



DEPARTMENT OF THE ARMY
UNITED STATES ARMY CHEMICAL, BIOLOGICAL, RADIOLOGICAL,
AND NUCLEAR SCHOOL
3RD CHEMICAL BRIGADE
495 IOWA AVE
FORT LEONARD WOOD, MO 65473-8958

ATSN-CBZ

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

1. References.

a. AR 1-201, Army Inspection Policy.

2. Purpose. Provide procedures and guidance for the planning, preparation, coordination, and execution of the 3rd Chemical Brigade's CIP.

3. Objective. The CIP is a commander's program. This memorandum addresses all inspections conducted by the command. The Brigade CIP's purpose is to coordinate inspections into a single, cohesive program focused on command objectives. This plan reduces disruptions to training, reinforces established inspection standards, and teaches and trains those found deficient.

4. General. The Brigade CIP focuses on the battalion's compliance with Army policies, procedures and programs and is comprised of command inspections (CI), staff inspections (SI), and staff assistance visits (SAV).

a. Command Inspections.

1) Command inspections are conducted by the Brigade Commander and Command Sergeant Major and may consist of, but are not limited to, such events as conducting sensing sessions and walking through work areas to inspect their appearance and maintenance. These inspections also include staff inspections conducted by the respective staff sections that focus on administrative and support procedures and responsibilities.

2) Battalion Commanders receive an initial CI IAW the Brigade Calendar and a subsequent inspection approximately within 9-14 months after the initial inspection. The initial inspection provides the inspected battalion commander with an assessment of strengths and weakness. The subsequent inspection measures progress and reinforces the goals and standards established during the initial CI.

3) Battalion Commanders will ensure that Company Commanders receive a ICI within 90 days of taken command, and a SCI within one year after the ICI.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

4) Command inspections are conducted during a 5-day period. The in-brief is normally conducted on a Thursday before the inspections. The out-brief is conducted no later than 5 working days following the inspection conclusion, usually determined by the Brigade and Battalion Commanders calendar.

5) Area's to be inspected during the Initial Command Inspection and Subsequent Inspection is listed in enclosure 1.

b. Staff Inspections.

1) Staff inspections are conducted to provide the Brigade Commander with specific, compliance-oriented feedback on functional areas or programs within the command. They may be conducted as stand-alone inspections or as part of the brigade command inspection.

2) Staff inspections are scheduled IAW the brigade calendar and staff availability. The intent is to stagger the scheduling of these inspections so they do not become overwhelming to either the brigade staff or the units being inspected.

c. Staff assistance visits.

1) Staff assistance visits are not inspections, but opportunities to assist, teach and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area.

2) Staff assistance visits are conducted throughout the year upon request by Battalion Commander/XO. Once approved by the Brigade and Battalion Commanders, each battalion staff section coordinates directly with the respective brigade staff section to schedule its assistance visit. The SAV out-brief is normally provided to the Battalion XO. The SAVs are not to be scheduled 30 days prior to a command inspection.

5. Responsibilities.

a. Brigade/Battalion Commander.

1) Attend command inspection in-brief and out-brief.

2) Take an active role during any command inspection, e.g. conduct sensing session(s) and/or viewing the inspection of a functional area.

b. Brigade Deputy Commander.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

- 1) Attend command inspection in-brief and out-brief.
 - 2) Coordinate, schedule and supervise the Brigade CIP. Maintain the brigade's inspection calendar down to company level.
 - 3) Approval authority for any changes in the S1 schedule once the final schedule is published.
 - 4) Provide oversight of inspector certification program to ensure brigade staff inspectors are trained/certified on how to inspect, interpret the results of inspections, and provide feedback on those results.
 - 5) Upon completion of the inspection of any brigade inspection (of subordinate units), prepare the final report, providing the staff checklists and findings as enclosures. This report is distributed at the out-brief.
 - 6) Maintain the CIP policy letter and providing updates to units as necessary.
- c. The Brigade Command Inspection Program Coordinator (CIPC).
- 1) Prepares the Brigade Command Inspection dates for the battalion's inspections for the fiscal year.
 - 2) Coordinates with the Battalion CIPC to ensure the dates for the battalion CIP are accurate.
 - 3) Coordinates with the Battalion CIPC to complete the battalion's CIP schedule within 30 days prior to the command inspection.
 - 4) Coordinates with the Battalion CIPC the Battalion Commander's intent for their command inspection.
 - 5) Coordinate with the brigade inspectors to ensure that all dates and times are good for the inspectors. If not, the inspectors will make direct contact with the individuals getting inspected to make changes. Once changes are made the inspector sends new date/time group to the Brigade and Battalion CIPC.
 - 6) Conducts all in/out briefs. Put together six books, for both the in and out brief for: Brigade Commander, Deputy Commander, Brigade CSM, Brigade S3, Battalion Commander and Battalion CSM.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

