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TRAINING THE ARMY HOW TO INSPECT

BY

COLONEL RONALD K. SPEARMAN

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compliance by teaching its personnel the objectives of the Army inspection program and training them on the proper methods of inspection. The objectives of this study are to briefly describe the history of inspections from the Revolutionary War to the present; describe the current inspection program; and to propose a strategy for change. The thesis of this study is that the command inspection program will provide commanders a higher degree of unit readiness and policy compliance if their staffs are trained in the proper methods of inspections. Data was gathered by literature search; requesting data from both active and reserve component units; and interviews with personnel in the office of the Department of the Army Inspector General.

USAWC MILITARY STUDIES PROGRAM PAPER

TRAINING THE ARMY HOW TO INSPECT
AN INDIVIDUAL STUDY PROJECT

by

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Carlisle Barracks, Pennsylvania 17013
1 March 1989

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ABSTRACT

AUTHOR: Ronald K. Spearman, COL, AD

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* Inspections have been a part of the U.S. Army since the days of the Continental Army. Inspections have always been a command responsibility whether they were conducted by the commander, his staff or a designated inspector general. The current inspection program for the Army is governed by Army Regulation 1-201, Inspections. This study will examine a strategy for the U.S. Army to achieve higher operational readiness and policy compliance by teaching its personnel the objectives of the Army inspection program and training them on the proper methods of inspection. The objectives of this study are to briefly describe the history of inspections from the Revolutionary War to the present; describe the current inspection program; and to propose a strategy for change. The thesis of this study is that the command inspection program will provide commanders a higher degree of unit readiness and policy compliance if their staffs are trained in the proper methods of inspections. Data was gathered by literature search; requesting data from both active and reserve component units; and interviews with personnel in the office of the Department of the Army Inspector General.



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TRAINING THE ARMY HOW TO INSPECT

We see clearly that the activities characteristic of war may be split into two main categories: those that are merely preparation for war, and war proper. The same distinction must be made in theory as well.... The knowledge and skills involved in the preparation will be concerned with the creation, training, and maintenance of the fighting forces.... The theory of war proper, on the other hand, is concerned with the use of these means, once they have been developed, for the purpose of the war.

Carl von Clausewitz¹

CHAPTER I

INTRODUCTION

Von Clausewitz, in his classic work On War, divides the characteristics of war into the preparation of war and war proper. Preparation for war focuses on efficient management of systems and structures. This paper will examine one aspect of the preparation of war, inspections, and the principal role that inspections can have in maintaining and sustaining the fighting force. In peace and war, the successful commander knows how many men he has, how they are organized, how well their equipment is maintained and how well they are trained for combat. The successful commander gathers this information through personal observation or by having his staff collect it for him. This study will examine a strategy for the U.S. Army to achieve higher operational readiness and policy compliance by teaching its personnel the objectives of the Army inspection

program and training them in the proper methods of inspection.

Chris Bellamy in his book, The Future of Land Warfare, states that,

Armed conflict will be as prevalent on this planet in the next quarter century as it has been since the dawn of history. There were 654 identified instances of major organized armed conflict in the 265 years 1720 - 1985, of which 162 started in the years 1951 - 85. It is highly unlikely that the incidence of conflict will diminish....²

Within the United States alone, the National Command Authorities have decided that a political use of the armed forces was needed on more than than 200 occasions since the end of World War II.³ This use of the armed forces has ranged from demonstrations to show of force to actual armed intervention. The United States military establishment can no longer operate under the old adage "declare then prepare" that was the hallmark of this country's attitude toward preparing for war. Our Nation's military forces, especially forward deployed forces, must be continuously prepared to defend our national interests. A well conceived and aggressively executed inspection program is a management tool that will provide the commander with the information needed to assess unit readiness. In the next chapter, I will examine the historical importance of inspections in the U.S. Army.

NOTES

1. Carl von Clausewitz. On War. Eds. and trans. Michael Howard and Peter Paret (Princeton: Princeton University Press, 1984), 131-132.

2. Chris Bellamy. The Future of Land Warfare (New York: St. Martin's Press, 1987), 1.

3. Barry M. Blechman and Stephen Skaplan. Force Without War: U.S. Armed Forces as a Political Instrument (Washington: Brookings, 1978), 4.

There is nothing permanent except change.

