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MARINE CORPS INSTALLATIONS PACIFIC-MCB CAMP BUTLER ORDER 5041.1D

From: Commanding General
To: Distribution List

Subj: COMMANDING GENERAL'S INSPECTION PROGRAM

Ref: (a) MCO 5430.1A w/ Admin Ch
(b) MCO 5040.6J
(c) SECNAV M-5210.1
(d) SECNAV Notice 5210

Encl: (1) Commanding General's Inspection Program Guide

1. Situation. This Order updates and revises policy and assigns responsibilities that govern the Commanding General's Inspection Program (CGIP) for Marine Corps Installations Pacific-MCB Camp Butler (MCIPAC-MCBB). This Order is in strict adherence to the references and is further detailed in the enclosure. References (a) and (b) take precedence over this Order.

2. Cancellation. MCIPAC-MCBBO 5041.1C.

3. Mission. This Order establishes and promulgates the CGIP and identifies its corresponding mission and functional responsibilities.

4. Execution

a. Commander's Intent. The intent of the CGIP is to utilize impartial and independent inspections to evaluate the thoroughness and effectiveness of all units and commands assigned under MCIPAC-MCBB. The CGIP serves to promote combat readiness, institutional integrity, effectiveness, discipline, and credibility throughout the command.

b. Concept of Operations. Under the authority and direction of the Commanding General (CG), the Command Inspector General (CIG), MCIPAC-MCBB, will plan and execute the CGIP in accordance with the references. The CIG will serve as the principal advisor to the CG on all CGIP inspection matters.

c. Coordinating Instructions. The CIG is authorized to task the CG's subordinate Commanders, Assistant Chiefs of Staff, and Special Staff Directorates with providing subject matter experts to serve as Functional Area Inspectors (FAIs) to assist the CIG with conducting inspections. The CIG may further delegate this authority to the CIG's Deputy and Inspections Chief.

d. Subordinate Commanders, Assistant Chiefs of Staff, and Special Staff Directorates. Support all efforts of the CIG to execute the CGIP as outlined in this Order and the enclosure.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

5. Administration and Logistics

a. Travel costs in support of CGIP inspections outside of Okinawa, Japan shall be funded by the Office of the Command Inspector General, MCIPAC-MCBB.

b. Recommendations concerning the contents of this Order may be forwarded to the CG via the chain of command.

c. Retain all inspection records in accordance with bucket list 5000-69, per references (b), (c), and (d).

6. Command and Signal

a. Command. This Order is applicable to all members of the U.S. Armed Forces, the civilian component, and host nation employees assigned to MCIPAC-MCBB installation commands located in the State of Hawaii, U.S. Territory of Guam, the country of Japan, and the Republic of Korea.

b. Signal. This Order is effective on the date signed.


J. R. MACFARLANE IV
Chief of Staff
Acting

DISTRIBUTION: List A

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Chapter 1

Commanding General's Inspection Program Inspection Methods, Processes, and Roles

1. Command Inspector General. The role of the Command Inspector General (CIG), Marine Corps Installations Pacific-MCB Camp Butler (MCIPAC-MCBB) is to develop, implement, execute, coordinate, and supervise the Commanding General's Inspection Program (CGIP). The CIG will normally delegate the coordination of the CGIP to a representative of the Office of the Command Inspector General (OCIG), MCIPAC-MCBB. Herein, any reference to the CIG will include designated representatives of the OCIG (e.g., Deputy CIG, Inspections Chief, and Chief Investigator).
2. Inspection Categories and Command Focus. The CGIP focuses inspections on functional areas identified by the Office of the Inspector General of the Marine Corps (IGMC). The CGIP is comprised of two categories:
 - a. Biennial inspections. These inspections shall be executed on all subordinate MCIPAC-MCBB commands with board-slated/command-screened Commanders.
 - b. Ancillary inspections. These inspections consist of Self-Assessment Pre-Inspections (SAPI) and Commanding General's Special Inspections (CGSIs). Exceptions and other nuances associated with ancillary inspections will be explained in the Ancillary Inspections section of this guide.
3. Inspection Scheduling. The CIG will typically conduct biennial inspections on a fiscal-year schedule with short-notice (no more than 4 days notice). To the greatest extent possible, all scheduled biennial inspections will be completed no later than 30 August. Inspection schedules shall be safeguarded, restricted, and unpublished.
4. Functional Areas. Functional areas (FA) consist of Critical or Required Evaluation (CoRE) programs and non-CoRE programs. Biennial inspections will focus on CoRE programs to prioritize efforts; however, non-CoRE programs will be inspected during biennial inspections if directed by the Commanding General.
5. Functional Area Inspectors and Managers. CGIP inspections will be conducted by Functional Area Inspectors (FAIs). FAIs will be assigned, upon request from the CIG, from personnel and staff assigned to the various Commands and Staff Directorates within MCIPAC-MCBB. Commanders, Assistant Chiefs of Staff (AC/Ss), and Special Staff Directorates (SSDs) will select FAIs based on criteria that they are considered subject matter experts (SMEs) in the FAs they will be inspecting. FAIs will conduct inspections with FA Managers (FAMs), also considered SMEs, designated by the command being inspected. FAMs will serve as the FAIs' point of contact for all manner of inspection scheduling, coordination, execution, and follow-up.
6. Functional Area Checklists
 - a. Functional Area Checklists (FACs), also referred to as Inspectors General Checklists, shall be utilized to conduct CGIP inspections. FACs are developed and periodically updated by SMEs who serve as FA Sponsors for the IGMC. FACs help ensure that inspections are conducted consistently and accurately to enforceable standards derived from policy (e.g., statutes, Department of Defense Instructions/Directives, Secretary of the Navy Instructions, Marine Corps Bulletins, and Marine Corps Orders). MARADMINs, training manuals, and technical publications are instructional or informative, but not enforceable. FACs are a collection of questions derived from policy and each FAC question is connected to a reference. CGIP inspections are limited to standards-based questions.

