



DEPARTMENT OF THE ARMY  
OFFICE OF THE INSPECTOR GENERAL  
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WASHINGTON DC 20310-1700

SAIG-ZA

AUG 25 2009

MEMORANDUM FOR ALL INSPECTORS GENERAL

SUBJECT: Inspections Guidance for the Contemporary Operating Environment

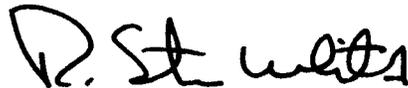
1. The recent World-Wide Inspector General Conference was exactly what I wanted as senior Inspectors General (IGs) throughout the Army came together at Fort Belvoir for highly productive discussions about issues of concern to the Army and the Army IG system. Of particular note was the observation that the current operational tempo has been driving IGs away from special inspections of systemic issues and into the realm of general (or compliance) inspections. Since some confusion exists, I would like to clarify IG policy and provide my intent and guidance to all Army IGs on our primary mission as Inspectors General to focus on warfighting and readiness.
2. The IG system's focus on special inspections of systemic issues will continue to remain the priority for all Army IGs. This focus does not preclude IGs from conducting compliance inspections in accordance with their directing authority's intent. However, our primary purpose is to help the Army and, by extension, local commanders to ensure that Army systems support the Soldier in today's contemporary operating environment. If IGs become predominantly focused on compliance inspections of specific organizations, we may lose our focus on addressing potentially faulty systems that are resulting in many of the problems our organizations face. Patterns of non-compliance that lead to systemic issues allow IGs to focus on problem areas and help identify the root causes of problems normally beyond the abilities of lower echelon commanders to resolve. Systemic inspections are a hallmark of the IG system's contribution to the Organizational Inspection Program and the warfighting readiness of the Army.
3. I recognize fully that in these times of high operational tempo and resource constraints, IGs are often the 'best' staff section available to inspect critical readiness matters from a compliance perspective. External inspection capabilities such as maintenance assistance and inspection teams are no longer available to commanders, and IGs can fill the gap in the interim. Army Regulation 20-1, paragraph 6-3b, allows IGs to conduct compliance inspections, and I charge all IGs to do so if your commanders require it. The rules on IG records remain in effect, so only your directing authority can view the full results of a general inspection. The inspected commander's results provided at the out-briefing will not include source attribution but will be detailed enough to be useful to the commander as outlined in The Inspections Guide.
4. While IGs may be appointed as the OIP coordinator at the direction of their commander, IGs will not lead or physically inspect as part of a command inspection as specified in Army Regulation 1-201, paragraph 1-4f. In particular, IGs will not conduct Initial or Subsequent Command Inspections of companies or like-sized units. Command inspections require command involvement and represent a critical opportunity for senior commanders to set goals for subordinate commanders while developing a true sense of the command's readiness. In addition, command inspections provide a tremendous opportunity for commanders to train their own staffs.

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5. Our purpose is to assure warfighting and readiness, effectiveness, and discipline in the Army. The tempo of full spectrum operations dictates that we adapt to meet the needs of the Army by ensuring that units are ready for employment. We support the commander in this mission, but our focus must remain on the time-proven approaches of root-cause analysis and systemic improvement. Our current policy and doctrine, although focused principally on the systemic approach, allows IGs the flexibility to perform compliance inspections when the situation or the commander requires. Always support your command and your commander, but do so within the guidelines of our Army IG system.

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The Inspector General