Heraclitus (c.540-c.480 B.C.)¹

CHAPTER II

HISTORICAL PERSPECTIVE

Inspections have been a part of the Army since the earliest days of our nation. When the colonies formed their armies in the 1770s, they soon perceived a need for training and with this the importance of inspections. Before the revolution was two years old, the military had come to appreciate the importance of inspections as a function of command and particularly as a gauge of readiness. At the same time the Continental Congress sought to use the inspection as a means to oversee the military.

As can be expected, the British military establishment had considerable influence over the early American Army. One aspect that was particularly compatible with American sentiments was the inspection system. Under the British system,

Commanders were held accountable for public interests in economy and propriety; that accountability made propriety a command responsibility. Inspection, therefore, was integrated with command and at the same time

supported the public interest in an efficient and properly behaved army. Through it, the interests of commanders and politicians were expected to be served equally.²

Therefore, inspection is a function of command. The British establishment called for a great deal of responsibility to be delegated downward - sergeants actually trained the troops - with accountability upward ensured by rigorous, periodic inspections. At each stage of the command pyramid, an officer used inspection to ensure that those below were performing as required.³

The Americans adapted from the French the concept of the inspector general (IG). The first modern inspectors were two French "inspecteurs" appointed in 1668. Their duties were to review the troops each month and report to the king. They were to examine everything and were told to remove unfit soldiers from duty. The term inspector general was in the English language by 1702 and was defined as "an officer at the head of a system of inspection, having under him a body of inspection."⁴

Formal inspection for the U.S. Army began in the Continental Army commanded by General George Washington. The need for inspection at that time was great. Training was generally inadequate, discipline was poor, and morale was low. Washington called a council of his senior Army commanders to consider the state of the Army. Out of this

council came the proposal which led the Continental Congress in 1777 to establish the office of Inspector General of the Army.

The original resolution directed that the Inspector General report directly to Congress. Washington intervened and pointed out the inherent dangers of having the IG independent of the Commander-in-Chief. Congress changed the legislation making the IG subject to Congress but reporting directly to the Commander. The IG was to be regarded as confidential agents with privileged communications established directly with the commander.⁵

The first two officers appointed as Inspectors General served only for short periods and did not leave the office with great reputations in tact.

The third officer to be appointed as IG of the Continental Army was Baron Frederick von Steuben. He is often referred to as the "father of inspection" because he was the first to have authority over the entire Army and to serve with the complete responsibility as an Inspector General. He wrote a manual of regulations, the Blue Book, that remained in service for over 30 years. He acted as advisor to General Washington on matters pertaining not only to administration but to strategy as well. Von Steuben was an instructor as well as an inspector and he recognized the

close correlation between instructing, advising and inspecting.⁶

The role and importance of the Inspector General grew as the Army grew to keep pace with a developing nation. During the War of 1812, the country was divided into nine military districts, each with a district staff that included an inspector. Inspection duties at that time included checking anything that could cause poor discipline and assisting commanders in strengthening the readiness of units.⁷

During the Civil War, an Inspector General's office was set up in Washington to coordinate the activities of the inspectors general in the field.⁸ Armies, army corps, divisions, brigades, geographical divisions and departments had inspectors general. All parts of the Army were subject to frequent inspection.⁹

During both world wars the Inspector General system was expanded dramatically. During World War I the number of inspectors jumped from 29 in 1916 to 215 in 1918. For World War II, the size of the IG corps grew from 60 officers in 1939 to 1449 in 1945.¹⁰

The development of Army policy on inspections for the last 30 years can best be traced through the evolution of the regulations that have governed them. AR 1-200,

Inspections and Staff Visits, was first published in 1959 in response to numerous complaints to the Army staff that units were being over inspected. In contrast to this, the Army Chief of Staff at that time felt that commanders were not visiting their units enough. During the time that AR 1-200 was effective it went through four revisions. But common to all versions were the points that commanders should:

- Minimize unit disruptions by holding the number of inspections to a minimum;
- Consolidate as many inspections as possible under one comprehensive annual inspection.

AR 1-200 was rescinded in 1980 because of a question over who should be proponent for inspection policy, the Comptroller of the Army who published AR 1-200 or The Inspector General who was responsible for AR 20-1, Inspector General Activities and Procedures. With the rescission of AR 1-200, no publication remained defining inspections or establishing DA policy concerning their conduct.