b. No personnel will alter or remove content from any FAC; however, the CIG may authorize the addition of supplemental questions to FACs at the request of FAIs or Commanders to address areas of concern and/or provide a more complete picture of the inspected FA. All supplemental questions must be supported by a reference. FAIs shall use the most recent FACs which can be found under the Inspection Division menu on the IGMC website: <https://www.hqmc.marines.mil/igmc>.

7. Commands That Do Not Possess All Functional Areas. Commands in this category include the Commanding General's Staff, Special Staff, and commands with shared services agreements. In the instances when a command is inspected and is responsible for having an FA, but the FA is not managed locally, commands shall have a signed memorandum of agreement identifying the responsible command/section and its role in managing the FA. Such memorandums will identify pertinent FAs by FA number and title. FAIs shall verify such memorandums for accuracy during inspections and document their review on the FAC.

8. Inspection Principles. To ensure that inspections are impartial, credible, independent, objective, and professional, all personnel involved in the CGIP process shall adhere to the following principles when planning, conducting, and implementing inspections:

a. Short Notice Inspections. When possible, all inspections should be conducted with short notice (notification typically occurs 4 days prior to the inspection) in order to minimize restrictions on liberty, unnecessary preparation time and to provide an accurate assessment of the status-quo climate and day-to-day operations. By exception, this may be extended when the command's operational tempo or geographical location makes earlier notification necessary for travel coordination and accommodation of FAIs.

b. Maximize the Command's Time. To the extent possible, the timing of an inspection shall minimally impact the operations of the inspected command. The number, frequency, and types of inspections shall be held to a minimum.

c. Add Value Through Teaching and Training. Inspections will be positive, productive learning experiences. FAIs shall provide limited onsite training to FAMs during the inspection. Typical training consists of informing FAMs of updated policies, sharing lessons learned, and informing them of best practices. Making clear and useful annotations and listing best practices in the recommendations section of the FAC provides a quality inspection that incorporates training.

d. Assess Against Well-Established Standards. FACs serve as well-established standards and shall be used during the CGIP.

e. Respect the Authority and Responsibilities of Command. Inspections will foster a climate of trust and confidence and FAIs shall respect and uphold the authority of Commanders or Staff Directorates. FAIs may find discrepancies and/or findings and provide recommendations, whereas Commanders are responsible for balancing risk and developing courses of action to achieve compliance with policy.

f. Conduct Root Cause Analysis. Inspections should determine why a resource, policy, or standard is not applied by a command. Root cause analysis enables FAIs and Commanders to determine the cause of non-compliance such as a lack of resources, poor staff management, lack of awareness to policy changes, poor turnover procedures, and/or lack of command attention. This helps commanders develop corrective actions.

g. Identification of Trends. FAIs should capture trends through a root cause analysis to help rectify command deficiencies. Identifying trends during inspections provides necessary input to recommend changes to policy, training, and procedures as necessary.

h. Assess the Survivability and Compliance of Functional Areas. FAIs should assist commands in assessing the resiliency of FA management and provide recommendations to increase survivability and efficiency.

i. Recognize Commendatory Personnel. FAMs are usually appointed to FAs as collateral duties and invest a significant amount of their time in such duties. Excellent performance during inspections shall be recognized by the Commander or Commanding General, as appropriate (e.g., certificate of commendation for active duty personnel and time-off awards for civilian personnel).

