Administration

U.S. Army Reserve Inspection Policy

By the Order of the Chief of Staff:

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History. This publication is a major revision. It replaces USAR Regulation 1-201, dated 1 May 2020.

Summary. This regulation prescribes responsibilities and policies for conducting inspections, assistance visits, audits, reviews, etc., of units assigned to the U.S. Army Reserve.

Applicability. This regulation applies to all U.S Army Reserve units and Headquarters staff sections. During mobilization, the proponent may modify chapters and policies contained in this regulation.

Proponent and exception authority. The proponent of this regulation is the U.S. Army Reserve Command Inspector General. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forward-ed through their higher headquarters to the Inspector General.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the U.S. Army Reserve Command Office of Inspector General (AFRC-IG), 4710 Knox Street, Fort Liberty, NC 28310-5010.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the U.S. Army Reserve Command Office of Inspector General (AFRC-IG), 4710 Knox Street, Fort Liberty, NC 28310-5010.

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UNCLASSIFIED

SUMMARY of CHANGE

USAR Regulation 1-201
U.S. Army Reserve Inspection Policy

This major revision, dated 1 September 2024—

- Adds a requirement mandating commanders to designate in writing the deputy commander, executive officer, or similar individual assigned as the second in command to serve as the organization's organizational inspection program (OIP) coordinator at the brigade (or similarly sized organization) level and below. Above the brigade (or similarly sized organization) level, commanders will designate in writing a person in a position of authority to serve as the OIP coordinator, such as the chief of staff or G-3. (para 4a(3) and 4i(2))

- Adds a requirement for the U.S. Army Reserve Command (USARC) Deputy Commanding General (DCG) to be the office of primary responsibility to ensure implementation of corrective actions identified in inspections. (para 4b(2))

- Adds a requirement for the USARC Chief of Staff (CoS) to approve an annual inspection plan for the USARC HQ and to ensure USARC staff directorates update the Automated Inspection Program (AIP) standards they are proponents for annually. (para 4c)

- Clarifies the requirement for the USARC HQ OIP Coordinator to conduct quarterly Quality Assurance Working Groups (QAWGs) with the purpose of ensuring the USARC OIP is meeting the commander's intent and identifying systemic issues uncovered by USARC staff inspectors. (para 4d(1))

- Adds a requirement for the USARC HQ OIP Coordinator to support USARC staff directorates with the appointment of directorate OIP Coordinators and assignment of personnel to be responsible for updating their respective AIP standards annually. (para 4d(2))

- Clarifies requirement for USARC Inspector General (IG) to support USARC staff directorates with validation of AIP standards annually. Facilitate staff coordination and identification of directorate responsibilities for AIP functional and major subject areas. (para 4e(3))

- Updates requirement for USARC staff directorates to review and update their AIP standards from bi-annual to annually through coordination with the USARC IG. (para 4g(4))

- Adds a requirement for commanders from MSC to battalion to publish annual written plans to set commander priorities, inspection topics, inspector's training, schedule of inspections and allocation of resources to facilitate execution of their organizational inspection program. (para 4j(1))

- Clarifies requirement for inspections and audits inputted into the AIP. (para 6c-g)

- Adds general officer commanders the ability to delegate their presence in a command inspection to the deputy commander. (para 7b(1))

- Adds IG readiness assistance visits (RAVs) as an optional program that commanders assigned IGs may include in their OIP. (para 7b(3)(b))

- Adds requirement to input staff assistance visits (SAVs) into the AIP system. (para 6c-g and 7b(3)-(4))

- Makes administrative changes (throughout).

Contents (Listed by chapter and page number)

Summary of Change

1. Purpose
This regulation outlines responsibilities and prescribes policies for planning and conducting inspections and staff visits in U.S. Army Reserve (USAR) organizations.

2. References
Required and related publications and referenced forms are listed in appendix A.

3. Explanation of Abbreviations and Terms
Abbreviations and special terms used in this regulation are explained in the glossary.

