

CADET COMMAND REGULATION (CCR) 145-8
Reserve Officers' Training Corps (ROTC) Organizational Inspection Program (OIP)

Original Document Date: 09/01/00

Revision Date: 12/01/09

Summary: This regulation provides policy and procedural guidance for the US Army Cadet Command (USACC) inspections, audits, staff assistance and assessment activities; standardizes execution of the Organizational Inspection Program (OIP).

Applicability: This regulation applies to all USACC aligned organizations, to include Directors of Army Instruction (DAI) and Senior Army Instructor (SAI). Department of the Army (DA) regulations or policies govern in all situations where this regulation may conflict.

Suggested improvements: The regulation proponent is the Inspector General (IG), USACC. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USACC, ATTN: ATCC-IG, Fort Monroe, VA 23651-5000.

Supplementation: This regulation may not be supplemented without prior approval from HQCC (ATCC-IG). Specific guidance for the Brigade Commanders, SROTC battalions, and JROTC units should be through a Memorandum of Instruction (MOI) from the appropriate HQs.

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Chapter 1 - Overview, Purpose, References

1-1. Overview. The Inspector General (TIG) of the Army has identified five Army inspection principles to assist Commander, The Adjutants General (TAG), Staff Principals, Inspector Generals, and all inspectors in the conduct of Army inspections: (1) Be Purposeful, (2) Coordinated, (3) Feedback Focused, (4) Instructive, and (5) Followed-Up. The components of the USACC OIP are: Command Inspections, Staff Inspections, Staff Assistance Visits, Inspector General Inspections, and the JROTC Inspection Program.

1-2. Purpose. CCR 145-8 establishes policies, objectives, responsibilities, and guidance for the conduct of the USACC OIP. As defined by AR 1-201, the OIP provides the commander an organized management tool to Identify, Prevent, and / or Eliminate problem areas.

1-3. References.

- AR 1-201.** *Army Inspection Policy*, April 4, 2008
AR 20-1. *Inspector General Activities and Procedures*, February 1, 2007
CCR-145-2. *Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, Training, and Support*, July 1, 2007
CCR-145-8-2. *Checklists for SROTC Battalions*, October 11, 2006
CCR-145-8-3. *Checklists for JROTC units*, July 10, 2007
CCR-145-8-4. *Checklists for Brigade Headquarters*, (reviewed / updated annually (Jun))
CCR-11-2. *Management Control*, June 5, 2003
CCR-700-1. *Logistics Management*, June 2, 2003
FM 7-0. *Training the Force for Full Spectrum Operations*, December 12, 2008

NOTE: Above references will not be supplemented without prior approval from the HQCC (ATCC-IG) and are the basis to conduct compliance and staff inspections / assistance visits throughout the USACC. Additional references may be cited in respective inspection checklists.

1-4. Organizational Inspection Program Defined. An evaluation to measure performance against a standard and identify the cause of any deviation. All inspections start with compliance against a standard.

a. Organizational Inspection Program. Commander, USACC program to integrate and coordinate inspections, staff assistance visits / assessments, and audits. This program is a systematic and coordinated process to eliminate duplication of effort, reduce time diverted from other missions, and reduce reporting requirements. It is an integral part of the Commander's organizational assessment program as outlined in Chapter 5, FM 7-0. The OIP will identify strengths and weaknesses and provide assistance; coordinates inspections and audits into a single, cohesive program focused on command objectives. The USACC OIP Coordinator (OIPC) is charged with developing, coordinating and monitoring the OIP. The OIPC will not physically conduct the various inspections.

b. Command Inspection (CI) Program. Command Inspections are scheduled and formal events led at the Commander Level and consist of the Initial Command Inspection (ICI) and Subsequent Command Inspection (SCI). IAW AR 1-201, Company Commanders (or like

commands) will receive an ICI within 90 days for the Active Component and within 180 days for the National Guard and Army Reserve. **Timelines and specifics for the ICI and SCI within USACC differ from AR 1-201 due to the USACC unique mission and organizational structure and are discussed in Chapter 2 to this CCR.**

c. **Initial Command Inspection (ICI).** Commonly known as the change of command inspection, the inspecting commander must participate in the ICI for it to be considered official. The ICI is not used to evaluate the outgoing commander and is used to assist the incoming commander in establishing goals, standards, and priorities.