7) Tracks the brigade and battalion level inspections, to include any follow-up inspections.

d. Brigade S1.

1) Maintain current applicable checklists.

2) Conduct staff assistance visits IAW the instructions in this policy letter and conduct inspection on the administrative subjects approved by the Brigade DCO.

3) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit.

4) Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO.

5) Provide daily out-brief to inspected section OIC/NCOIC and Battalion Commander and/or Battalion XO.

6) Compile data and prepare in-brief and out-brief slides for the Brigade inspections of subordinate units.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Provide re-inspection checklists to the Brigade CIPC.

e. Brigade S2.

1) Coordinate with the Brigade DCO and inspected units to ensure areas are put on their training schedules and calendars.

2) Maintain visibility on the scheduling of other CI activities and keep the XO informed of the scheduling of these events. Maintain and publish the SAV and any final SI and CI schedules based on input from the other staff sections.

3) Maintain current applicable checklists.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

4) Certify inspectors, conduct staff assistance visits IAW the instructions in this policy letter and conduct inspections on the administrative subjects approved by the Brigade DCO.

5) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit. Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO or as suspense by the S3.

6) Compile data and prepare in-brief and out-brief slides.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Maintain final Battalion and Brigade CI results for the annual Commandant's CI and historical data.

10) Provide re-inspection checklists to the Brigade CIPC.

f. Brigade S3.

1) Coordinate with the Brigade DCO and inspected units to ensure areas are put on their training schedules and calendars.

2) Maintain visibility on the scheduling of other CI activities and keep the DCO informed of the scheduling of these events. Maintain and publish the SAV and any final SI and CI schedules based on input from the other staff sections.

3) Maintain current applicable checklists.

4) Certify inspectors, conduct staff assistance visits IAW the instructions in this policy letter and conduct inspections on the administrative subjects approved by the Brigade DCO.

5) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit. Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO or as suspense by the S3.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

6) Compile data and prepare in-brief and out-brief slides.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Maintain final Battalion and Brigade CI results for the annual Commandant's CI and historical data.

10) Provide re-inspection checklists to the Brigade CIPC.

g. Brigade S4.

1) Maintain current applicable checklists.

2) Conduct staff assistance visits IAW the instructions in this policy letter and conduct inspection on the administrative subjects approved by the Brigade DCO.

3) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit.

4) Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO.

5) Provide daily out-brief to inspected section OIC/NCOIC and Battalion Commander and/or Battalion XO.

6) Compile data and prepare in-brief and out-brief slides for the Brigade inspections of subordinate units.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Provide re-inspection checklists to the Brigade CIPC.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

h. DE TE

1) Maintain current applicable checklists.

2) Conduct staff assistance visits IAW the instructions in this policy letter and conduct inspection on the administrative subjects approved by the Brigade DCO.

3) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit.

4) Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO.

5) Provide daily out-brief to inspected section OIC/NCOIC and Battalion Commander and/or Battalion XO.

6) Compile data and prepare in-brief and out-brief slides for the Brigade inspections of subordinate units.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Provide re-inspection checklists to the Brigade CIPC.

i. Brigade Special Staff (EO, Safety, SHARP, and Retention)

1) Maintain current applicable checklists.

2) Conduct staff assistance visits IAW the instructions in this policy letter and conduct inspection on the administrative subjects approved by the Brigade DCO.

3) Conduct staff assistance visits if requested by the Battalion Commander, CSM, or XO. Coordinate the scheduling of inspections for your respective areas of the SI with the inspected unit.