9. Commands under the CGIP Authority. The following commands are subordinate under MCIPAC-MCBB and shall be inspected under the CGIP:

- a. Headquarters and Support Battalion, MCIPAC-MCBB, Okinawa, Japan
- b. Marine Corps Air Station (MCAS) Futenma, Okinawa, Japan
- c. Headquarters and Headquarters Squadron, MCAS Futenma
- d. Marine Corps Base Hawaii (MCBH)
- e. Headquarters Battalion, MCBH
- f. MCAS, Kaneohe Bay, HI
- g. Marine Corps Base Camp Blaz, Guam
- h. MCAS Iwakuni, Japan
- i. Headquarters and Headquarters Squadron, MCAS Iwakuni
- j. Combined Arms Training Center, Camp Fuji, Japan
- k. Camp Mujuk, Republic of Korea

Chapter 2

Reporting, Grading, and After Action Processes

1. Functional Area Checklists. FAIs will utilize the FAC to legibly and professionally note discrepancies, findings, and recommended corrective actions. The FAC will not contain one-word comments; all comments require explanation. This ensures the FA was inspected thoroughly. At the conclusion of the inspection (preferably the same day), the FAIs shall provide the FAM with a copy of the completed FAC that was used to conduct the inspection. If a FAC question does not pertain to the FA in question, the FAI will annotate “N/A” (Not Applicable) in the ‘result’ section of the FAC and briefly mention why it’s N/A. FAIs are encouraged to use their assigned laptop computer to complete the FAC which is an electronic, fillable document. This also permits the FAI to submit the completed FAC to the FAM via e-mail. A sample FAC (Inspectors General Checklist) is appended as Appendix A. FAIs will submit their completed FAC to the CIG within 5 working days of the completion of the inspection. All sections of the FAC must be completed, to include the following blocks:

- Name of Command (name of command being inspected)
- Date (date inspection completed - drop down menu)
- Inspector (first and last name of FAI)
- Final Assessment (Effective or Ineffective - drop down menu)
- Discrepancies (quantity)
- Findings (quantity)
- Overall Comments (snapshot of the program overall)
- Result (drop down menu listing: N/A, Compliant, Discrepancy, Finding)
- Comments (shall be made for each question, except those that are N/A)

2. Final Inspection Report. At the conclusion of the inspection, the CIG will prepare and submit a Final Inspection Report (FIR) to the Commander of the inspected command no later than 30 calendar days after the out-brief. A copy will also be provided to the Commanding General, MCIPAC-MCBB. The FIR will identify discrepancies, findings, recommended corrective actions, and final grades. Discrepancies, findings, and recommendations must be supported by the completed FAC, directives, and/or other documentation. All delayed follow-on inspections (typically the result of unavailable FAI personnel) and re-inspections shall be reported via supplemental FIRs.

3. Grading System and After Action Processes

a. Grades Assigned to Functional Area Checklist Questions. The FAIs shall utilize the FAC to assess the following grades for each FAC Question:

(1) Compliant. Sufficient evidence exists to verify that the inspected command meets or is in accordance with the rules or standards set forth in the FAC question.

(2) Discrepancy. A minor deviation, error, or failure to comply with guidance, direction, standards, or action as required in policy directives was found. Discrepancies require minimal corrective actions and are normally within the capability of the inspected FAM or leadership to correct independently within a short period of time. A discrepancy is of a minor risk to the command.

(a) FAIs will permit the command to correct discrepancies during the inspection as long as the corrections do not interfere with the inspection or excessively take up the FAI’s time. Under no

circumstances will corrections be accepted if they cannot be made prior to the close of business on the last day of the inspection of the program in question. All completed corrections will be noted on the inspection coversheet as resolved issues along with all unresolved discrepancies and findings. The final FA grade will be based on unresolved discrepancies and findings.

(3) Finding. A significant problem, deviation, error, or failure to comply with policy directives and/or higher headquarters policies and procedures was found. Findings require involvement, guidance, corrective action, and follow-up from a Commander. Findings are often beyond the authority and purview of a FAM to correct and may be indicative of a systemic or resource shortfall. Findings are greater than a minor risk to the command. If left uncorrected, findings may have one or all of the following characteristics:

- (a) Can negatively impact the command's readiness.
- (b) Involves issues of health, safety, morale, or welfare of the command's Marines, Sailors, civilians, and families.
- (c) Involves or can lead to fraud, waste, abuse of authority, and/or mismanagement.

b. Grade Assigned to the Functional Area. Within the FAC, the FAIs will assess the following grades to FAs based on the accrual of information from the FAC questions (effective FAs may exist with a degree of findings and discrepancies):

(1) Effective. Sufficient evidence exists to compel an expert in the FA to believe the program existed in the past, is successful and in compliance at the time of the inspection, and is reasonably assured to be so in the future. FAs deemed effective with discrepancies only, will be reported as "**Effective with Discrepancies**". FAs deemed effective with at least one finding, will be reported as "**Effective with Findings**".