4. Responsibilities
    a. Commander, U.S. Army Reserve Command (USARC) will-
    (1) Establish inspection policy for USARC.
    (2) Establish inspection priorities to focus and coordinate the command organizational inspection program (OIP) plan.
    (3) Designate in writing a senior leader in a position of authority to serve as the OIP coordinator for USARC, such as the chief of staff or G-3/5/7.
    (4) Approve the USARC Office of Inspector General (IG) inspection plan.
    (5) Use the IG primarily to inspect systemic issues, while reserving compliance inspections principally for command and staff inspection programs.
    b. The USARC Deputy Commanding General (DCG) will-
    (1) Monitor the conduct of inspections and ensure inspections are conducted in accordance with this regulation.
    (2) Serve as the office of primary responsibility for ensuring corrective actions identified during all inspections are completed and implemented properly.
    c. The USARC Chief of Staff (CoS) will-
    (1) Ensure inspections are designed to complement rather than duplicate each other.
    (2) Direct the staff to conduct inspections based on the commander's intent, and direct follow-on inspections as appropriate.
    (3) Approve an annual inspection plan of the USARC staff that includes inspection topics by staff directorate, inspection dates, and required resources to execute (i.e. financial costs).
    (4) Ensure inspection standards in Automated Inspection Program (AIP) are reviewed and updated annually by USARC staff no later than 1 August.
    d. The USARC OIP Coordinator will-
    (1) Plan and execute quarterly Quality Assurance Working Groups (QAWGs) with the USARC staff to ensure inspections are coordinated and the USARC OIP plan is meeting the commander's intent. Additionally, the QAWG will identify systemic issues and verify AIP is used by the USARC staff to schedule and record inspection results, SAVs, and other internal assessments as defined in AR 1-201, para 3-1.
    (2) Support USARC staff directorates with appointment of directorate OIP Coordinators and assignment of personnel to be responsible for updating their respective AIP standards annually.
    (3) Publish an annual USARC OIP written plan that provides commander's intent, inspection priorities, required inspections, and a list of scheduled inspections by USARC staff.

(4) Ensure OIP events (e.g., inspections, staff assistance visits (SAVs), etc.) are published to USARC long range training calendar.

(5) Maintain a consolidated list of USARC staff responsible for updating AIP standards for functional/subject areas.

(6) Maintain a consolidated list of USARC staff directorate OIP coordinators and Major Subordinate Command (MSC) OIP coordinators.

(7) Maintain a list of approved inspection categories exempted from input into AIP, due to having systems of record external to USARC, to reduce administrative burden of having inspections inputted into two separate systems and review annually for applicability.

e. The USARC Office of IG will-

(1) Be the USAR proponent for inspection policy, except for those inspections conducted pursuant to Article 6, Uniform Code of Military Justice (UCMJ, Article 6) or inspections or searches conducted in accordance with Manual for Courts Martial (MCM) 2019, Military Rules of Evidence 313, 314, and 315.

(2) Review and approve USAR policy which mandates any type of inspection, except inspections conducted pursuant to UCMJ, Article 6, or inspections or searches conducted in accordance with MCM, Rules 313, 314, and 315.

(3) Serve as the proponent and administrator of AIP. Support USARC staff directorates with validation of AIP standards annually. Facilitate staff coordination and identification of directorate responsibilities for AIP functional and major subject areas.

(4) Propose IG inspection topics to the Commander, USARC, and execute approved inspections in accordance with AR 20-1, AR 1-201, and this regulation.

(5) Advise USARC HQ staff, and subordinate organizations on inspections principles, best practices, and implementing an effective OIP.

(6) Inform USARC senior leaders of external IG inspections on USAR units.

(7) Periodically inspect the scheduling and execution of initial command inspections (ICIs) throughout the command.

(8) Coordinate with Department of Defense (DOD) IG, Department of the Army IG (DAIG), USAR-Internal Review (USAR-IR), and external inspection and audit agencies to ensure inspections and audits complement efforts rather than duplicate each other.

(9) Forward approved IG inspection reports that have Army-wide application, value, and interest (except Intelligence Oversight inspection reports) to DAIG's Inspections Directorate (SAIG-ID) for posting on the Inspector General Network (IGNET) and for information sharing purposes. These reports enable IGs throughout the Army to contact specific IG offices for information about previously conducted inspections to avoid duplication of effort and to share results.

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

(11) Conduct inspections and AIP user training virtually to facilitate training opportunities for units across USAR. Provide training products to support subordinate unit inspector training programs.

(12) Support coordination with U.S. Army Forces Command (FORSCOM) IG and DAIG on inspections of USAR units.

f. The USARC G-6 will provide information technology and software support for AIP to maintain the application as an accredited USAR system.

g. USARC staff directors will-

(1) Conduct, or support, inspections, audits, and reviews of subordinate MSCs by USARC HQ.

(2) Forecast and budget for travel of staff inspectors as directed or requested.