4) Provide the Brigade S3 with the inspection schedule IAW instructions by the Brigade DCO.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

5) Provide daily out-brief to inspected section OIC/NCOIC and Battalion Commander and/or Battalion XO.

6) Compile data and prepare in-brief and out-brief slides for the Brigade inspections of subordinate units.

7) Re-inspect areas that receive either a "P" or "U" within 45 days, following the same procedure as above.

8) Maintain final brigade quarterly inspection and Battalion CI and SCI results for the historical data with regards to brigade and battalion command inspections.

9) Provide re-inspection checklists to the Brigade CIPC.

6. Procedures.

a. Scheduling.

1) The Brigade DCO along with the Brigade S3 determines the initial scheduling (for the inspections that are conducted by the brigade staff); battalions schedule internal inspections.

2) The inspecting staff coordinates with units to develop a specific schedule for each inspection day. This schedule is locked in NLT one month prior to the inspection and published at least seven days prior to the inspection.

3) Inspectors and inspected unit representatives must agree to any inspection schedule changes.

4) Except in rare circumstances, CIs and SCIs begin on Monday and end on Friday.

b. Inbrief.

1) The Brigade DCO provides opening comments and introduces the Brigade staff to the unit being inspected and addresses the inspection schedule.

2) The inspected unit briefs the Brigade Commander on the current assessment of the unit's administrative posture and any anticipated strengths and weaknesses.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

3) Brigade Commander provides guidance to the staff or the inspected unit commander.

c. Conduct of Inspections.

1) Out-briefs are conducted by the inspectors with the unit commander, XO, or CSM as soon as possible after the inspection. A copy of the inspection results will be provided for the unit's records.

2) Brigade S3 compiles the checklists at the end of each command inspection period and provides them to the Brigade DCO.

3) At the end of each inspection day, the staff reviews the results of the inspections with the Brigade DCO and raises any significant issues.

d. Findings Procedures.

1) When an inspector finds a deficiency, he must draft a finding. The focus must be on major issues since the commander uses the information in the finding to correct the problem. A finding includes the finding statement, the standard, the root cause, and the recommendation which addresses the root cause. A finding can also recognize outstanding procedures or performance.

2) A major purpose of an inspection is to determine the root cause of issues. The root cause is the underlying reason that an action is not being conducted. In order to write a realistic recommendation to resolve the issue, the inspector must do a root cause analysis to explain "why" the unit is not in compliance with the standard. A finding can also recognize outstanding procedures or performance. There are three categories that address the "why" when a unit is not in compliance with the standard:

(a) Don't know. The unit does not know how to meet the standard. The unit did not know the standard existed or simply forgot the standard. In this case the inspector must train unit personnel on how to meet the standard or recommend specific corrective training.

(b) Can't comply. The unit does not have the resources, the priority is low, or the task is impossible to achieve. The inspector must teach how to meet the standard and/or seek clarification from the chain of command.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

(c) Won't comply. The unit disagrees with the standard or knowingly fails to meet the known standard without penalty. Inspectors must determine if standard is unrealistic and seek clarification from the chain of command.

(d) Root cause meeting. At a time determined by the Brigade DCO, a root cause meeting will be held with all inspectors to review the findings and discuss the root cause and proposed recommendation of any issue. Also at this time, inspectors will bring their appropriate draft slide for the out-brief for review.

e. Outbrief.

1) The Brigade DCO conducts the introduction.

2) Each staff section OIC/NCOIC briefs the inspection results for each of their respective areas with emphasis on commendable areas (100 percent success rate in the given area and/or the best within the organization for the given area) and failures. Inspectors may also recognize outstanding individual efforts even if the area did not receive a "T" rating (recognition vice commendable).

3) The inspected unit commander briefs the Brigade Command on his/her inspection observations and preliminary plans/strategies to maintain standards or improve standards as required.

4) The final report is provided to the Battalion Commander and Brigade Commander at the out-brief.

f. Corrective action.

1) Battalions are required to have a re-inspection within 45 calendar days for any areas that receive a "P" or "U" rating. The Brigade Commander may direct not to re-inspect if deficiencies are minor.

2) Deficiencies resulting in a "U" rating require the unit commander to reply by endorsement to the Brigade Commander within 10 duty days outlining his/her strategy for taking corrective actions for each deficiency.