(2) Ineffective. Sufficient evidence exists to compel an expert in the FA to believe the program is ineffective, does not meet the intent of the policy or directive, or does not achieve the effect desired by the policy or directive. If the FA exists in name only or does not exist at all, it shall also be assessed as ineffective.

c. Corrective Actions. Commanders receiving a FA grade of "Effective with Findings" or "Ineffective" are required to submit a Corrective Action Report (CAR) to the CIG no later than 30 days from receipt of the FIR. Corrective actions need only address Findings, NOT discrepancies. Corrective actions must be imbedded in standing operating procedures, turnover binders, and/or desktop procedures, and they must reflect a long term resolution that corrects the symptom (e.g., complete required training) and the root cause (e.g., putting a corrected training process/procedure in place). If corrective actions cannot be completed by the assigned date, the Commander must provide an explanation or request assistance as appropriate. General statements such as "corrective action in progress" or "corrective action taken to preclude recurrence" are unacceptable. A template and sample CAR are appended as Appendices B and C.

d. Re-inspection. Ineffective FAs, and those with findings, will require re-inspection no earlier than 90 days, and no later than 180 days, from the completion date of the original inspection. The CIG may extend the re-inspection to the entire FA if circumstances warrant.

- (1) Ineffective FAs will be briefed to the Commanding General.

(2) If a re-inspection results in a subsequent grade of ineffective, immediate notification will be made to the Commanding General for action deemed appropriate.

4. Grade Assigned to the Command. Within the FIR, the CIG will assess the following grades to commands based on the accrual of information from the FACs:

a. Mission Capable. The command possesses, and effectively manages, the requisite skills, equipment, personnel, and knowledge to accomplish all assigned mission, tasks, and functions.

b. Non-Mission Capable. The command does not possess, or does not effectively manage, the requisite skills, equipment, personnel, and/or knowledge to accomplish all assigned missions, tasks, and functions.

Chapter 3

Ancillary Inspections

1. Self-Assessment Pre-Inspection

a. Purpose. The purpose of a Self-Assessment Pre-Inspection (SAPI) is to help maintain the readiness of the Headquarters (HQ) element of MCIPAC-MCBB, which, without a SAPI, is inspected infrequently (once every third or fourth fiscal year (FY) by the IGMC). The SAPI shall consist of a complete inspection of all existing CoRE FAs within MCIPAC-MCBB HQ only. The SAPI is not intended for subordinate commands under MCIPAC-MCBB. SAPIs should be conducted in between CGIP inspections of MCIPAC HQ (approximately 24 months following a CGIP of MCIPAC HQ).

b. Command Protocols. The CIG's role in the SAPI is to set the schedule for all SAPIs and notify the Chief of Staff (C/S) for MCIPAC-MCBB when a SAPI is due. The C/S's role in the SAPI is to direct the MCIPAC-MCBB HQ AC/Ss and SSDs with CoRE FAs to conduct a SAPI. Unless otherwise directed, each section shall be afforded 30 calendar-days to complete and report the results of their SAPI to the C/S. A SAPI will be conducted similarly to a CGIP with regard to the inspection methodology and principles detailed herein. In-briefs, daily updates, and out-briefs are not required to be conducted as part of a SAPI; however, the C/S may follow similar protocols internally to help coordinate the SAPI.

(1) SAPI FAIs. The AC/Ss and SSDs will appoint SAPI FAIs from their staff who possess the technical subject matter expertise to inspect their FAs. Typically, SAPI FAIs will consist of the program managers who oversee the FAs to be inspected; these personnel are often FAIs assigned to the regular CGIP who have been trained as FAIs by the CIG. CGIP FAI training is not a required for personnel serving as SAPI FAIs. At a minimum, SAPI FAIs shall be Staff Non-Commissioned Officers or civilian equivalents.

(2) SAPI FAC. SAPI FAIs shall utilize the most up to date FACs as previously explained. All completed FACs will be remanded to the files of the respective AC/S or SSD. FACs will only be provided to the C/S upon request.

(3) Corrective Actions. A Final Inspection Report is not required during the SAPI process; however, the C/S may require any AC/S or SSD whose program was found to have findings and/or discrepancies to report, in detail, what actions they plan to take, or have taken, to correct the findings and/or discrepancies. Such reporting shall identify a completion date for any findings and/or discrepancies. The C/S will determine how best to follow-up and verify corrective actions have been completed.

2. Commanding General's Special Inspection. The Commanding General's Special Inspection (CGSI) will typically be utilized in response to any information which suggests that an individual CoRE or Non-CoRE FA or several such FAs are being neglected; however, the Commanding General can direct a CGSI for any reason deemed necessary to ensure efficiency in mission accomplishment. The CGSI inspectors can consist of the CIG, Deputy CIG, Inspections Chief, Chief Investigator, respective FAIs, and/or other personnel deemed necessary. In as much as possible, a CGSI will be conducted similarly to a CGIP with regard to the inspection methodology, principles, and reporting detailed herein. The CGSI will typically focus only on FAs that are in question.