(3) Nominate inspection topics to the USARC OIP Coordinator based on commander's inspection priorities, feedback from subordinate staff counterparts, previous inspections, and required inspections.

(4) Serve as proponent for respective functional area or subject areas in AIP and ensure standards are reviewed and updated annually, no later than 1 August, in the AIP system through coordination with the USARC Office of IG. AIP standards impacted by the publication of new regulations, policies, systems, or other documentation are required to be updated within 90 days to limit impact of subordinate units using outdated references. Each standard in AIP will annotate the specific regulation or policy from which it originates.

(5) Appoint directorate OIP coordinator and assign subject matter experts to respective functional/subject areas in AIP.

(6) Participate in the quarterly QAWG and provide a representative familiar with the staff directorate inspection schedule, and recently completed staff inspections to facilitate identifying systemic, cross-functional issues.

(7) Provide proposed annual (next calendar year) inspection schedule to the USARC OIP Coordinator.

(8) Inform USARC senior leaders and USARC OIP Coordinator of scheduled inspections, audits, evaluations, or visits from external agencies.

(9) Use inspections and assistance visits as alternative methods to complete required internal control evaluations on 5-Year Internal Control Evaluation Plans, and to report internal control weaknesses in accordance with AR 11-2. Collect data during readiness reviews, inspections, and staff visits to assess key areas on the 5-Year Internal Control Evaluation Plan. Provide an assessment to Internal Review of any material weaknesses identified through the staff inspection process.

(10) Evaluate data generated from readiness reviews, inspections, and staff visits for systemic issues that require resolution by staff agencies above the MSC level to improve the readiness level of organizations.

(11) Conduct SAVs when directed, or if requested, but ensure they complement, and do not duplicate other scheduled inspections.

(12) Conduct pre-inspection analysis/assessments by reviewing previous inspection reports and results prior to developing new inspection plans.

(13) Adhere to the inspection principles and basic elements of inspections when performing inspection duties (see AR 1-201, Chap 2).

(14) Conduct teaching, training, and mentoring to help correct problems identified during an inspection and provide recommendations to assist units with regulatory compliance and to improve unit readiness.

(15) Record inspection results in AIP as a formal report and prepare executive summaries or memorandums for senior leader oversight. Forward an approved copy of the written report to the OIP Coordinator for filing within 30 days of completion of an inspection, audit, or staff visit. Upon request brief the outcome of the visit to USARC senior leadership.

(16) Provide subject matter experts to augment IG inspections as required.

h. Commanders, Readiness Divisions will use their IGs to provide virtual AIP User training annually and upon request from subordinate commanders in their geographic region.

i. Commanders, MSCs will use their IGs (if assigned) primarily to teach, train, and mentor leaders at all levels on inspections policy, conducting inspections, root cause analysis, and to inspect systemic issues.

j. Commanders, MSC through battalion level will-

(1) Establish local inspection policy and publish annual written plans to set commander priorities, inspection topics, inspector's training, schedule of inspections, and allocate resources to facilitate the execution of inspections for geographically diverse units. Incorporate and encourage virtual inspections where fiscal restraints limit travel of inspectors.

(2) Designate in writing the deputy commander, executive officer, or similar individual assigned as the second in command to serve as the organization's OIP coordinator at the brigade (or similarly sized organization) level and below. Above the brigade (or similarly sized organization) level, commanders will designate in writing a person in a position of authority to serve as the OIP coordinator, such as the chief of staff or G-3. Inspectors general are prohibited from serving as OIP coordinators.

(3) Develop a yearly ICI checklist template in line with command priorities for inspections of company and detachment commanders. Additionally, provide inspection guidance to develop Subsequent Command Inspections (SCIs) based on measuring progress and objectives established during the previous ICI.

(4) Conduct an ICI for each newly assigned company-level commander (detachments of similar size to a company) within 180 days of assumption of command for TPU commanders, or within 90 days of assumption of command for units in an active-duty status and follow up with a SCI within one year for a unit in active duty status, or within the subordinate commander's tenure of command for units not in an active duty status.

(5) Train inspectors on Army inspection policy, the Army's inspection principles, root cause analysis, and utilizing AIP.

(6) Designate an office of primary responsibility for ensuring that corrective actions identified during all inspections are completed and implemented properly.

(7) Use inspections and staff visits as alternative methods to complete required internal control evaluations on 5-Year Internal Control Evaluation Plans and to report internal control weaknesses, in accordance with AR 11-2.

(8) Report the completion of all ICIs to the first commander in the chain of command with an assigned Army IG.