d. **Subsequent Command Inspection (SCI).** Commonly known as the follow-on inspection to the ICI and used to measure progress and reinforce goals and objectives established during the ICI. By regulation, AC units will conduct an SCI within 1-year of the ICI; AR and NG units determine the timing of the SCI. Because of the USACC unique task organization and multiple schools assigned to each brigade, the SCI timing and necessity is delegated to discretion of the Brigade Commander.

e. **Staff Inspection (SI).** Commander directed, led by staff members and focused on a single functional area or a few related areas. The staff inspection is conducted by the lowest level staff member technically qualified in the functional area and is compliance oriented. The SI may stand alone or compliment the CI and/or IG inspection. Examples of an SI include single functional area inspections such as the G1 to S1, G2 to S2, G4 to S4, Safety Inspections, Training Inspections, Physical Security Inspections, Management Controls Inspections, Sexual Assault Prevention and Response Program (SAPR), Voting Assistance, Suicide Prevention and Anti-Terrorism and Force Protection.

f. **Staff Assistance Visits (SAV).** Staff Assistance Visits **are not** inspections but are teaching and training opportunities that support Staff Inspections and the Command Inspection Program. Staff sections conduct SAVs to assist, teach, and train subordinate staff sections on how to meet the required standards of a particular functional area. A SAV can occur at the discretion of the commander, or a staff principal can request a SAV from the next higher staff echelon. The SAV can be used to prepare for upcoming inspections or training on new concepts, technologies, or operating techniques. The SAV does not produce reports, but it provides feedback to the staff section receiving the assistance visit.

g. **Inspector General (IG) Inspections.** IG Inspections are governed by AR 20-1 and focus principally on systematic issues which affect multiple command units. IG inspections examine and recommend solutions for problems that command and staff inspections cannot solve at the local level. IG inspections are tailored to meet the commander needs and may focus on units, functional areas, or both. IG inspections can be formal or informal and may use interviews, sensing sessions or other information gathering techniques. IG inspection may be part of the OIP, but focus on CG specifics and not tied to specific timeframes.

h. **Junior ROTC Unit Inspection Program.** CCR 145-8-2 and CCR 145-8-3 are used to evaluate JROTC units to determine if the school and programs, JROTC Cadre meet and maintain standards, and to identify and appropriately reward those that exceed program standards. There are three major categories in the evaluation system: Cadet Evaluation, school

program evaluation, and Director of Army Instruction evaluation. See regulation CCR 145-8-3 for specifics concerning each category. JROTC units will be inspected by uniformed Active Duty, retirees, and/or AR, NG personnel authorized to wear the Army uniform and who meet height-weight standards as described in AR 40-501 or AR 600-9. Additionally, DA civilians may be used to inspect JROTC programs IAW CCR 145-8-3.

Chapter 2 - Inspection Frequency, Scheduling Responsibility

2-1. The following establishes the minimum inspection requirements for USACC subordinate commands. Subordinate Commanders may increase the requirements at their discretion.

a. HQ, USACC will inspect the Brigade HQs on a biennial basis using CCR 145-8-4.

b. SROTC Cadet Battalions and Military Junior Colleges will be inspected by the Brigade headquarters every four years using CCR-145-8-2. Additionally, each Cadet Battalion will receive either a Command/Staff or CDR/CSM visit annually. Brigade Commanders and their S3 will determine the sequencing of inspections and visits. These visits can be conducted as part of the ICI, to eliminate duplicity of effort.

c. JROTC. IAW AR 145-2 and CCR 145-2 JROTC units will receive a Formal Inspection, Assistance Visit, or a complete Unit Report during each school year using CCR 145-8-3. CC Form 187-D-R is completed annually by the JROTC program and forwarded to the Brigade for scoring (see CCR 145-8-3). The Brigades will provide feedback to the units on the points earned. The formal inspection will be conducted every three years on an announced schedule developed by the Brigade Commander. The brigade will ensure an appropriate memorandum of record with justification is provided for programs that fail to receive a formal inspection. Assist Visits will be conducted annually on an announced basis during those years when no Formal Inspection is conducted. Assist Visits are the responsibility of the DAI/SAI and are made by authorized representatives approved by the Brigade Commander.

(1) JROTC Cadet Formal Inspection--Formal every three years; Staff Assistance Visits will be conducted annually when no Formal Inspection is scheduled.

(2) School-Program Inspection--Formal every three years; Staff Assistance Visits will be conducted annually when no Formal Inspection is scheduled.

