

CCR-145-8

Reserve Officers' Training Corps Organizational Inspection Program

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Summary:

This regulation provides command policy and procedural guidance for the standardization and execution of the organizational inspection program. In view of recent down sizing and decreased resource availability, the command is aware that some degradation to the overall program from previous years may occur and accepts that risk.

POC/Impact:

Applicability. This regulation applies to Headquarters, U.S. Army Cadet Command (HQCC); ROTC Region and Brigade Headquarters; Senior and Junior ROTC Battalions; and Directors of Army Instruction (DAIs). In any situation where this regulation directly conflicts with Department of the Army (DA) regulations or policies, the DA directives will govern.

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

Suggested improvements. Send comments and suggested improvements on [DA Form 2028](#) through channels to Commander, U.S. Army Cadet Command, ATTN: ATCC-IG, Fort Monroe, VA 23651-5000.

Details:

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Chapter 1, Introduction

1-1. Purpose. This regulation establishes policies, objectives, responsibilities, and guidance for the conduct of the U.S. Army Cadet Command Organizational Inspection Program (OIP).

1-2. References

[AR 1-201](#)

Army Inspection Policy

[AR 20-1](#)

Inspector General Activities and Procedures,

[CCR-145-2](#)

Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, Training and support

[CCR-145-8-1](#)

Checklists for Region HQ

[CCR-145-8-2](#)

Checklists for SROTC Battalions

[CCR-145-8-3](#)

Checklists for JROTC units

[CCR-145-8-4](#)

Checklists for Brigade HQ

CCR-11-2

Management Control,

CCR-700-1

Logistics Management

FM 7-0

Training the Force

Additional related references used in this regulation are cited in the inspection checklists.

The regulations listed above will not be supplemented without prior approval from the HQCC (ATCC-IG). These regulations will serve as the basic standard for the conduct of all compliance inspections and staff inspections/assistance visits throughout the command.

1-3. Explanation of Abbreviations. Please refer to [Section I](#).

1-4. Responsibilities

a. Commander, USACC will-

(1) Establish inspection policy for subordinate levels of command consistent with this regulation.

(2) Establish Organizational Inspection Programs (OIPs) designed to ensure that inspections complement rather than duplicate each other.

(3) Designate an OIP coordinator to coordinate and manage the OIP.

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

(5) Monitor the conduct of inspections and ensure that inspections are conducted in accordance with AR 1-201 and this regulation.

(6) 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

(7) Use inspectors general primarily to inspect systemic issues while reserving compliance inspections principally for command and staff inspections programs.

(8) Train inspectors on Army inspection policy and the Army's inspection principles.

(9) Direct follow-on inspections as appropriate.

b. Staff elements (HQs) will-

(1) Monitor their functional areas within subordinate organizations.

(2) Conduct staff inspections as directed by the commander

(3) Conduct staff assistance visits (SAVs) as directed by the commander to teach and train units on goals and standards.

(4) Design assistance visits to complement but not duplicate other inspection programs.

(5) 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.

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

(7) Adhere to the Army inspection principles when performing inspection duties in AR 1-201.

(8) Coordinate, review, update and receive all inspection checklists and regulations from Region staff proponent NLT 1 June annually. Forward all updated checklists to USACC IG NLT 1 August annually.

(9) Provide SME to execute inspections as required.

(10) G3- Schedule and post inspections and audits on long range training calendars and ensure that inspections are briefed, approved, and locked in annual training briefings. Publish an updated schedule of region-level inspections, NLT 1 May annually and incorporate all Brigade level inspections on the USACC Long Range Calendar (LRC).

(11) G6 - post updated checklists to the Cadet Command "right site" NLT 1 Aug annually.

c. JROTC

(1) Publish a schedule of all JROTC Brigade inspections for the School Year. Submit to G3, USACC NLT 1 Sep annually.

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

d. Inspector General (HQ USACC) will-

(1) Serve as the OIP coordinator at the discretion of the commander (see para 1-4f, AR 1-201), (Commanders will normally designate their operations staff agency (G-3, S-3, and so on). The IG may also organize and coordinate the commander's Organizational Inspection Program (if tasked by the commander) but will not lead or physically inspect as part of the command inspection effort (see para 6-3 for specific IG duty restrictions regarding command inspections). Organizing and coordinating means that the IG may assist in scheduling and synchronizing the various command inspection activities on behalf of the commander without assuming a leading role, inspecting as part of the command inspection, or conducting in-briefings and out-briefings.

(2) Conduct IG inspections in accordance with AR 20-1 and this regulation.

(3) Advise commanders and staff on inspection policy.

(4) Advise the commander on the effectiveness of the OIP.

(5) As necessary, spot-check region and battalion level inspections throughout the command.

(6) Conduct inspection training as requested by commanders and staff agencies.