Since 1980, AR 20-1 has made significant shifts in limiting the role of inspectors general in non-IG inspections. In 1982 it shifted the IG away from conducting strictly compliance oriented inspections to the conduct of compliance/systemic inspections and it further required that

commanders conduct continuous command and staff inspections of their organizations.

In January 1984, General John A. Wickham, Jr., then Chief of Staff of the Army (CSA), in a letter to all general officers, outlined his philosophy and guidance on the inspection of Army units.¹¹ General Wickham wanted to "unburden" company commanders by giving them clear, articulated focus early in their tours. He believed that this focus was best reinforced by superior commanders checking on those areas that were important. In this letter Wickham first introduced his concept for a "free inspection" that was to be given to a company commander within one to three months after assuming command. This free inspection would be used to provide a solid base line from which the new commander could build and the next higher commander conducting the inspection could reinforce his focus. General Wickham stressed the importance of his inspection program during Commander's Conferences, addresses to the Pre-Command Course (PCC) and visits to the field.

However, the CSA sensed that his message on inspections was not getting through the Army hierarchy. In 1985, the CSA tasked The Inspector General to be the proponent for broad inspection policy and to publish an Army regulation that defines inspections, states policy and establishes

responsibilities for inspection activities. As an interim measure, pending publication of the regulation, General Wickham issued a second letter in June 1985 again detailing the fundamentals of the command inspection program.¹²

Throughout wars and through years of peace, crises and reorganizations of the Army, the Inspector General system has evolved and developed. The system has provided an invaluable service to the Army and has functioned as the founding fathers of our nation and military had envisioned. After World War I, General John J. Pershing stated, "The Inspector General's Department has risen to the highest standards, and throughout has ably assisted commanders in the enforcement of discipline."¹³ But, because the system had become so efficient, commanders in many cases had relied exclusively on IG inspection teams and had seldom conducted formal command or staff inspections.¹⁴ Fortunately, that responsibility began shifting back to the commander in the mid 1980s. In the next chapter I will review the current Army inspection program.

NOTES

1. George Seldes, ed. The Great Quotations, (Secaucus, N.J.: The Citadel Press, 1983), 313.

2. David A. Clary and Joseph W. A. Whitehorne. The Inspectors General of the United States Army, 1777-1903. U.S. Department of the Army. Office of the Inspector General and Center of Military History (Washington: GPO, 1987), 1.

3. Clary and Whitehorne, 7.

4. Clary and Whitehorne, 4.

5. John R. Parsons. History of Inspection in the Armed Forces (Washington, 1981), 13.

6. Parsons, Tab 5, 1.

7. Parsons, 15.

8. Parsons, Tab 5, 3.

9. Parsons, 15.

10. Parsons, 17.

11. GEN John A. Wickham. U.S. Department of the Army. Office of the Chief of Staff. Letter, 9 January 1984.

12. GEN John A. Wickham. U.S. Department of the Army. Office of the Chief of Staff. Letter. 7 June 1985.

13. U.S. War Department. Office of the Inspector
General. Handbook for Inspectors General (Washington: June
1947), 2.

14. Wickham, letter, 9 January 1984.

Inspection: Official examination to determine and report on the condition of personnel and material.

Webster's Dictionary¹

CHAPTER III

COMMAND INSPECTION PROGRAM

The Army's current inspection program was implemented with the promulgation of AR 1-201, Inspections, effective 14 February 1986. It was a new regulation that provided broad policy guidance for the conduct of Army inspections and outlined associated inspection responsibilities and procedures at all levels within the Army down to company sized units. The regulation was more descriptive than prescriptive, thus allowing commanders flexibility in designing and tailoring their own programs. The regulation is applicable to the Active Army, the National Guard, and the U.S. Army Reserve. It is applicable to all modified table of organization and equipment (MTOE) and table of distribution and allowances (TDA) units and organizations.

For the first time the Army defined exactly what an inspection was. AR 1-201 states that an inspection is,

An official evaluation of an organization or elements thereof to ascertain compliance with

established policies and procedures, to assess the organization's condition and its capability to perform its assigned missions, or to provide assistance. A report will be rendered, either verbally or in writing, to the inspected commander and other agencies as determined by the headquarters conducting the inspection.²

This very broad definition would apply equally to a platoon sergeant inspecting a squad or to a division commander inspecting a battalion.