(3) DAI Inspection--Formal every three years.

(4) Unit Report--Annually.

(5) Unit Visits – Performed or arranged as possible within mission requirements.

d. Initial Command Inspection. AR 1-201 states within 90 days for the Active Component, but due to the unique USACC task organization the USACC requirement is within the first 180 days for the newly assigned commander.

e. Subsequent Command Inspection. AR 1-201 states within 12 months after the Initial Command Inspection for the Active Component. Because of the USACC unique task organization and multiple schools assigned to each brigade, the SCI timing and necessity is delegated to discretion of the Brigade Commander.

f. Inspector General (IG) Inspections. At the direction of the CG, USACC. The IG, USACC may initiate IG Inspections.

2-2. Scheduling. Each brigade will designate an OIPC to coordinate all inspections with the USACC, OIPC; ensure inspection visit and assistance dates are reflected on unit long range training calendars. All scheduling must be coordinated through unit G3/S3 sections.

Chapter 3 – Organizational Task / Responsibilities

a. USACC, Commander

- (1) Designate an OIP Coordinator for overall management of the USACC OIP.
- (2) Establish and provide direction regarding the USACC OIP.
- (3) Publish guidance on Areas of Special Interest.

b. USACC, Deputy Commanding General

- (1) Participate in Command / Staff Inspections as directed by the Commander, USACC and regulatory guidance.
- (2) Periodically conduct school visits at the direction of the Commander, USACC.

c. USACC, Chief of Staff

- (1) Oversee the implementation of the USACC OIP. Ensure inspection team is calibrated. Coordinates and controls the USACC primary staff inspection teams.
- (2) Periodically conducts school visits at the direction of the Commander, USACC.
- (3) Lead, execute and monitor all administrative actions for the Command /Staff Inspection team. Appoint members of the inspection team to assist in the execution of administrative duties and actions as required.

d. USACC, CSM. Participate in Command/Staff Inspections per the direction of the Commander, USACC. Identify specific Soldier (cadre) areas of emphasis.

e. USACC, G3

- (1) Ensure scheduling and posting of inspections, assistance visits, and audits are on the long range training calendars and ensure that inspections are briefed, approved, and locked on annual training briefings.

(2) Apply the training management cycle outlined in **FM 7-0** to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

f. USACC, G6

(1) Post updated checklists to the USACC “right site” **NLT 15 Aug annually**. Coordinate with G3 and OIPC.

(2) Post updated OIP calendars, schedules and related OIP information to the “right site” **NLT 15 Aug annually**. Coordinate with G3 and OIPC.

g. USACC, Inspector General

(1) Conduct IG inspections in accordance with **AR 20-1** and this CCR. Advise the commander on the effectiveness of the OIP.

(2) Advise commanders and staff on inspection policy. Teach and train the OIPC, USACC reference OIPC responsibilities. Conduct inspection training as requested by commanders and staff agencies (i.e. VTC, web based training, email correspondence, and in person when economically feasible).

(3) Identify percentage of Brigades, Battalions, and schools for IG inspections throughout the school year to assess trends and systemic area concerns.

(4) Provide the USACC, CG with a list of possible special interest areas o/a 1 **Aug**, for subordinate commands to focus on during inspections for the upcoming school year (SY).

(5) Lead the IG portion of the OIP as required and directed by the Commander, USACC.

(6) Review the semi-annual brigade reports for trends, findings and issues discovered during inspections. Reporting cycle is as follows: **15 Jan**, for all inspections conducted **between 1 Aug and 31 Dec**; **15 Jun**, for all inspections conducted between **1 Jan and 31 May**.

h. USACC, Organizational Inspection Program Coordinator

(1) Serve as the USACC Office of Primary Responsibility for OIP coordination.

(2) Analyze data from command and staff inspections to identify problem areas.

(3) Deconflict inspection scheduling with the Brigade OIPC and coordination with the USACC, G3 to ensure inspections are scheduled on the long range training calendar. Receive an updated schedule of projected battalion level inspections, **NLT 1 Jun annually** for the next school year to be incorporated on the USACC OIP .

(4) Coordinate routinely with the Chief of Staff, G3, IG, JROTC and other staff sections as required, for inspection focusing and challenges.

(5) Review the semi-annual brigade reports for trends, findings and issues discovered during inspections. Reporting cycle is as follows: **15 Jan**, for all inspections conducted **between 1 Aug and 31 Dec; 15 Jun**, for all inspections conducted between **1 Jan and 31 May**.