3. Site Assist Visits (SAV). A SAV is an informal inspection of a FA within the MCIPAC-MCBB command. A SAV is conducted by a FAI trained and appointed by the CIG respective to the FAI's

established area of expertise. All SAVs will be conducted according to the CGIP protocols detailed herein with the following exceptions and in accordance with the following protocols:

a. A SAV shall only be conducted with the approval of the CIG.

b. SAVs shall only be approved under the following circumstances:

(1) When a FA has been highlighted as ineffective or suffering significant efficiency and survivability (e.g., throughout the conduct of normal daily command activities or internal command/unit inspections; or gleaned from complaints or mishaps specifically attributable to this criteria).

(2) When a FA is newly established, its FAC is updated, or a FA is recently assigned to a new command, unit, and/or a FAM with minimal training and/or experience in the FA.

(3) SAVs may be tasked by the CIG for a variety of reasons, including those listed above and in any case where the Commanding General directs a SAV through the CIG.

(4) SAVs conducted at the request of a subordinate command will be coordinated and facilitated (including funding) by the requesting command. The CIG will provide minimal coordination limited to identifying FAIs for the SAV.

(5) SAVs conducted as a tasking by the CIG will be coordinated and facilitated (including funding) by the Office of the CIG.

(6) SAVs will not be conducted as a pre-inspection to an anticipated or scheduled CGIP inspection unless the CIG deems it necessary based on special circumstances in which case such requests from Commanders will be considered on a case-by-case basis. When such requests are declined by the CIG, the requesting Commander will be informed of the location of FACs on the IGMC website for use by their FAMs in conducting a self-inspection.

(7) SAVs will typically require one FAI to conduct the SAV which will require minimal coordination by the FAI through the FAM or command representative while keeping the Commander apprised of the SAV dates and results. SAVs will not require an in-brief; however, the FAI shall provide an informal out-brief to the FAM/command representative and the Commander immediately following the SAV (in person is preferred).

(8) SAVs will be graded according to the CGIP protocols detailed herein; however, all grading is unofficial. The SAV will be documented by the FAI using the respective FAC from the IGMC website only. SAV Findings and/or Discrepancies will not be documented in any FIR, other than for the CIG to note that an SAV was conducted in conjunction with a CGIP inspection.

(9) SAVs shall be conducted during a CGIP for any FA with a FAC updated by the IGMC within the previous 90 days, or for an FA that is recently assigned to a new command. In the case of a newly established FA, a SAV may be conducted on all FAs at a newly established command to assist the command in standing up its FAs; these types of SAVs will be coordinated and facilitated by the CIG and will receive minimal reporting using IGMC approved FACs only.

Chapter 4

Execution of the CGIP

1. Notification. The CIG shall utilize a notification letter to officially notify commands to be inspected approximately four calendar days prior to the commencement of the inspection. The notification letter will include the purpose of the inspection, the inspection dates, a listing of FAs to be inspected, specific requirements and logistical requests from the inspection team, points of contact for the inspection team, and a reminder for a response, via Letter of Instruction (LOI), from the command. In response, the Commander shall provide the LOI to the CIG within 72 hours of receiving the notification letter.
2. In-brief. The CIG, or the CIG's representative, typically the Deputy or the Inspections Chief (herein referred to as the CIG), shall meet with the inspected Commander, or the Commander's representative (herein referred to as the Commander), to explain the purpose of the inspection, inspection process, grading criteria, schedule, and introduce the inspection team. During the in-brief, the Commander should introduce or identify the command's designated FAMs and identify any classified areas that are off-limits. Typically, the CIG, the Commander to be inspected, all FAIs, and all FAMs are present during the in-brief. Upon concluding the in-brief, the inspection will commence.
3. Daily Updates. Daily, upon concluding the inspection of any FA, the FAI shall contact the CIG to brief any discrepancies, findings, and/or other relevant issues. This can be done via telephone or in person. At the end of the inspection day, the CIG shall apprise the inspected Commander of any findings. This can be done via telephone or in person.
4. Out-brief. At the conclusion of the entire CGIP inspection, the CIG shall meet with the inspected Commander to summarize the preliminary assessment of the command. FAIs who assessed findings will also be present during the out-brief to provide a technical and detailed explanation of each finding. Additionally, the CIG shall discuss with the Commander, the anticipated completion date of the FIR, the due date for any CAR, and the anticipated start date for any re-inspection(s) of ineffective FAs.
5. Out-brief Exception. This exception applies to CGIP inspections conducted in geographical areas off of the island of Okinawa, Japan. FAIs who identify findings in their FA shall join the CIG in briefing the Commander during the daily update rather than waiting until the last day of the CGIP inspection. This requires an in-person update. This will minimize the FAIs time away from their unit/home and help to reduce financial obligations due to per diem and lodging costs. This is permitted considering that most FAIs are stationed and reside in Okinawa, many FAIs can complete their inspection in one or two days vice the total scheduled duration which could be up to 14 days, and the ability to return as soon as possible incentivizes FAIs to grade their FA fairly knowing that any findings will not require them to remain away from their duty station/residence for long periods of time to attend the out-brief.