AR 1-201 further breaks down the inspection program into three distinct elements as depicted in Figure 1.³

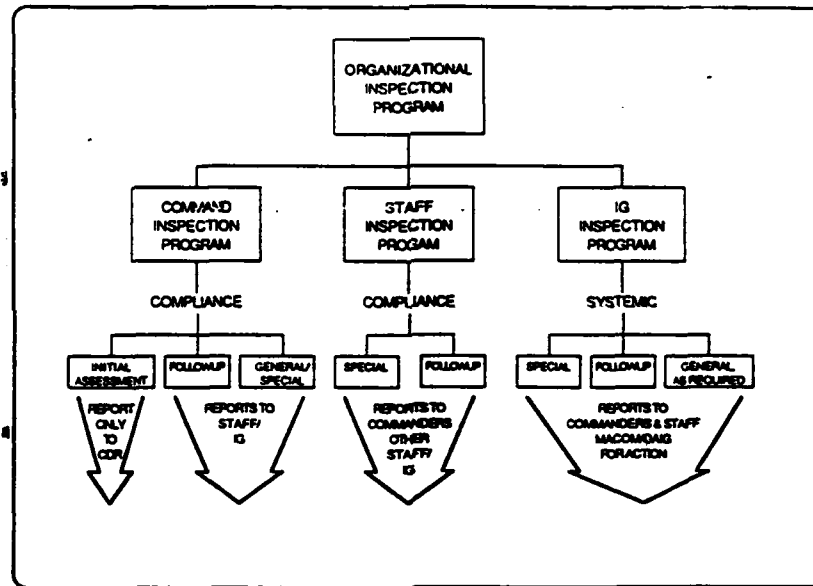


Figure 1. An Organizational Inspection Program

The elements are the command inspection program, the staff inspection program and the inspector general (IG) inspection program. These inspection elements are defined by the regulation as:

-Command inspection. An inspection of an organization conducted by a commander in the chain of command of the inspected activity. The areas of interest and scope of command inspections, as well as the composition of the inspection team, if required, are determined by the commander conducting the inspection. Command inspections are focused on the company level commander, are intended to lessen the company commander's burden by providing a clear focus on the goals, standards and priorities of the unit and are normally conducted by the commander's immediate supervisor. Additionally, all newly assigned company level commanders will receive a "free" command inspection from their immediate supervisor within 90 days for active component and 180 days for reserve components.

-Staff inspection. An inspection other than a command or inspector general inspection, conducted by staff principals or members who are responsible for the functional area being inspected.

-Inspector General inspection. An inspection conducted by a detailed IG oriented toward the identification of problems, determination of their root causes, development of possible solutions and assignment of responsibilities for correcting the problem. Generally, IG inspections focus on issues rather than on units. The scope and content are determined by the commander to whom the inspector general is assigned.⁴

AR 1-201 further lays out doctrine and policies that establishes the framework for the Army-wide program. The policies are:

- Inspections are a command responsibility.
- Commanders at all levels will review all inspection policies and programs each year to ensure that the frequency, scope and duration are appropriate and that specific inspection requirements are still valid.
- Reports resulting from inspections by other agencies or echelons of command will be used to the maximum extent possible to reduce the overall number and duration of inspections.
- To alleviate unit disruptions, the number and duration of inspections should be held to a minimum.

- Inspections that are general in nature should normally be restricted to one echelon below the initiating command headquarters. When exceptions are made, the inspection will be coordinated with intermediate echelons bypassed.
- Inspections by any headquarters more than one echelon above the inspected organization should complement rather than duplicate inspections by the organization's immediate headquarters.
- Commanders will decide, on a case by case basis, whether an inspection will be announced or unannounced based on the objectives of the inspection.
- Teaching is an essential element of all inspections. No inspection can be considered complete if those inspected have not been taught the goals and standards to be achieved and how to achieve them.
- Inspections should emphasize the identification of strengths as well as shortcomings.
- Command, IG, and staff inspections should be viewed as distinct, but complementary parts of the commanders overall inspection program aimed at ensuring that his or her organization is capable of accomplishing its assigned mission.⁵

The DA Inspector General circulated a coordinating draft to AR 1-201 in the summer of 1988 and is expected to

issue the new regulation by late Spring 1989.⁶ The new regulation remains descriptive in its approach to the program. The main change is the deletion of the term "free inspection" and replacing it with the term "initial assessment."⁷

In the next chapter, I will outline a strategy for change that should provide commanders a higher degree of unit readiness and policy compliance. The scope of this chapter will be limited to dealing only with a strategy for command inspections and staff inspections.