(6) Develop a schedule that incorporates -- and then coordinates -- all relevant inspections that occur within the unit or command for a given year, quarter, or month including internal and external ones. Ensures the continuous scheduling of these inspection programs in accordance with the guidance set forth in the written OIP (CCR 145-8).

(7) Review and evaluate inspection results and then monitor the execution and completion of all corrective measures resulting from final inspection reports (IG inspection reports are exempt from this requirement).

(8) Meet routinely with the lead agents responsible for executing the various components of the OIP such as Commanders (Command Inspections); Chiefs of Staff, Executive Officers, or Primary Staff members (Staff Inspections and Staff Assistance Visits); IGs (IG Inspections) as well as participate in training and briefings as applicable.

(9) Schedule and coordinate for the posting of inspections and audits on long range training calendars by the G3 (the G3 will ensure that inspections are briefed, approved, and locked in annual training briefings).

(10) Receive an updated schedule of projected battalion level inspections, **NLT 1 Jun annually** for the next school year to be incorporated on the USACC OIP.

i. USACC, Director of JROTC

(1) Publish a schedule of all JROTC Brigade inspections for the School Year. Submit to OIP coordinator, USACC **NLT 1 Jul annually for publishing on the OIP coordination calendar and web page**.

(2) Inspect JROTC program IAW AR 145-2, CCR 145-2 and CCR 145 -8-3 and projected schedules.

(3) Monitor the percentage of JROTC units receiving Honor Unit with Distinction, Honor Unit, and Merit Unit ratings. Also monitor the status of JROTC battalions placed on probation.

j. HQ, USACC, Primary and Special Staff elements

(1) Monitor their functional areas within subordinate organizations.

(2) Conduct Command, Staff, and Inspector General Inspections and Staff Assistance Visits as directed by the USACC, Commander.

(3) Design SAV to complement but not duplicate other inspection programs.

(4) Apply the training execution model outlined in **FM 7-1** to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities.

(5) Review previous inspection reports and results prior to developing new inspection plans.

(6) Coordinate, review and update all inspection checklists and regulations for brigade and battalion proponents NLT 1 June annually. Forward all updated checklists to USACC G6 NLT 1 August annually for posting on the USAAC Portal “Right Site”.

(7) Provide SME to execute all inspections, Staff Assistance Visits and audits as required.

k. USACC, Brigade Commander

(1) Establish inspection policy for respective commands consistent with this regulation. Establish OIP to ensure that inspections complement rather than duplicate each other. Monitor the conduct of inspections and ensure that inspections are conducted in accordance with **AR 1-201**.

(2) Designate an OIPC to manage the Brigade OIP in coordination with the OIPC, USACC to ensure an effective USACC OIP.

(3) Apply the training management cycle outlined in **FM 7-0** to plan inspections with adequate time to perform corrective actions and conduct follow-up inspections or activities. Ensure ICI conducted within 180 days for newly assigned Battalion Commanders – for non-compliance, ensure reflected on MFR with justification.

(4) Provide Commanding General, HQ, USACC with two semi-annual reports inclusive of trends, findings and issues discovered during inspections. Reporting cycle is as follows: **15 Jan**, for all inspections conducted **between 1 Aug and 31 Dec; 15 Jun**, for all inspections conducted **between 1 Jan and 31 May**. Each report will be inclusive of Senior ROTC and Junior ROTC programs trends, findings and issues.

(5) Ensure coordination, review, and update of all inspection checklists and regulatory recommendations/updates to HQs, USACC OIPC NLT **1 Jun**.

(6) Ensure appropriate staff SME conducts inspections of subordinates and are available for USACC inspection requirements.

l. USACC, JROTC Division Chiefs (Brigade)

(1) Review and distribute final evaluation ratings **NLT 15 Sep** of each SY. Resolve disputed evaluation ratings as required. Publish orders and certificates (DA Form 3855) designating Honor Unit with Distinction, Honor Unit, and Merit Unit, **NLT 15 Sep** of each SY.

(2) Provide SROTC Battalions a listing of JROTC Battalions to be inspected. Inspect DAI consolidated supply operations annually. Ensure S3 training and S4 Logistics Divisions review safety and logistics evaluations, respectively.

(3) Publish a schedule of all JROTC school inspections for the School Year. Submit through USACC JROTC Director as required for the USACC, OIPC **NLT 1 Jul annually** for publishing on the OIP coordination calendar and the OIP coordinator calendar and web page.