(9) Provide inspections training for subordinate commanders and staff agencies as requested.

(10) Ensure individuals conducting inspections are technically qualified to inspect the subject matter at hand. Inspectors must be able to conduct teaching and training on the subject they are inspection along with root cause analysis and developing corrective action plans for deficiencies identified.

(11) Maintain a consolidated schedule of all inspections and staff visits to subordinate units from previous 24 months and the current annual plan to facilitate ensuring units are not overly burdened with inspection visits and ensure inspection reports can be retrieved in AIP.

(12) Schedule and post inspections and audits on long-range training calendars, and ensure that inspections are briefed, approved, and scheduled during annual, semi-annual, and quarterly training briefings.

(13) Ensure unit/local-level IGs-

(a) Conduct IG inspections in accordance with this regulation, AR 20-1, and AR 1-201.

(b) Advise commander on effectiveness of OIP.

(c) Advise commanders and staff on inspection policy.

(d) Conduct inspections and AIP user training as directed by the commander.

(e) Support unit OIP Coordinators as subject matter experts on AIP.

(f) Periodically inspect the scheduling and execution of ICIs throughout the command and assess the ICIs' overall effectiveness.

(g) Forward approved IG inspection reports that have Army-wide application, value, and interest (except Intelligence Oversight inspection reports) to USARC IG for posting on the IGNET and for information sharing purposes. These reports enable IGs throughout the Army to contact specific IG offices for information about previously conducted inspections to avoid duplication of effort and to share results.

5. Records Management Requirements (Recordkeeping)

The Records Retention Schedule-Army (RRS-A) addresses the records management requirement for all record numbers, associated forms, and reports required by this regulation. Detailed information for all related record numbers, forms, and reports are in ARIMS/RRS-A at https://www.arims.army.mil. The following list in Table 5-1 is not all inclusive but captures records management requirements for documentation related to inspections and audits in the USAR. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25-403 for guidance.

Table 5-1
Example Record Numbers and Dispositions for Inspections, Audits and Surveys

Record Number	Sub-series	Record Title	Disposition	Duration
20-1a	1000A	IG inspections - Field IGs	KE6: Event is 6 years after the date of the signed inspection report, to include resolution of discrepancies. Keep in CFA until event occurs, then destroy 6 years after the event.	0-6
20	1000A	General assistance, inspections, investigations,	KEN. Event is 2 years after cutoff on action documents or when no longer needed for current operations for non-action documents; whichever applies.	0-6

		and follow-up correspondence files	Keep in CFA until event occurs and then until no longer needed for conducting business, but not longer than 6 years after the event, then destroy.	
37-2-10bb	1100B	Audits	K3. Keep in CFA until record is 3 years old, then destroy, except audit files on cost reimbursable type contracts will be destroyed 6 years after final reimbursement is made.	0-6
380-5b	300A	Security inspections and surveys	KEN. Event is after next comparable inspection or survey. Keep in CFA until event occurs and then until no longer needed for conducting business, but not longer than 6 years after the event, then destroy.	0-6
380-67c	300A	Personnel security inspections and surveys	KEN. Event is after next comparable inspection or survey. Keep in CFA until event occurs and then until no longer needed for conducting business, but not longer than 6 years after the event, then destroy.	0-6
190-13d	300B	Physical security surveys and inspections	KEN. Event is after next comparable yearly survey or inspection or after determination that protection resources are no longer required. Keep in CFA until event occurs and then until no longer needed for conducting business, but not longer than 6 years after the event, then destroy.	0-6
350-1a2	600E	Training inspections - TOE units and other offices	KN. Keep in CFA until no longer needed for conducting business, but not longer than 6 years, then destroy.	0-6
710-2y	700A	Unit supply inspections	K2 . Keep in CFA until no longer needed for conducting business, then destroy record when the record is 2 years old.	0-6
710-2d	700A	Property record inspection and inventory reports	KE6. Event is completion of next comparable inspection or inventory. Keep in CFA until event occurs, then destroy 6 years after the event.	0-6
1c	800D	Office inspections and surveys	KEN. Event is after next comparable survey or inspection. Keep in CFA until event occurs and then until no	0-6