NOTES

1. "Inspection." Webster's New World Dictionary. 2nd ed, 1286.
2. U.S. Department of the Army. Army Regulation 1-201, 1 (hereafter referred to as "AR 1-201").
3. State of Oklahoma. Military Department. Oklahoma Military Department Regulation 1-201: Administration: Oklahoma Organization Inspection Program, (1 July 1988), 15.
4. AR 1-201, 1.
5. AR 1-201, 2.
6. Interview with Frank Graham, LTC, Office of the Inspector General of the Army, 2 December 1988.
7. U.S. Department of the Army. Army Regulation 1-201: Administration: Inspections (Coordinating Draft), (Washington: 1 July 1988), 3.

I consider command inspections one of your most important responsibilities. Through a strong command inspection program you are able to observe subordinate commands, identify common deficiencies, reduce training distractors and fix responsibility for corrections.

Leonard P. Wishart, III
Major General, USA
Commander, 1st Infantry Division¹

CHAPTER IV

A STRATEGY FOR CHANGE

A system that has evolved over the last 200+ years undoubtedly has had countless strategies recommended that would change it for the better. Chiefs of Staff from Washington to Vuono and Inspectors General from von Steuben to Doctor have continuously sought ways to make the inspection system more responsive to the needs of the Army. The strategy that I would recommend is probably a synthesis and ratification of many of those earlier works or ideas. I view the inspection system, and the proposed strategy for change, from the perspective of a former battery and battalion commander and not from the perspective of a former IG.

Assumptions

The following assumptions were made in developing a strategy for change for the Army's inspection program:

1. The inspection program is an effective management tool for commanders and staff officers to assess readiness and policy compliance.
2. The inspection program, as outlined in AR 1-201, can be improved to provide the Army a more effective management tool.
3. The changes will lead to improved unit readiness and policy compliance.
4. The resources required to implement the changes to the inspection program will be very low.
5. The changes will not add an additional burden on battalion and company level commanders.
6. The changes will still provide commanders, both active and reserve, flexibility in tailoring their own programs.

Criteria

The following criteria were used in selecting the proposed changes. The criteria were used for both screening and evaluating the proposed changes.

1. Acceptability (defined as how the changes will be accepted and viewed by the field Army).
2. Feasibility (defined as probable or reasonable).
3. Suitability (defined as appropriate or congruent with current program).
4. Improved visibility (defined as providing better understanding).
5. Cost (defined as no-cost, low-cost, or moderate cost. Dollar amounts are not used).

Recommended Changes

In considering changes to the inspection program, I have divided the proposed changes into three different levels for action or implementation. Even though the implementation may occur at a lower level, this breakout was chosen for ease of understanding. The levels for change that will be examined are:

- Department of the Army Staff;
- TRADOC institutional training base; and
- Battalion and company level.

Department of the Army Staff

1. As General Bruce Clarke stated, "An organization does well only those things the boss checks." In the Army this applies from the Chief of Staff of the Army down to every

company commander. The first thing that should be done to improve the inspection program is for the Chief of Staff to declare ownership of the program. General Wickham did this with a series of letters in 1984, 1985, and 1987.² The current (and future) CSA could do this through a number of forums:

- a. Articles in the Weekly Summary stating the CSA's "ownership" and position on the importance of the program;
- b. Briefing topic at the Army Commander's Conference;
- c. Emphasize the importance of the program when the CSA (and TIG) speak to all future commanders at the Fort Leavenworth phase of the Pre-Command Course (PCC). LTC Graham states that this is currently being done by both the CSA and TIG when they speak to the PCC.³ I include it only to emphasize the point that future commanders need to hear it from the "boss". This is a no-cost proposal.

2. The DAIG should develop and distribute a succinct video tape that could be used both in the the training base and at unit level explaining the objectives of the program; DA level policies and guidance; and techniques and procedures for managing and sustaining the program. At the unit or installation level, the tapes could be retained by the IG

and issued to units for their Officer and Non-Commissioned Officer Professional Development Programs. This would be a modest cost proposal.

3. Within the DAIG course at Fort Belvoir, it is recommended that instruction be included on the proper methods to advise and teach brigade and battalion commanders and their staffs on inspection techniques. It is also recommended that IGs be instructed to offer their services and expertise to validate an inspection program, to include inspectors, when requested to do so by commanders. This would be a no-cost proposal.