(4) Inspect JROTC program IAW AR 145-2, CCR 145-2 and CCR 145 -8-3.

(5) Monitor the percentage of JROTC units receiving Honor Unit with Distinction, Honor Unit, and Merit Unit ratings. Also monitor the status of JROTC battalions placed on probation.

m. OIPC, Brigade

(1) Assist their commanders and S3 in developing a written OIP that captures the key elements of the program and does not lead or replace the Commander for any command inspection or visit.

(2) Develop a schedule that incorporates -- and then coordinates -- all relevant inspections that occur within the unit or command for a given year, quarter, or month including internal and external ones.

(3) Ensures the continuous scheduling of these inspection programs in accordance with the guidance set forth in the written OIP (CCR 145-8).

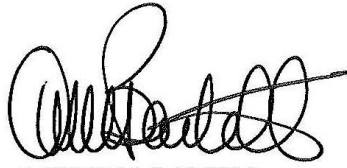
(4) Review and evaluate inspection results and then monitor the execution and completion of all corrective measures resulting from final inspection reports.

(5) Meet routinely with the lead agents responsible for executing the various components of the OIP such as Commanders (Command Inspections); Chiefs of Staff, Executive Officers, or Primary Staff members (Staff Inspections and Staff Assistance Visits) as well as participate in training and briefings and IPRs.

(6) Schedule and post inspections and audits on long range training calendars and ensure that inspections are briefed, approved, and locked in annual training briefings.

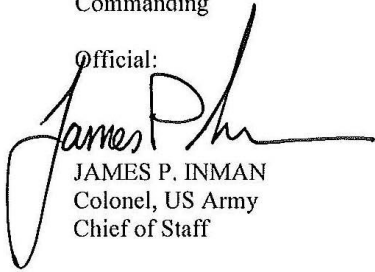
(7) Publish a schedule of all Senior Military Colleges (SMC), Military Junior Colleges (MJC), and SROTC battalions inspections scheduled for the SY. Schools listed in AR 700–84, Table 10–1, will be inspected annually to validate eligibility to receive the special rates of commutation in lieu of uniform. Submit to HQ, USACC OIP coordinator **NLT 1 Jun annually**.

n. All Inspectors -- Review previous OIP inspection results and reports as applicable. Be prepared and knowledgeable (SME) of respective areas of inspection responsibilities. Report to commanders all deficiencies involving breaches of integrity, security, procurement practices, and criminality when discovered. Be prepared to provide recommendations to units or conduct teaching and training to help correct any problems identified during the inspection.



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CCR 145-8
Reserve Officers' Training Corps Organizational Inspection Program

APPENDIX TOC

Section I
Abbreviations

BI	Brigade Inspection
CIP	Commander Inspection Program
DA	Department of the Army
DAI	Director of Army Instruction
FI	Formal Inspection
HU	Honor Unit
IAW	In Accordance With
IG	Inspector General
IGAR	Inspector General Action Request
JROTC	Junior Reserve Officers' Training Corps
MJC	Military Junior College
MU	Merit Unit
OIP	Organizational Inspection Program
RI	Region Inspection
ROTC	Reserve Officers' Training Corps
SROTC	Senior Reserve Officers' Training Corps
SY	School Year