1-201d	800D	Staff visits - Office conducting visit	KEN. Event is after completion of next comparable visit. Keep in CFA until event occurs and then up to 6 years after event, then destroy.	0-6
1-201a	800D	Inspection, survey, and staff visit coordination files - Office performing survey	KN. Keep in CFA until no longer needed for conducting business, but not longer than 6 years, then destroy. Note: Office being surveyed, use RN 1c, Inspections and Surveys	0-6
1-201c	800D	Command inspection program (SUBMACOM and below) - Office performing inspection	KEN. Event is after next comparable survey or inspection. Keep in CFA until event occurs and then up to 6 years after event, then destroy. Office being inspected, use RN 1c, inspections and surveys	0-6

6. Automated Inspection Program

   a. USARC IG is the proponent for the AIP. The AIP is an unclassified application designed to automate the necessary tools required for the efficient execution of inspections that comprise the OIP.

   b. The AIP is the USAR system of record for scheduling, building, recording the results and closing inspections, SAVs, audits, and other evaluation sources internal to USAR.

   c. All standard, compliance-based inspections, and audits must be inputted into AIP to ensure standards developed by USARC staff proponents are used and to serve as a repository for the inspections that comprise a unit's OIP. These include all inspections, SAVs, and audits unless meeting the criteria of paragraph 6d of this regulation.

   d. Inspections and audits that do not utilize a standard compliance-based checklist, or where standards are developed and unique to each event are not required to be inputted into AIP as they are not able to be replicated for future use. Furthermore, inspections that maintain exclusive confidentiality and cannot be shared out of the unit conducting the inspection are precluded from using AIP. These exceptions include IG Inspections, and IR audits. Furthermore, USARC staff proponents for inspections and audits, required to be stored in systems of record maintained by organizations outside USAR, may request approval through the USARC OIP Coordinator for an exception to not input those results in AIP, and instead select a single standard and provide one comment that lists a brief synopsis of the completed inspection and where the official report is stored. It is then recommended to have external checklists uploaded into the

AIP system as part of the digitally signed report. The USARC OIP Coordinator will maintain a list of those inspection categories with approved exceptions, and the system those inspections are inputted in to ensure appropriate oversight. That list of exempted inspection categories is required to be reviewed annually to ensure it is applicable. Additional exceptions are requested through the proponent of this regulation, the USARC Command IG. Any exemption of the use of AIP does not preclude USARC staff proponents, where appropriate, from ensuring standards exist in the AIP system or a mechanism (i.e., USAR external inspection system) to enable respective subordinate staff sections from inspecting or conducting SAVs of the staff sections below them.

e. SAVs are not considered inspections but serve as teaching and training opportunities. While a formal report is not required at the conclusion of an SAV, they are still required to be scheduled and executed in AIP as if an inspection were occurring. Due to unique geographical dispersion and limited resources, SAVs are recommended to be used sparingly, but by inputting results into AIP it enables continuity of the event.

f. USARC staff directorates serve as the proponents for the standards of each of the AIP functional/subject areas. Standards are required to be reviewed and updated at a minimum annually (no later than 1 August) by USARC staff directorates. AIP standards impacted by the publication of new regulations, policies, updated systems, or documentation they reference prior to an annual review, are required to be updated within 90 days to limit impact of subordinate units using outdated references. Through coordination with the USARC IG, standards will be validated and time stamped annually in the AIP system to ensure relevant and timely standards are included. Subordinate organizations identifying inaccurate standards are encouraged to notify the respective USARC staff directorate through their chain of command.

g. As the proponent for AIP, the USARC IG is responsible for validating (or approving) all updates made to standards, subject areas, and functional areas in the system. Upon completion of edits or updates in accordance with paragraph 6f of this regulation, USARC staff directorate OIP Coordinators will notify the USARC IG and coordinate validation of standards. The validation process does not remove the responsibility of USARC staff directorates for reviewing their standards and ensuring they are updated in such a way they enable subordinate organizations to conduct effective inspections on that topic. Validation will ensure all standards include a clear reference to Army regulations/policy/orders, are clearly written to support an inspector identifying whether a unit complies or not, and are generally free of errors. Upon written request to the USARC Command IG, USARC staff directors or deputy directors can appoint two personnel to validate standards internal to their functional area within the confines of the requirements of this regulation and paragraph 6g. No standards will be validated by the individual that updated or added the standard, and always requires a second party to validate.

h. Functional Area 17 of the AIP serves as a repository of IG inspection topics and objectives. IGs are encouraged to establish a major subject area in that functional area for their office and to build subject areas for future inspection topics. Instead of standards, the IG office would place all or some of the following: inspection purpose, objectives, sub-tasks, and interrogatories.

