that are already overly tasked with administrative work.

e. Resources in the JFHQ (time, money and inspection expertise) can affect the support of inspections conducted by M-Day personnel. It is no secret that the full time staff normally had inherent to it the expertise in the areas of proponency. However, utilizing only full time personnel to inspect should be avoided so that M-Day personnel expand their experience and further develop their expertise. The M-Day personnel are normally the principal staff and they should be able to teach/train the subordinates. However, unless the inspections process allows the M-Day personnel to be actively involved, the teaching and training process will never materialize.

f. Inspections will be held to a minimum . Inspections of units during non-IDT time will not be allowed without total understanding by all players at all echelons as to whom is the proponent and who are the responsible individuals. This is a reemphasis of the role of the commander and the principle staff.

g. Commanders at each level will attempt to consolidate certain unit requirements into the realm of required staff inspections where appropriate. This may not always be possible. But some performance-oriented activities, as noted below, can be included umbrella inspections. All intended objectives can met if prior planning and cooperation are maximized. Be creative.

h. Examples of performance-oriented activities are:

- (1) 100% property inventories. If conducted with higher headquarters representation, these should suffice as part of a valid CSDP, CLRT, CLRT-X.
- (2) Annual reviews of MPRJs, SIDPERS, or POM data. If scheduled properly, these activities could serve as a valid G-1/S-1 staff inspection, with the G-1/S-1 performing in an over-the-shoulder method to observe and assist.
- (3) Weapons qualifications and AWT. If properly coordinated and observe by the G-3/S-3, these exercises could serve as a valid training inspection.

6. COMMAND INSPECTIONS.

- a. The commander and principle staff of the inspecting headquarters will conduct the Initial Command Inspection (ICI).
- b. The ICI is a formal inspection and will be conducted NLT 90 days after assumption of command. The 180-day window addressed in AR 1-201 will be allowed when short notice of a change of a commander occurs. However, time is precious in the KSARNG. Therefore, the necessity to apprise new commanders of the status of their units expeditiously is even more crucial for the KSARNG than in the AC.
- c. The ICI will be conducted utilizing the KANSAS ARMY NATIONAL GUARD Organizational and Command Inspection Guide.
- d. A formal one-on-one period between rater and new commander will be helpful for all level ICIs to address the goals and objectives for the new command. There should also be a similar type session between the CSM and the 1SG regardless of the tenure of either in their positions.
- e. The ICI is non-attributable to the new commander but instead it is a snapshot look at the unit's state of readiness. Any weak points will be addressed during the out briefing. The new commander will direct emphasis in those areas with the full support of the higher headquarters staff.
- f. If necessary, a follow up to the ICI will be conducted during an IDT period within 90 days and will not exceed four hours in duration.
- g. The next higher commander and principle staff will conduct the ICI for a battalion commander briefing (i.e. the quarterly command brief to the Commander, Army Guard) to include at least:
 - (1) Review of all subordinate unit USRs and inspection reports.
 - (2) All inspection reports (external and internal) within the previous commander's tenure or previous three years as a minimum.
 - (3) Detailed mobilization briefing to ensure clarity at all echelons.
 - (4) METLs for each subordinate unit and headquarters.
 - (5) A synopsis report prepared by the JFHQ IG of key trends regarding requested for assistance within the JFHQ. That does not require the IG's presence but can be shared with the new commander.
- h. The intent to conduct additional Command Inspections by the next higher commander is not realistic. There is no requirement to adhere to any type of annual or 18-month inspection cycle. A more realistic cycle of two years, to coincide with the normal command tenure, will be used. In cases where command tenure is extended, so too will be the cycle. Staff visits will occur to assist the units. Regulatory inspection (CSDPs, CLRTs, ARMs, COMETs, etc.) from JFHQ or external commands/agencies will be conducted during the command tenure. The intent to restrict inspections to

one MUTA-4 per year will be observed closely for all inspections to ensure maximum adherence to the restriction.

7. STAFF INSPECTIONS.

a. Staff inspections normally focus narrowly on a single function or a few related functions. The official directing the inspection determines the inspection depth based on available resources and the inspection's complexity and priority.

b. Commanders are strongly encouraged to make staff inspections a portion of the command inspections as much as possible. Examples of this are:

(1) In lieu of conducting of SCI and a CSDP, allow the CSDP to serve as a G-4/S-4 portion of what would constitute an SCI.

(2) In lieu of the G-3/S-3 portion of an SCI, conduct an unannounced IDT training evaluation from an external headquarters (i.e., CONUSA or TNG BDE).

(3) In lieu of the G-2/S-2 portion of an SCI, conduct a physical security inspection by the Anti-terrorism Force Protection Officer.

The constant need of staff personnel at all levels of command to consolidate inspections to the maximum cannot be emphasized enough. Commanders at all levels with ensure this happens.

c. Whenever possible, if a staff inspection occurs from a higher headquarters, the next lower headquarters should have representatives present, ensure collection of any data (reports) at the time of that inspection and utilize that data to assist in staff assistance as appropriate to subordinate units. An example of this is a CONUSA conducts a training evaluation of a JFHQ unit at the company level. A representative from battalion, brigade or possibly JFHQ should attempt to be present and gather data in an over-the-shoulder method for use as valid information gathering to assist that company in achievement of higher headquarters inspection or visit and even more importantly, elimination of duplicate inspections might prevail. This is not always possible as some inspection can occur with insufficient notification time through the chain of command to inspected units.

8. INSPECTOR GENERAL INSPECTIONS.

a. The development and conduct of IG in sections are specifically governed by AR 20-1. Inspectors General are prohibited from participating in command and staff inspections.

b. The JFHQ IG will normally conduct inspections for the Commander, KSARNG that focus on systems rather than strictly organizations with the JFHQ.

c. The IG will concentrate efforts in the follow up of weak areas identified in previous command, staff or IG inspections. The IG staffing of the JFHQ IG office does not allow for an extensive inspections schedule. Therefore, issues that affect the entire command will remain the focal point for IG inspections. An example of the IG's involvement could be to periodically review the effectiveness of the JFHQ OIP through follow up visits.

9. ADDITIONAL GUIDANCE.

a. The Deputy Commander JFHQ will resolve conflicts caused by inspection scheduling. However, the JFHQ IG and the lowest level commander down to battalion or equivalent will be consulted and will have input.

b. All inspections within the JFHQ will abide by the intent to consolidate inspections and will be annotated.

c. External inspections to be conducted will require thorough analysis on the part of the Deputy Commander JFHQ and proper coordination by the commands and staffs affected to determine compliance with the interned policy of the MUTA-4 restriction previously defined.

d. As a rule, to the maximum extent possible, schedule all inspections on the Yearly Training Calendar. This will reduce the need for excess preparation time, which can detract from training and portray a false snapshot at inspection time. Exceptions to this rule will apply where external no-notice inspections occur. No-notice internal inspections may be conducted but must have the Commander, KSARNG approval.

e. Inspection reports will be provided to the inspected unit NLT 30 days following the inspection. Replies By Endorsement (RBE) will not be automatic. The normal procedure will be to require an RBE only if previously identified deficiencies are noted during a follow up inspection of any type.

f. All inspections will entail a follow up within 90 days following the inspected units receipt of the inspection report.