Section II

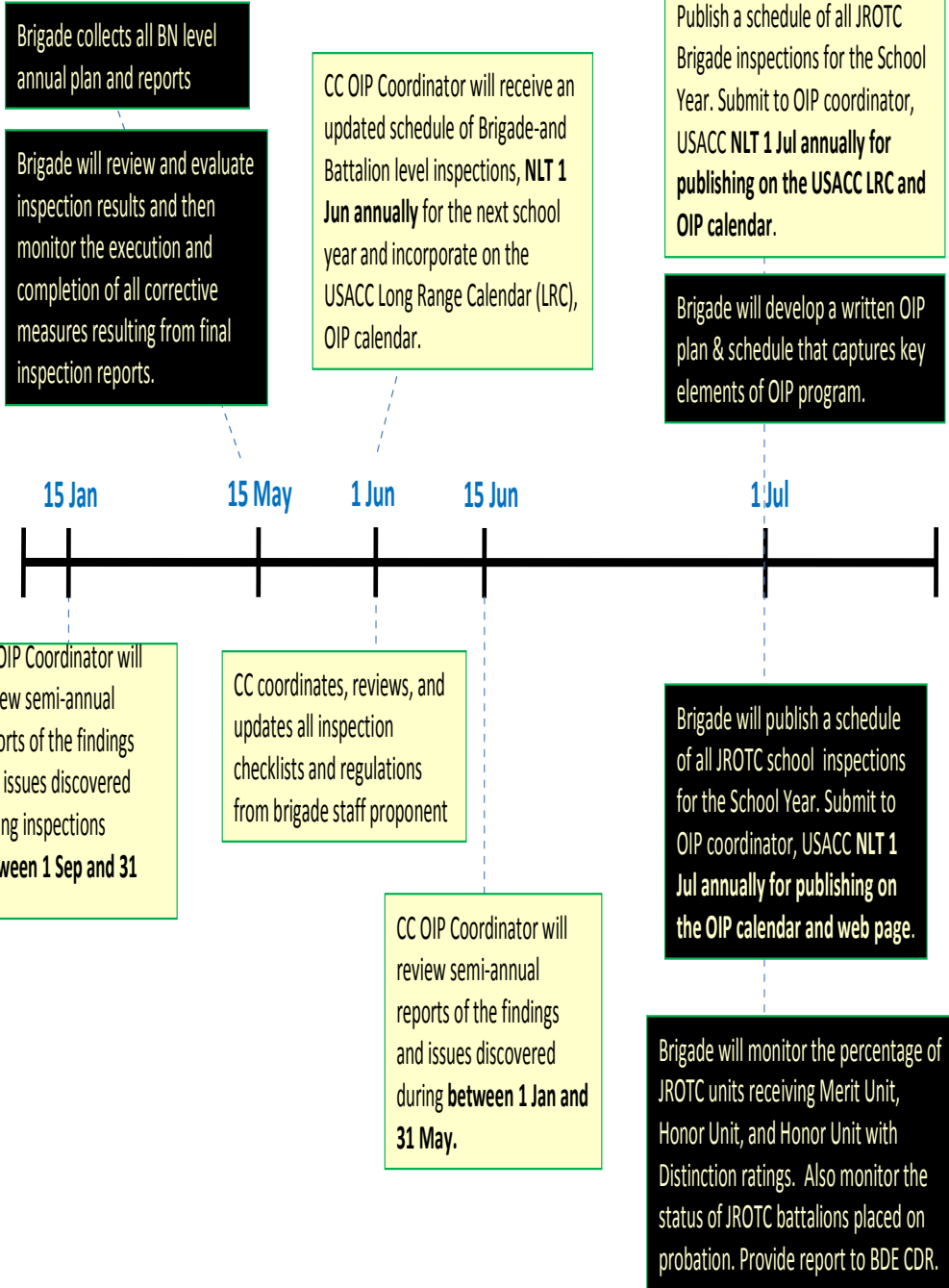
OIP Matrix

BDE

CC

OIP TIMELINES

(1 Jan – 1 Jul)



BDE

CC

OIP TIMELINES

(2 Jul – 31 Dec)

Brigade JROTC staffs will provide SROTC battalions a listing of JROTC battalions to be inspected. Inspect DAI consolidated supply operations annually. Ensure S3 training and S4 Logistics Divisions review safety and logistics evaluations, respectively.

CC, IG will provide a projected list of IG school visits for the school year (SY) to the OIP coordinator NLT 1 August Annually.

G-6 will post updated checklists to the Cadet Command "right site" NLT 15 Aug annually.

Brigade will review and evaluate inspection results and then monitor the execution and completion of all corrective measures resulting from final inspection reports.



CC OIP Coordinator ICW IG section will develop and publish a list of special interest areas, by **31 Jul**, to be evaluated during the upcoming School Year (SY). BDEs will augment this listing.

CC Primary staff will forward all updated checklists to USACC G6 **NLT 1 August annually for posting on the USAAC Portal "Right Site"**.

G-6 will post updated OIP calendar & schedule to the right site NLT 15 Aug annually.

Brigade will schedule and post inspections and audits on long range training calendars and ensure that inspections are briefed, approved, and locked in annual training briefings.

JROTC will review and distribute final evaluation ratings NLT 15 Sep of each SY. Resolve disputed evaluation ratings as required. Publish orders and certificates (DA Form 3855) designating Honor Unit with Distinction, Honor Unit, and Merit Unit, NLT 15 Sep of each SY.