4. A software package, compatible with the computers in the field, should be developed that will allow commanders and staff to more efficiently manage the program. Most divisional-sized units have 75-100 functional areas to be inspected in their command inspection programs. The software program would allow commanders to develop trends, focus on objectives, and present the data in such a way as to gain an appreciation of the readiness and policy compliance of an organization. This software program could probably go on one or two floppy disks and could be distributed through IG channels to both active and reserve units. This is a modest cost proposal.

5. I would recommend the development of a training circular (TC) on "Developing, Managing, and Sustaining a Unit

Inspection Program." It should be geared toward the battalion and company and include tactics, techniques, and procedures that have proven successful in active and reserve units. It would not have to be prescriptive, but merely provide ideas on "how to succeed." If the Army can publish TCs on such diverse topics as "Conducting Effective Meetings" (TC 26-3, 1 Jun 84) or "Unit Learning Centers" (TC 25-5, 16 Jun 81), we can provide our commanders with ideas on inspection programs that have worked for other units. This is a low-cost proposal.

6. There are many regulations, field manuals, pamphlets and circulars that have been written to give staff officers guidance on how to perform their jobs. These documents contain a wealth of information about the job but are usually lacking in providing details to the new or inexperienced staff officer on inspecting his own area or conducting staff inspections. In "Adjutant's Call: The S1 Handbook" (TC 12-17, 15 October 1987), the safety inspection is the only type of inspection listed with specific items for the S1 to check. The "Guide for the Battalion S4" (FM 10-14-2, 30 Dec 81) is a little more comprehensive in that there are checklists provided for the dining facility and maintenance. I would recommend that all future publications being issued as staff officer guides include guidance and

inspection check lists for the appropriate functional area. This is a no-cost proposal.

7. For policy that is developed at the DA level, it is recommended that an inspection checklist be developed concurrently by the proponent. Then all policy checklists could be published in a consolidated DA pamphlet with updates every quarter or semi-annually. As a Deputy IG at Fort Hood stated,

The real problem seems to be a lack of knowledge of what to inspect rather than how to inspect. Commanders and their staffs need an easy way to sort through all the regulations and policies to determine what is required in a particular functional area. Higher echelon staff inspections are supposed to help with this but they seem to suffer from the same problems.⁴

A compilation of checklists into a single document would go a long way in helping commanders to solve the problem described above.

TRADOC Institutional Training Base

1. I would recommend that instruction be included in the Basic Non-Commissioned Officer Course (BNCOC), the Advanced Non-Commissioned Officer Course (ANCOC), and the Sergeants Major Academy (SMA) on sustaining an organizational inspection program. The instruction could focus on the use of the inspection program as a management tool and the

students could be introduced to the products discussed in paragraphs 2-7 above. This is a modest-cost proposal.

2. I would also recommend that instruction be integrated into the Officer Basic Course (OBC) and the Officer Advanced Course (OAC) on how to manage an inspection program. The focus would be more toward the management of a total program and an introduction to the items in paragraphs 2-7 above. This is a low-cost proposal.

3. TRADOC has some excellent functional courses to prepare officers for staff positions at brigade and battalion level. The problem is that as the budget decreases, the slots available in these schools also go down. I chose three schools to look at that are outside of the mainstream of officer education but are unique because of the role that they have in preparing officers for duty as staff officers and ultimately as staff inspectors.

-Senior Officer Logistics Management Course (SOLMC) at Fort Knox. A two week familiarization course pertaining to command, staff and management aspects of supply and maintenance at the organizational level. Recommended for battalion commanders, battalion XO's and battalion and brigade S4's.

FY 88	8 Courses	329 Students ⁵
FY 89	6 Courses	247 Students ⁶

-Junior Officer Maintenance Course (JOMC) at Fort Knox. A five week course with emphasis on maintenance operations and hands-on instruction. Recommended for battalion and company maintenance officers.

FY 88 19 Courses 910 Students⁷

FY 89 14 Courses 661 Students⁸

-Battalion S1 Course at Fort Benjamin Harrison. A five week course to prepare officers to perform the traditional duties of an adjutant and to perform as the battalion S1.