7. Inspections, Assistance Visits, and Other Evaluation Sources

a. Inspections are a command and leader responsibility. An inspection is an evaluation which measures performance against a standard, identifies the cause of any deviation from that standard, and recommends corrective action as necessary or required. All inspections start with compliance to a standard. Their main purpose is to enhance readiness by ensuring units are compliant with laws, regulations, policies, and requirements mandated by higher echelons and prepared to execute their assigned mission. Systemic issues that hinder meeting those requirements are fixed at the lowest level possible or raised to the responsible headquarters. Commanders should tailor inspections to meet the needs of their unit. AR 1-201 outlines responsibilities and prescribes policies for planning and conducting inspections in Army organizations. The AIP provides a tool for units to flexibly build checklists from validated standards inputted by the USARC proponents. The AIP ensures units are using checklists with valid standards, while enabling them to quickly build purposeful checklists focused on a commander's priorities or objectives. Furthermore, storing of inspection reports in AIP allows it to serve as a repository to enable continuity and for the organization to identify systemic issues and trends across their formations.

b. A critical tool to maintain unit and/or organizational readiness is the OIP. The purpose of the OIP is to coordinate inspections and audits into a single cohesive program focused on command objectives. An effective OIP enables a command to identify, prevent, or eliminate problem areas within the organization as well as improve process and system efficiencies. All organizations maintain an OIP, and at a minimum publish an annual plan to provide commander inspection priorities, inspection topics, schedule of inspections, and resource allocation. In USAR, inspections primarily fall into three categories of inspections, not including staff assistance visits:

(1) *Command Inspections.* Command inspections provide information needed to assess performance and can be general or specific in nature and/or wide or narrow in scope. They are so important that commanders must be personally involved to hold leaders accountable at all levels and to ensure appropriate correction of identified deficiencies. Additionally, these inspections provide commanders first-hand knowledge of the organization's strengths and weaknesses and enable commanders to identify systemic problems and assist with the recognition of emerging trends. At a minimum, the commander must attend the in-briefings and out-briefings, actively participate in the inspection, and provide the inspected commander with an assessment of strengths and weaknesses upon completion. Virtual participation is appropriate for commanders that are unable to be physically present during an inspection. Virtual participation of a commander requires increased planning to ensure the commander can develop a full understanding of all the findings of staff inspectors. Command inspection programs are mandatory for those organizations with companies (or similarly sized organizations) that require ICIs. Commanders at other echelons can conduct command inspections as they desire or expand their command inspection program to require ICIs for new battalion, brigade, or other commanders. Due to the unique nature of the Army Reserve, all general officer commanders are authorized to designate their deputy commander to represent them at these inspections.

(a) Initial Command Inspections. A new company commander (or leader of a similarly sized organization) will receive an ICI from his or her commander, who should also be that company commander's rater, within 180 days of assuming command. Units on active duty require an ICI within 90 days of a new commander assuming command. The primary purpose of the ICI is to provide both the higher and subordinate commanders an understanding of the unit's current condition which will create the performance baseline for future evaluations. Furthermore, this inspection offers a mentorship opportunity for a new commander and informs them of unit strengths, weaknesses, and assist in developing performance objectives for their command tenure. The inspection will cover all areas necessary for the inspecting commander to determine current unit conditions in relation to the inspecting commander's priorities, goals, and expectations. The inspecting commander shares the ICI results with the inspected commander and these results cannot be used for evaluation of the subordinate commander's performance or to compare units, but instead establish a clear picture of the goals, standards, and priorities for the unit to improve its readiness.

(b) Subsequent Command Inspections. SCIs measure progress and reinforce the goals and standards established during the ICIs of new company commanders (or leaders of a similarly sized organization) and provide an opportunity to evaluate the inspected commander's performance. These inspections focus on specific areas that were deficient in the ICI, and not complete re-inspections of the entire unit. The inspecting commander will schedule SCIs during the tenure of a commander after allowing inspected commanders sufficient time to make corrections. Units on active duty must have adequate time to correct deficiencies, but SCIs must be scheduled within one year of the ICI.

(2) *Staff Inspections.* Staff inspections occur at the discretion of the commander, and provide specific, compliance-oriented feedback on functional areas or programs within the organization. Staff inspections can focus on a single functional area or combined to incorporate multiple areas. To facilitate teaching and training and limit disruption to the inspecting organization, the lowest level staff member technically qualified in the functional area normally conducts the inspection. Staff inspections include mandatory topics required by their respective regulations, which should be clearly delineated in a unit's OIP plan.