ATSN-CBZ

SUBJECT: Command Policy #12, Brigade Command Inspection Program (CIP)

7. Questions concerning this policy should be directed to the Brigade DCO at 6-0016 or Mr. Mike Yoder at 6-7412, or james.m.yoder@us.army.mil.



J.R. DRUSHAL
COL, CM
Commanding

2 Enclosures

1. Command Inspection Schedule Matrix
2. Brigade Command Inspection Schedule

DISTRIBUTION:

Cdr, 1st Bn, 48th In Reg
Cdr, 2nd Bn, 10th In Reg
Cdr, 3rd Bn, 10th In Reg
Cdr, 58th Trans Bn
Cdr, 84th, Cm Bn
Cdr, HHC, 3rd Cm Bde
Brigade Staff

Enclosure 1: Scheduling Matrix

FLW Form 1- Date	Area	Inspection Area	Section to Inspect	TBI	HHC	A Co	B Co	C Co	D Co	F Co	Notes
01-01	CIP	Organization Program	BDE S3								
07-01		Ammo Management	Bde S3	M							Legend: M= Mandatory Areas Outlined in FLW REG 1-201 Along with areas that are added by Bde Added by Brigade
07-02	DPTM	Anti-terrorism/Force Protection	Bde S2	M							
07-03		Training Management	BDE S3	M							
07-04		OPSEC	BDE S2	M							
04-01		AHRS Processing Procedures									
04-03		AWOL/DFR Actions									
04-04	MILPO	Enlisted Promotions									
04-06		NCOER System									
04-06		Officer Evaluation Reports									
04-07	MILPO	Records Management (ARIMS)									
04-08		Forms Management	BDE S1	Bde Level Only							
04-09	DMWR	Family Care Plan		M							
04-11		Leaves and Passes		M							
04-12		Awards - Military/Orders		M							
04-13	MILPO	Personnel Reassignment		M							
04-14		Publications Management		M							
04-14		Sponsorship		M							
04-15		Suspension of Favorable Personnel Actions (FLAG)		M							
04-16		Voting Assistance	Bde VAO	M							
04-17	MILPO	Weight Control Program	BDE S1	M							New Item to be inspected
04-18		BSA Collections	BDE S1	M							New Item to be inspected
06-01		Maintenance Program									
06-02		Unit Level Maintenance Program	Bde S4	M							
06-02		CBRN Equipment		M							
06-03		Command Supply Program	Bde S4	M							
06-03	DOL	Adjustment for lost, Damaged or Destroyed Property		M							
06-03		Command Supply Discipline Program		M							
06-04		Transportation Program		N/A							
06-04		Tactical Vehicle Maintenance									
06-04		Non-Tactical Vehicles (NTV)	Bde S4	M							
06-05		Small Arms		M							
05-01		GPC Visa Credit Card Review		M							
08-01		Environmental Program		M							
17-01		Energy Program		M							
13-01		Information Security	Bde S2	M							New Item to be inspected
13-02	OIS	Personnel Security		M							
13-03		Intelligence Oversight		M							
12-01	DOIM	Information Assurance	Bde S2	M							
11-01	Safety	Fire Prevention Program (FPP)	Safety	M							
04-02	ASAP	Alcohol and Drug Awareness		M							
04-02		Commander's Knowledge & Admin of Alcohol/Drug	POST ASP	M							
04-02		Utilization of Biochemical Testing & Procedures	Office /BDE	M							
04-02		Commander's Referral Responsibilities	UPL	M							
04-02		Military Urinalysis Collection		M							
09-01	CO2	Consideration of Others Program	Bde EO	M							will be inspected by SFC Gartside
09-01		Commander's Responsibilities		M							will be inspected by SFC Gartside
09-02	EOP	Policy Letters		M							
09-02		Regulations and Documents		M							
09-02		Unit Equal Opportunity Training	Bde EO	M							
16-01	SAPR	Sexual Assault and Victim's Rights		M							will be inspected SFC Trilman