FY 87 335 Students

FY 88 279 Students⁹

All three of these courses provide a vital function in preparing officers to assume command or staff positions. But, budget cuts have caused the downward trend in quotas. As attendance drops at these courses, other means must be found to educate and train future staff officers. This would certainly add weight to the argument of including instruction in the OBC and the OAC. I would recommend that DA and TRADOC strive to keep as many seats open as possible in all the schools that perform this type of function with priority going to requests from field units. This is a modest cost proposal.

Battalion and Company Level

The successful commander should approach the Army inspection program as just another activity within his overall training program. The principles and strategies that apply to the development of an aggressively executed training program also apply to the development of an organizational inspection program. Major General Donald R. Infante, Chief of Air Defense, writing in the Air Defense Professional Bulletin describes training as a five phase operation.¹⁰ I have modified his description to show that the five phases, in addition to leading to successful training, will also lead to a successful inspection program.

(Figure 2)

FIVE PHASES FOR SUCCESSFUL INSPECTIONS

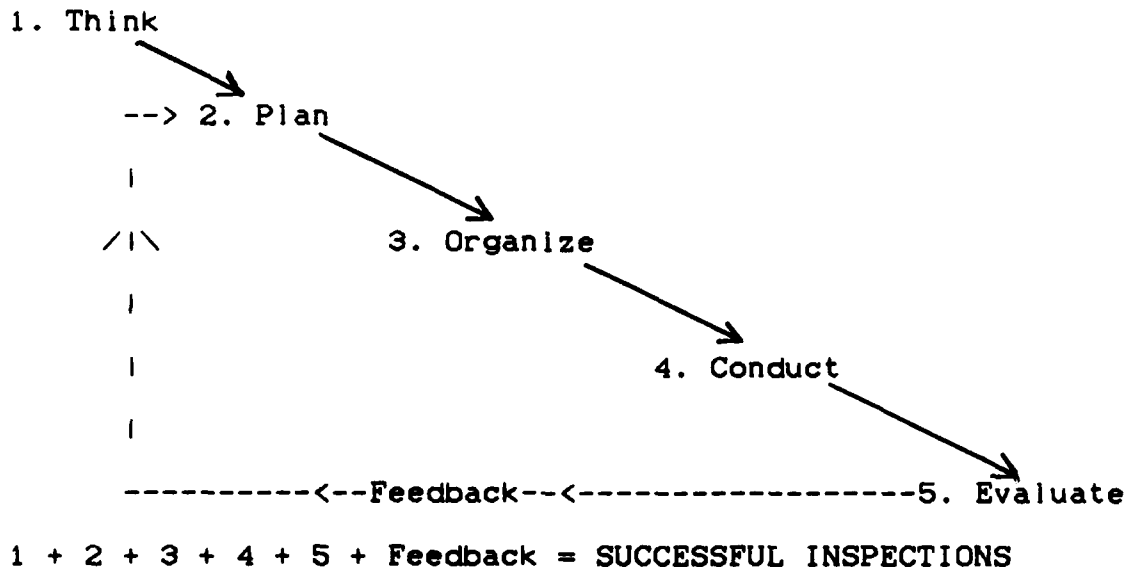


Figure 2

Let's now look at what is required in each phase.

1. Think. During the initial phase of inspection planning, the commander provides subordinate commanders and the staff a clear focus on the goals, standards and priorities of the unit. This is probably the most important phase as it will drive the efforts of the organization. Goals will be derived from the unit mission and from guidance from higher headquarters. When standards have not been established by Army policy or by higher headquarters, commanders must express them in sufficient clearness and in sufficient detail to make it possible for subordinates to have confidence in their own estimate of how they are progressing.¹¹

2. Plan. The second phase is the planning phase. Commanders must assess inputs and reports from all possible sources in order to determine what to inspect. What to inspect is often driven by time available and regulatory requirements. Commanders may have to prioritize what to inspect just as they have to prioritize the unit's Mission Essential Task List (METL). Most organizations will have 75-100 functional areas in a unit inspection program. Just as a unit may not have time to train to every task, so they not have time to inspect every area.

During this phase the inspection would be put on the training schedule. It would be integrated with other inspections in order to reduce the overall number and duration of inspections. Deconfliction with major training activities would also occur at this time.

3. Organize. The third phase -organization- is the second most important phase because it includes the preparation and train-up for the inspection.