Chapter 5

Responsibilities

1. Command Inspector General

- a. Plan and execute a short-notice, biennial inspection of the CoRE FAs of all commands that fall under the command and control of the Commanding General of MCIPAC-MCBB. All scheduled CGIP inspections should, if possible, be completed by August 30 each FY.
- b. Serve as the principal advisor to the Commanding General on all CGIP inspections.
- c. Make appropriate reports, assessments, and recommendations to the Commanding General and Commanders regarding CGIP inspections. Ensure all FIRs are submitted to the Commanding General and Commanders within 30 days of the completion of the CGIP. Enclose a Commander's After Action Survey of the CGIP with the FIR. This will allow Commanders an opportunity to give feedback on the conduct of the CGIP and make recommendations and suggestion on how to improve the CGIP. A template for the survey is appended as Appendix D.
- d. Maintain oversight and a follow-up process to ensure all required corrective actions are completed for discrepancies and findings reported during CGIP inspections.
- e. Ensure that follow-up inspections are performed on any FA graded ineffective, or those with findings, during a CGIP inspection or any FA not inspected during the initial inspection (e.g., inspected at a later date due to non-availability of FAI personnel).
- f. Maintain an inspections training program to aid assigned FAIs in conducting efficient inspections and ensure all FAIs are appointed in writing.
- g. No later than September of each year, submit a FY inspection schedule to the IGMC, and notify the IGMC of any inspection schedule deviations throughout the year.
- h. As the Request Mast Reviewing Authority for the Commanding General, maintain staff coordination and cognizance over pertinent orders and the Request Mast Process within MCIPAC-MCBB, to include criteria and record keeping.

2. Functional Area Inspectors

- a. FAIs will familiarize themselves with the contents of this Order and all references and directives pertaining to the CGIP.
- b. Prior to conducting an inspection, all FAIs shall review the results of previous CGIP inspections of their respective FAs for situational awareness and to focus attention on known problem areas. Copies of these documents are available through the CIG Inspections Chief.
- c. FAIs are to present a copy of their FAI Appointment Letter to the inspectee command's FAM at the outset of any CGIP inspection.

d. Upon completion of the inspection (same day), the FAI will debrief the FAM and provide them a copy of their completed FAC that they used to conduct the inspection. A copy of the FAC may be a hand filled document or computer generated.

e. FAIs shall identify all findings and discrepancies that are uncovered during their inspection. Where findings are noted during the inspection, FAIs will inform the FAM and the department/section head and inform the CIG immediately following the inspection of the FA.

f. If a FA is assessed findings, the respective FAI shall debrief the Commander at the CGIP out-brief to identify all findings uncovered during the inspection and make recommendations for corrective action.

g. FAIs shall submit a finalized and completed FAC to document all discrepancies and/or findings to the CIG within five (5) working days of the conclusion of their inspection.

h. FAIs shall maintain the highest standards of conduct and personal appearance. They shall be courteous and approachable while adhering to this Order.

3. Commanders, Assistant Chiefs of Staff, and Staff Directorates

a. Establish a continuous, self-inspection process of all FAs and ensure compliance with higher headquarters' policies and directives. This process will ensure self-perpetuating and stable programs which affect positive turnover of key personnel, enhance command readiness, and prepare for future CGIP and IGMC inspections.

b. Promptly provide primary and alternate SMEs upon request from the CIG to serve as FAIs to assist the CIG with conducting CGIP inspections; and promptly designate SMEs to serve as SAPI FAIs once a SAPI is directed. It is highly recommended that FAIs serve as FAIs for the remainder of their tour at MCIPAC-MCBB when mission dictates. This should be a collateral duty for which the FAIs must attend required annual training provided by the CIG.

c. Support all efforts of the CIG, and designated representatives, in executing all aspects of the CGIP as outlined in this guide.

d. Implement and settle all corrective actions for any discrepancies and findings identified in your area of responsibility during CGIP inspections, to include IGMC, SAPI, and CGSI inspections.

e. Submit reports as required herein, and retain all inspection records in accordance with bucket list 5000-69. Such records should include all FIRs, CARs, and all supplemental reports to include any enclosures or attachments to such reports.

Appendix A

Inspectors General Checklist (Sample)

DEFENSE TRAVEL SYSTEM (DTS) (4650.39)

This checklist applies to all levels and types of commands.