FLW Form 1- Date	Area	Inspection Area	Section to Inspect	TBI	HHC	A Co	B Co	C Co	D Co	F Co	Notes
10-04	GLWACH	Field Sanitation Team	BDE S4	M							
10-05		Hearing Conservation		M							
10-06		HIV		M							
10-07		Immunizations		M							
11-01	SAFETY	Program Administration	Bde Safety	M							
		Risk Management		M							
		Vehicle Operations		M							
		Personal Protective Equipment & Occupational Health		M							
		Ergonomics		M							
		Hazard Communication		M							
		Blood Borne Pathogens		M							
Respiratory Protection	M										
Lockout/Tagout	M										
03-03	SAFETY	Fire Prevention Program	Bde Safety	M							CPAC areas are a mandatory inspection from BDE
02-01	CPAC	Grievances and Complaints	Bde CPAC	M							
		Labor Relations		M							
		Leave and Administration		M							
		Employee Injuries and Accommodation		M							
		Discipline		M							
		Performance Management		M							
		Position Management and Classification		M							
		Awards and Recognition		M							
		Supervisory Training		M							
		Employee Records		M							
03-02	LEC	NON-ARMS ROOM	Bde S2	M							
		Key/Lock Control		M							
		Physical Security		M							
		Security Control		M							
		Vehicle Control		M							
03-01	LEC	Arms Room	Bde S2	M							
		Security of Arms Rooms		M							
		AA&E Key Control		M							
		Intrusion Detection System (IDS)		M							
		AA & E Security Control		M							
03-03	Safety	Security Of Privately owned Weapons (POW)	Bde Safety	M							
		Fire Prevention Program		M							
15-01	Legal	Legal Services									
14-01	REUP	TRADOC Retention - Battalion	Bde Re-up	M							
		TRADOC Retention - Unit		M							
14-02	ACS	TRADOC Retention - Brigade	Post Re-up	M							
		FRG		M							
	BDE S-2	Weapons Immersion	Bde S2	M							
		DS Certification		M							
	DETE	Instructor Certification	DETE	M							
	BDE CDR	Civilian Sensing Session		M							
	BDE CSM	Military Counseling	BDE CSM								Need to be scheduled with Mrs York



FY14 FLW/BDE/BN Inspections



	1 ST QTR			2 ND QTR			3 RD QTR			4 TH QTR			1 ST QTR FY 15		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FLW															
FLW															
3rd CM			1 st QTR SI 2-6 Dec			2 nd QTR SI 10-14 Mar		3 rd QTR SI 27-30 May	Reg. Week 24-28 Jun			1 st QTR SI 2-5 Sept			
HHC							HHC SCI 21-25 Apr								
1-48			CBRN Equipment, OER/NCOER, Promotions and ARIMS SAV	Arms Room / Non Arms Room, MEDPROS, and SHARP SAV			Arms Room / Non Arms Room, OER/NCOER, MEDPROS, ARIMS and SHARP SAV	Small Arms and Awards SAV				1-48 ICI 11-15 Aug			
2-10			Arm Rooms/Non Arms Room and Promotions SAV	Small Arms, MEDPROS, ARIMS and SHARP SAV			2-10 SCI 5-9 May								
3-10			Small Arms and Awards SAV	CBRN Room Equipment, and Promotions SAV			Arms Room / Non Arms Room, OER/NCOER, MEDPROS ARIMS, and SHARP SAV								
58th			Arms Room / Non Arms Room, MEDPROS and SHARP SAV	Small Arms, Awards and OCE/NCOER SAV			Promotions and ARIMS SAV								
84th			Awards and ARIMS SAV	CBRN Room Equipment, OER/NCOER, and SHARP SAV			Arms Room / Non Arms Room, Small Arms and Promotions SAV								

FLW/IG Insp

External Insp

Staff Inspections

Initial Cmd Inspections

Subsequent Cmd Inspections

Change of Command

BDE Conducting SAV on BN's

- 1QTR SI (AMMO Management, ATFP, Training Management, OPSEC, Safety, Legal Services, Retention, SHARP)
- 2QTR SI (Maintenance Program, CBRN, CSDP, NTV's, Small Arms, AA&eE, Non-Arms Room, Fire Prevention, Environmental, OIP)
- 3QTR SI (S-1 and CPAC)
- 4QTR SI (Field Sanitation, Hearing Conversation, HIV, Immunization, IA, Information and Physical Security, APET)