(7) Review and evaluate inspection results. Develop and publish a list of special interest areas, by **31 Jul**, to be evaluated during the upcoming School Year (SY).

(8) Receive updated Region, Brigade, and Battalion updated checklists from USACC Staff proponent NLT 1 August.

e. Commanders, (Region and Brigade) will-

(1) Establish inspection policy for subordinate levels of command consistent with this regulation

(2) Establish Organizational Inspection Programs (OIPs) designed to ensure that inspections complement rather than duplicate each other.

(3) Designate an OIP coordinator to coordinate and manage the OIP.

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

(5) Monitor the conduct of inspections and ensure that inspections are conducted in accordance with AR 1-201 and this regulation.

(6) 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

(7) Use their inspectors general primarily to inspect systemic issues while reserving compliance inspections principally for command and staff inspections programs.

(8) Train inspectors on Army inspection policy and the Army's inspection principles.

(9) Direct follow-on inspections as appropriate.

(10) Provide Commanding General, HQ, USACC with an overview of the region's findings and issues discovered during inspections conducted throughout the current school year. Reporting cycle is as follows: **15 Jan**, for all inspections conducted **between 1 Sep and 31 Dec; 15 Jun**, for all inspections conducted between **1 Jan and 31 May**.

f. Staff elements (Region and Brigade) will-

(1) Monitor their functional areas within subordinate organizations.

(2) Conduct staff inspections as directed by the commander

(3) Conduct staff assistance visits (SAVs) as directed by the commander to teach and train units on goals and standards.

(4) Design assistance visits to complement but not duplicate other inspection programs.

(5) 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.

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

(7) Adhere to the Army inspection principles when performing inspection duties in AR 1-201.

(8) Coordinate, review, update and forward all inspection checklists and regulations to HQs USACC staff proponent NLT 1 June.

(9) Provide SME to execute inspections as required.

(10) Brigade JROTC staffs 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.

(11) 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.

(12) Publish a schedule of all Brigade HQ, Senior Military Colleges (SMC), and SROTC battalions inspections scheduled for the SY. Submit to HQ, USACC G3 **NLT 1 Sep annually**.

g. Inspectors General (Region) will-

(1) Conduct IG inspections in accordance with AR 20-1 and this regulation.

(2) Advise commanders and staff on inspection policy.

(3) Advise the commander of the effectiveness of the OIP.

(4) Serve as the OIP coordinator at the discretion of the commander (see para 1-4f, AR 1-201), (Commanders will normally designate their operations staff agency (G-3, S-3, and so on). The IG may also organize and coordinate the commander's Organizational Inspection Program (if tasked by the commander), but will not lead or physically inspect as part of the command inspection effort (see para 6-3 for specific IG duty restrictions regarding command inspections). Organizing and coordinating means that the IG may assist in scheduling and synchronizing the various command inspection activities on behalf of the commander without assuming a leading role, inspecting as part of the command inspection, or conducting in-briefings and out-briefings.

(5) Spot-check brigade and battalion level inspections throughout the command.

(6) Conduct inspection training as requested by commanders and staff agencies.

(7) Review and evaluate inspection results. Develop and recommend a list of special interest areas, by 15 Jul, to be evaluated during the upcoming School Year (SY) and forward to USACC IG.

h. Individuals conducting inspections will-

(1) Report to commanders all deficiencies involving breaches of integrity, security, procurement practices, and criminality when discovered. Commanders must consult with their servicing staff judge advocate when these cases arise.

(2) Be technically qualified to inspect the subject matter at hand.

(3) Be prepared to provide recommendations to units or conduct teaching and training to help correct any problem identified during an inspection.

(4) Record inspection results.

1-5. Inspection overview

The Inspector General (TIG) has identified five principles that apply to Army inspections. These principles guide commanders, the adjutants general (TAGs), staff principals, IGs, and all Army inspectors in the conduct of all Army inspections.

1-6. Principles of Army inspections

Army inspections follow five basic principles. Army inspections must be purposeful, coordinated, focused on feedback, instructive and followed-up.

1-7. Organizational Inspection Program (OIP) Defined

a. The OIP is an integral part of the commander's organizational assessment program outlined in Chapter 5, **FM 7-0**. Army inspections follow five basic principles. The ultimate goal of the OIP is to identify strengths and weaknesses and provide assistance. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives. The OIP at division level and above primarily involves staff inspections, SAVs and IG inspections/visits.

b. The components of the Cadet Command OIP are: Command Inspections, Staff Inspections, Assistance Visits, IG inspections/visits, the JROTC Inspection Program and the new Battalion Commander Assistance visits.