Functional Area Sponsor: RFF
Subject Matter Expert: Mr. Dave Bye
(DSN) 378-9812 (COML) 703-432-9812
Revised: 7 September 2021

Name of Command
Date
Inspector
Final Assessment
Discrepancies: Findings:

Overall Comments: *Place Here*

Subsection 1 – COMMAND LEAD DEFENSE TRAVEL ADMINISTRATOR (LDTA)

0101 Are all Lead Defense Travel Administrators (LDTA), Organizational Defense Travel Administrators (ODTA), Finance Defense Travel Administrators (FDTA), Authorizing Officials (AO), Non-DTS Entry Agents (NDEA), Self-Authorizing Officials (SAO), Routing Officials (RO), Review Officials (RO for Post Payment Review), and Debt Management Monitors (DMM) appointed in writing via a current DD Form 577? Note: Copies of DD Form 577 must be provided to the Inspector. Reference: MCO 4650.39A, pg 5, par 4b(6)(b)

Result *Comments*

0102 Are permissions granted only to individuals who have been appointed via DD Form 577? Are those permission levels consistent with duties outlined on the DD Form 577? Note: Copies of the DD Form 577 must be provided to the Inspector. Reference: MCO 4650.39A, encl 1, chap 2, par 2.

Result *Comments*

0103 Is the LDTA utilizing the Complete Traveler Information List to ensure permission levels are consistent as authorized in the DD Form 577 appointment? Note: The LDTA must demonstrate how the list is reconciled, how often they do this, provide copies of the report, and indicate actions taken to resolve discrepancies. Reference: MCO 4650.39A, encl 1, chap 6, par 2



Appendix B

Corrective Action Report (Template)



UNITED STATES MARINE CORPS
COMMAND
ADDRESS
HEADER

5041
CO
DD Mmm YY

From: Commanding Officer, **Command Title**
To: Commanding General, Marine Corps Installations Pacific-MCB Camp Butler
Via: Command Inspector General, Marine Corps Installations Pacific-MCB Camp Butler
Subj: CORRECTIVE ACTION REPORT - COMMANDING GENERAL'S INSPECTION
OF **COMMAND TITLE** - FISCAL YEAR **YYYY**
Ref: (a) MCIPAC-MCBBO 5041.1D
(b) Final Inspection Report, CIG MCIPAC-MCBB, dtd **DD Mmm YY**
Encl: (1) Detailed Corrective Action Report
(2) CGIP Survey Questionnaire

- 1. Enclosures (1) and (2) are submitted in accordance with the references. This report details corrective action(s) taken, or planned, to rectify deficiencies identified in reference (b).
- 2. The point of contact for this report is **Rank/Mr./Mrs. Fname Lname** who can be reached by telephone at DSN **315-XXX-XXXX** or e-mail at **fname.lname@usmc.mil**.

Wet or Digital Signature
X. X. LNAME

Digital signatures shall be made using PKI certificates showing a time and date marking

TEMPLATE

DETAILED CORRECTIVE ACTION REPORT
COMMAND NAME - FY-XX

-INEFFECTIVE FUNCTIONAL AREAS-

FA # = FA TITLE

Assessment: INEFFECTIVE

**Inspector: Rank/Mr./Mrs. Fname Lname (DSN: 315-XXX-XXXX, E-mail:
fname.lname@usmc.mil)**

Inspectee: Rank/Mr./Mrs. Fname Lname

1. **FA CHECKLIST QUESTION #:** List the respective question in its entirety from checklist.

FINDING 1 (OR) DISCREPANCY 1: List the Findings or Discrepancy.

RECOMMENDATION: List the inspector's recommendations to correct the Finding Discrepancy.

REFERENCE: List the respective reference in its entirety from checklist

ACTION TAKEN: Detail what actions the command will take, or has taken, to correct the Finding or Discrepancy.

Projected Completion Date: Completed DD Month YYYY or- Anticipated Completion NLT DD Month YYYY

-EFFECTIVE FUNCTIONAL AREAS WITH FINDINGS AND/OR DISCREPANCIES-

FA # = FA TITLE

**Assessment: EFFECTIVE WITH DISCREPANCIES or- EFFECTIVE WITH
FINDINGS**

**Inspector: Rank/Mr./Mrs. Fname Lname (DSN: 315-XXX-XXXX, E-mail:
fname.lname@usmc.mil)**

Inspectee: Rank/Mr./Mrs. Fname Lname

1. **FA CHECKLIST QUESTION #:** List the respective question in its entirety from checklist.

FINDING 1 (OR) DISCREPANCY 1: List the Findings or Discrepancy.

RECOMMENDATION: List the inspector's recommendations to correct the Finding Discrepancy.

REFERENCE: List the respective reference in its entirety from checklist

TEMPLATE

DETAILED CORRECTIVE ACTION REPORT – (CONTINUED)
COMMAND NAME - FY-XX

ACTION TAKEN: Detail what actions the command will take, or has taken, to correct the Finding or Discrepancy.

Projected Completion Date: Completed DD Month YYYY or- Anticipated Completion NLT DD Month YYYY

2. **FA CHECKLIST QUESTION #:** List the respective question in its entirety from checklist.

FINDING 1 (OR) DISCREPANCY 1: List the Findings or Discrepancy.

RECOMMENDATION: List the inspector's recommendations to correct the Finding Discrepancy.

REFERENCE: List the respective reference in its entirety from checklist

ACTION TAKEN: Detail what actions the command will take, or has taken, to correct the Finding or Discrepancy.