(3) *Inspector General Inspections.* AR 20-1 governs the purpose and conduct of IG inspections. IG inspections normally focus on a specific Army system, program, or function that pertains to issues that are systemic in nature and affect many units throughout the command. The Commander directs IG inspections and the IG inspection program is part of a unit's OIP. IG inspections identify substandard performance, determine root causes, identify systemic issues, teach and train, and identify responsibility for corrective action.

(a) Although IG inspections focus on systemic issues, IGs also conduct select compliance inspections on areas mandated for IG oversight, such as intelligence oversight (IO).

(*b*) Commanders may incorporate Readiness Assistance Visits (RAVs) conducted by the IG into a unit's OIP. The RAV is not an IG inspection, but a teaching and training opportunity. The RAV focuses on repairing systems that have atrophied following deployments or other mobilizations. The RAV allows IGs to visit a unit and teach personnel how to inspect their organizations and re-establish those specific systems, functions, or programs of deficiency. The IG will then shadow the staff members as they use their evaluation tools to assess the unit's readiness, and since the unit staff is conducting the inspection themselves the findings are not considered IG records. At the conclusion of the RAV, the IG can assist the staff with developing an outbrief and enabling their commander to make an informed readiness judgement about where the unit's readiness stands at that point in time. The RAV cannot substitute for command inspections, staff inspections, or SAVs, but is a learning opportunity where IGs are strictly trainers and will not render a readiness judgement to the supported commander or to their directing authority. In the USAR, RAVs may best suit units that recently underwent significant transition of full-time staff, turnover of leadership, or following a mobilization to reinstitute the systems they require to ensure their own readiness.

(4) *Staff Assistance Visits*. SAVs are not inspections and are teaching and training opportunities that support staff sections. SAVs do not produce formal reports, but instead provide feedback only to the staff section receiving the assistance. Commanders can direct SAVs or requested by a subordinate organization to assist the subordinate staff section in new concepts, operating techniques, or to prepare for an upcoming inspection. In the USAR, the geographical dispersion of units may result in SAVs using limited resources that prevent or delay the travel of inspectors for a future inspection. Units will use SAVs with appropriate consideration and not replace inspections that provide formal reports with outbriefs to the commander and ensure the highest return on investment for the unit paying to have inspector's travel. SAVs are required to be scheduled and inputted into the AIP. While no formal report is required to be provided to the commander, capturing the results in AIP enables the organization to improve its ability to track trends and identify systemic issues.

c. Risk Management and Internal Control Program (RMICP) fill an inherent responsibility of the commander to ensure internal controls are in place for all functioning areas of the command and provide the commander assurance that systems are operating as intended. The RMICP is an important part of a unit's OIP and provides a key evaluation source in assessing organizational readiness. Units implement RMICP as outlined in AR 11-2.

d. Audits are independent appraisal activities that review financial, accounting, and other performance to assess internal controls as well as identify potential or existing fraud, waste, and abuse. In the Army Reserve, Internal Review is the primary body that conducts audits and provides liaison support as necessary to external audit organizations.

8. Inspection Policies
The following policies apply to all inspections within the Army Reserve:

a. Inspections are a command responsibility. Commander's must establish OIPs at all echelons from the battalion-level to USARC HQ by designating an OIP Coordinator in writing and publishing an annual OIP plan. USAR faces unique factors that OIP plans must take into consideration such as geographical dispersion of units, limited resources to fund travel of inspectors, commanders in a Troop Program Unit (TPU) status, and compressed training time. Inspections increase readiness by focusing unit efforts on commander's priorities and proactively resolving systemic issues but must be effectively deconflicted with training calendars to reduce impact to unit training.

b. Unit inspection policy or OIP plans must incorporate command inspections. For units with unique structure where the company may not be a recognizable unit, commanders must determine what units require ICIs in their commands. Issues to consider include whether unit commanders would benefit from a comprehensive compliance-oriented inspection and whether the unit has the capability to correct identified deficiencies internally. Additionally, the rank of a commander does not determine experience as a commander, and command inspections provide vital mentorship opportunities to proactively resolve unit issues. OIP plans may direct units larger than company to conduct command inspections (e.g., battalion, or brigade).

c. The AIP is the system of record for all inspections, evaluation and audits conducted by organizations in the USAR. This application ensures the use of identical standards for the inspection of all units. It also provides each higher headquarters with the ability to analyze findings and identify trends within their command. Paragraph 6d of this regulation provides exceptions to this.