c. Command inspections ensure unit compliance with Army regulations and policies and allow commanders to hold leaders at all levels accountable for compliance. The Command inspections are unit and compliance-oriented to ensure minimum program standards, as defined by public laws, contracts, Army Regulations, and Cadet Command policies, are maintained. Command inspections are primarily concerned with evaluating mission essential functions of the inspected unit. They are guided by the principles of inspections in **AR 1-201**, CC regulations, and directives from region and brigade commanders. The commander of the inspecting HQ must participate for an inspection to be a command inspection. At a minimum, the commander must attend the in-briefings and out-briefings, actively conduct part of the inspection, and provide the inspected commander with an assessment of strength and weaknesses upon completion.

d. Staff Inspections provide the commander with specific, compliance oriented feedback on functional areas or programs within the command. The commander directs staff principals and staff members to conduct staff inspections that can stand alone or that can compliment on going command and IG inspections. Examples of Staff Inspections include Safety inspections, Training Inspections, Physical Security Inspections, Management Controls Inspections, and Anti-Terrorism and Force Protection.

e. Staff Assistance Visits are not inspections but are teaching and training opportunities that support staff inspections. Staff sections conduct SAVs to assist, teach, and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area. SAVs can occur at the discretion of the commander, or staff principal at any level can request a SAV from the next higher staff echelon. SAVs can prepare staff sections for upcoming inspections or train staff sections on new concepts, technologies, or operating techniques. SAVs do not produce reports but inspect provide feedback only to the staff section receiving the assistance.

f. IG Inspections focus principally on issues that are systemic in nature and that affect many units throughout the command. IG inspections examine and recommend solutions for problems that command and staff inspections cannot solve at the local level. AR 20-1 governs the development and concept of IG inspections. IGs tailor inspections to meet the commander's needs. IG inspections may focus on units, functional areas, or both.

g. Junior ROTC Unit Inspection Program (**CCR-145-8-3**) is used to evaluate JROTC units to determine if the schools, cadet corps, Director of Army Instruction, and instructors meet and maintain program standards. Identify and appropriately reward those that exceed minimum program standards. JROTC units will be inspected by uniformed personnel or retirees and reservists/NG personnel authorized to wear the Army uniform and who meet height-weight standards as described in **AR 40-501** or **AR 600-9**, and Department of the Army Civilians.

h. New Battalion Commander's Assistance Program is in keeping with the intent of initial assessments as specified in **AR 1-201**. Assistance is provided on an as needed or requested basis during the new battalion commander's first academic year. The chain of command will monitor priority items that occur early in a new battalion commander's tenure. Actual or potential problem areas will be identified through the brigade commander to the new battalion commander. The appropriate staff proponent will be made available for assistance visits to resolve problem areas. The new battalion commander may request an assistance visit with the concurrence of the brigade commander.

1-8. Inspection Frequencies

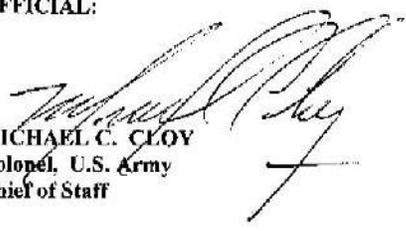
The sub-paragraphs below establish the minimum inspection requirements for Cadet Command; subordinate commanders may increase the requirements in their own commands at their discretion.

- a. HQCC will inspect region headquarters on a biennial basis using CCR-145-8-1.
- b. Region headquarters will inspect brigade headquarters on a biennial basis using CCR-145-8-4.
- c. All SROTC Cadet Battalion, Military Junior College (MJC) and Cadet battalion Extension Center will be inspected by the region headquarters every three years using CCR-145-8-2. Additionally, each Cadet Battalion will receive either a staff inspection, IG inspection visit or commander visit annually. Region and Brigade commanders will determine the sequencing of inspections.
- d. IAW AR 145-2 and CCR 145-2 JROTC units will receive either a Formal Inspection or an Assist Visit, and complete a Unit Report during each school year using Cadet Command Regulation CCR 145-8-3. DAI offices will be formally inspected every three years by brigade personnel. Brigades may direct that Assist Visits be performed by other SAIs, DAIs, SROTC cadre, NG, etc. The SAI is responsible for arranging for the inspection and gaining approval from the Brigade Command for the choice of inspectors. Unit visits will occur as often as possible and may be performed by any member of the command. The following lists the frequency of each type of inspection:
- Cadet Formal Inspection** – Formal every three years; Assist Visits will be conducted annually when no Formal Inspection is scheduled.
- School-Program Inspection** – Formal every three years; Assist Visits will be conducted annually when no Formal Inspection is scheduled.
- DAI Inspection** – Formal every three years.
- Unit Report** – annually.
- Unit Visits** – performed or arranged as possible within mission requirements.
- e. Each brigade will implement a program to assist newly assigned battalion commanders in identifying problem areas early in their tenure. At a minimum, the Brigade HQ will coordinate an Assist Visit for any newly assigned PMS that requests assistance.



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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