- Each inspector must build a reference library of all the applicable publications that deal with the functional area. Previous inspections should be analyzed and included in the library.
- A continuity file should also be developed that explains the necessary background of the thinking and planning phase. This file is especially important for new or incoming inspectors.
- Inspectors should coordinate with the staff proponent at higher headquarters to clarify policy, guidance and standards.
- Inspectors must learn standards and requirements and ensure familiarization with items to be checked during the inspection.
- The inspection must be sequenced so as to minimize the duration and impact on the unit.

-Lastly, inspectors should be inspected before the inspection to ensure they are prepared.

4. Conduct. The fourth phase is conducting the inspection. Each inspector must be aware of and check into general good, solid Army standards - basics which indicate morale, health, welfare and esprit de corps that are above and beyond the scope of their individual functional area.

The inspection technique used during an inspection could consist of a combination of partial audit, a 100 percent inspection of some items, inventory of selected items and inspection of a random sample. High density items, such as personnel records and associated forms, supply records and individual weapons, are inspected using a random sample.¹²

A simple but effective method of inspecting is to remember that there are certain requirements for everything we have or do in the Army. There are five basic questions anyone can ask and fulfill inspection requirements. Depending on the answers the inspector gets, there are a whole series of sub-questions to each of the five questions.

1. Is this authorized?
2. Is it serviceable and functional?
3. Who is signed for it?
4. Who is the operator?

5. Is the operator trained?¹³

Armed with proper references, questions and prepared through proper train up, anyone can become an inspector in any subject.

5. Evaluate. The last distinct phase of an inspection is the evaluation. This phase is essential in assessing corrective actions, compliance with policy, performance of the inspectors and the degree of effectiveness of the inspection itself. As trends or problems are detected, they should feedback into the planning phase so that the entire inspection program can be reevaluated.

NOTES

1. U.S. Department of the Army. Fort Riley Circular 1-201: Command Inspection Program (Fort Riley, KS: 13 November 1987), pg. 1.
2. Wickham, letters, 9 January 1984 and 7 June 1985.
3. Interview with Frank Graham, LTC, Office of the Army Inspector General, Washington, 2 December 1988.
4. Peter R. McKeever, MAJ, Deputy IG, HQS, 1st Cavalry Division (AFVA-IG), letter to author, 4 November 1988.
5. U.S. Department of the Army. U.S. Army Armor Center (ATZK-DPT-T-SCHED), "Revised FY 88 Schedule of Classes," 18 August 1987.
6. U.S. Department of the Army. U.S. Army Armor Center (ATZK-DPT-TI), "FY 89 Class Schedule," 21 October 1988.
7. "Revised FY 88 Schedule of Classes."
8. "FY 89 Class Schedule."
9. Dennis C. Marcel , Major. Director, Battalion S1 Course. Adjutant General School, Fort Benjamin Harrison, Letter to author, 17 November 1988.
10. U.S. Department of the Army. U.S. Army Air Defense Branch. PB 44-88-4 (Test): Air Defense Artillery. "Intercept

Point." (by MG Donald R. Infante), (Washington: July - August 1988), 2.

11. Alfred W Bjornstad. Training Management, (Omaha: Ralph Publishing Co., 1926), 118 .

12. U.S. Department of the Army. First U.S. Army Pamphlet 20-1: General Inspection of Reserve Component Units. First U.S. Army, (Fort George G. Meade, MD: 1 October 1987), v.

13. U.S. Department of the Army. Office of the Inspector General. Training Packet for Teaching Inspectors How to Inspect (Draft, Undated), 9.

CHAPTER V

CONCLUSIONS

Inspections have been a part of the U.S. Army since the days of the Continental Army. Even though the Army has always stated that inspections are a command responsibility, implementation has gone back and forth between the Inspector General and the commander. Since 1984, the focus for compliance inspections has shifted back to its rightful place with the commander. Aggressively executed command inspections will ensure units are in compliance with established policies and procedures, enabling the Army to sustain administrative support and provide more time for combat training. But, commanders need help in making this management tool more effective and efficient. The Army needs to develop programs that will eliminate unit burdens rather than adding to them. Units need fresh thoughts that will lighten their load, not just additional good ideas that they don't have time to implement.

The range of proposals discussed in Chapter IV, A Strategy for Change, will provide the help needed to

unburden our commanders and provide them the margin needed
for successful mission accomplishment.

CHAPTER VI

RECOMMENDATIONS

1. That this Military Studies Program paper be approved for distribution by the U. S. Army War College.
2. That a copy of this study be provided to the Department of the Army Inspector General for consideration.

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