d. Units will incorporate OIP events into their Yearly Training Briefs (YTBs) to account for these events without impacting scheduled training, and properly resourced. Upon approval of a YTB, units can incorporate the schedule of inspections into the unit's OIP plan and published for notification to subordinate units in support of their YTBs.

e. Commanders will maintain a copy of inspection reports until after completion of the next respective inspection by the higher command.

f. Commanders will provide inspection priorities based on the unit's mission, higher's intent, identified systemic issues, and findings of deficiencies from previous inspections.

g. Inspecting organization will prepare a report of findings, recommended corrective actions, and the section/agency required to correct noted deficiencies. The commander or designated representative will receive an outbrief and initial report of inspection results prior to departure from an inspection visit. The only exception is if a virtual out-brief has been scheduled after the departure of inspectors to accommodate schedules of TPU leaders in an inspected unit.

h. Corrective action plans requiring written responses will be kept to a minimum to reduce unnecessary burden on subordinate leaders. Commanders at all levels must weigh the anticipated benefit of formal responses against the effort associated with their preparation.

i. Inspections are not complete unless the inspecting unit or agency develops and executes a follow-up plan or to ensure the implementation of corrective actions. The inspected unit must develop and execute a corrective action plan that fixes problems identified during an inspection and prevents recurrences of those same problems. Follow-up actions can include re-inspections or telephone calls/visits to units or having a proponent attest to the completion of corrective actions. Formal responses to inspection reports are optional unless specifically requested and should address significant deficiencies.

9. Planning Timelines

Prior planning of inspections and assistance visits is necessary to ensure adequate time management and notification to subordinate commands. The planning timelines below serve this purpose and take into consideration known reporting requirements and the training management cycle.

    a. USARC HQ publishes an annual inspection schedule with OIP plan no later than 1 September for the following fiscal year.

    b. Organizations below the USARC HQ will establish inspection planning timelines, requirements, and will publish their annual list of inspections as part of their annual OIP plan. Inspection checklists should be available to the unit no later than 90 days before an inspection, with a finalized checklist 30 days prior to the inspection visit. The inspection results should then be done and archived in the AIP within 30 days of completion.

Appendix A

References

Section I
Required Publications

AR 1-201
Army Inspection Policy (Cited in paras 4c(4), 4d(4), 4f(14), 4h(14)(a), and 7a.)

AR 11-2
Manager's Internal Control Program (Cited in on title page and in paras 4f(10), 4h(7) and 7c)

AR 20-1
Inspector General Activities and Procedures (Cited in paras 4d(4) and 4h(14))

Section II
Related Publications
A related publication is a source of additional information. The user does not have to read it to understand this publication.

AR 5-9
Installation Agreements

AR 11-7
Internal Review Program

AR 25-1
Army Information Technology

AR 25-400-2
Army Records Management System

AR 36-2
Audit Services in the Department of the Army

AR 380-5
Army Information Security Program

AR 385-10
The Army Safety and Occupational Health Program

AR 870-5
Military History: Responsibilities, Policies, and Procedures

AR 870-20
Army Museum Enterprise and Army Artifact Collection

ATP 1-20
Military History Operations

DA Pam 385-10
Army Safety Program

MCM 2012, Part III, Section III
Military Rules of Evidence: Rule 313–Inspections and Inventories in the Armed Forces;
Rule 314–Searches not requiring probable cause; Rule 315–Probable cause searches

The OIP Guide for Commanders
The OIP Guide for Commanders (Cited in paras 2-1, 2–2c, 3-2a, Appendix A.)
(Available at the U.S. Army Inspector General School (SAIG–TR), 5500 21st Street,
Suite 2305, Fort Belvoir, VA 22060–5935 or on the school's website at
https://ig.army.mil/IG-SCHOOL-RESOURCES/TIGS-Online/Resources/.

UCMJ, Article 6
Judge advocates and legal officers

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms
The following form is available on the Army Publishing Directorate Web site:
(http://www.apd.army.mil).

DA Form 2028
Recommended Changes to Publications and Blank Forms

Glossary

Section I
Abbreviations

AR
Army Regulation

DAIG
Department of the Army Inspector General

DOD
Department of Defense

FORSCOM
US Army Forces Command

MCM
Manual for Courts-Martial

METL
mission-essential task list

UCMJ
Uniform Code of Military Justice

USAAA
US Army Audit Agency

Section II
Terms

This section contains no entries. See AR 1-201 *Army Inspection Policy* Section II for inspection related terms.