Projected Completion Date: Completed DD Month YYYY or- Anticipated Completion NLT DD Month YYYY

TEMPLATE

Appendix C



Corrective Action Report Sample

UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION IWAKUNI JAPAN
PSC 561 BOX 1861
FPO AP 96310-0019

5041
CO
07 May 21

From: Commanding Officer, Marine Corps Air Station Iwakuni
To: Commanding General, Marine Corps Installations Pacific-MCB Camp Butler
Via: Command Inspector General, Marine Corps Installations Pacific-MCB Camp Butler
Subj: CORRECTIVE ACTION REPORT - COMMANDING GENERAL'S INSPECTION
OF MARINE CORPS AIR STATION IWAKUNI - FISCAL YEAR 2020
Ref: (a) MCIPAC-MCBBO 5041.1D
(b) Final Inspection Report, CIG MCIPAC-MCBB, dtd 09 Apr 21
Encl: (1) Detailed Corrective Action Report
(2) CGIP Survey Questionnaire

1. Enclosures (1) and (2) are submitted in accordance with the references. This report details corrective action(s) taken, or planned, to rectify deficiencies identified in reference (b).

2. The point of contact for this report is LtCol Wilbur "Bull" Meechum, Executive Officer, who can be reached by telephone at DSN 315-645-0331 or e-mail at wilbur.meechum@usmc.mil.

GLENN.JOHN.HERS
CHEL.JR1122334455
J. H. GLENN JR.

Digitally signed by
GLENN.JOHN.HERSCHEL.1122334455
Date: 2021.05.07 11:25:01 +09'00'

C-1



//CONTROLLED UNCLASSIFIED INFORMATION//

Enclosure (1)

**DETAILED CORRECTIVE ACTION REPORT
MCAS IWAKUNI - FY-20**

-INEFFECTIVE FUNCTIONAL AREAS-

1700.31 = TRANSITION READINESS PROGRAM

Assessment: INEFFECTIVE

Inspector: Mrs. Mia Mejia (DSN: 315-645-3151, mia.mejia@okinawa.usmc-mccs.org)

Inspectee: MSgt James Baker

1. **0104:** Does the CO ensure that all Active Duty and Reserve Component Marines complete mandatory TRS Workshops and Tracks, beginning 24 months from retirement, or 18 months from separation, demobilization, or deactivation, but no later than 6 months prior to separation, retirement, demobilization, or deactivation?

FINDING 1: Reviewed the Command's eForms on file. For service members who have separated within the last 12 months, 20 of 28 service members completed TRS within the 180 days (71%). For service members still on the Alpha Roster and within 180 days of EAS, 7 of 11 (64%) completed TRS. Four are pending reenlistment and did not attend TRS.

RECOMMENDATION: Leadership needs to provide their Marines with the opportunity to receive an initial counseling NLT 12 months and attend TRS NLT 180 days from their EAS/Retirement. Once TRS is completed, TRS will be valid for 24 months.

REFERENCE: MCO 1700.31 par 3b (5)(b); MARADMIN 632/19 par 7

ACTION TAKEN: The Executive Officer has established a tracking spreadsheet/database to ensure that all Marines receive an initial counseling (NLT 12 months) and attend TRS (NLT 180 days) from their EAS/Retirement. The Unit Transition Coordinator will maintain the tracking spreadsheet/database to coordinate all counseling and TRS attendance.

Projected Completion Date: Completed 15 April 2021.

-EFFECTIVE FUNCTIONAL AREAS WITH FINDINGS AND/OR DISCREPANCIES-

3302 = ANTITERRORISM

Assessment: EFFECTIVE WITH DISCREPANCIES

Inspector: Mr. Joseph Cooper (DSN: 315-645-2335, joseph.wesley@usmc.mil)

Inspectee: SSgt Joseph Rogan

1. **0102:** Has the unit ATO provided, or verified, that their commander received AT LV III training and certification? Has the training completion code been entered into MCTIMS?

DISCREPANCY 1: The Installation Commander has completed the Commanders Course; however, the Commanders Course does not meet the AT LV III requirement as AT LV III.



DETAILED CORRECTIVE ACTION REPORT – (CONTINUED)
MCAS IWAKUNI – FY-20

RECOMMENDATION: Ensure that the Installation Commander has completed the AT LV III training and document the training in their MCTIMS via the ATO and station S-3.

REFERENCE: DoDI 2000.16-V1, Standard 27, 3.29 (a); MCO 3302.1F, Ch 4, par 1d

ACTION TAKEN: The ATO conducted an AT LVL III course for the commander and all staff officers that do or could fill the position as acting CO. All training was properly documented in the Marines' MCTIMS profile.

Projected Completion Date: Completed 13 April 2021.

2. 0104: Has the command review of the unit AT plan been conducted within one year after the principal officer has assumed command? Has the plan been signed?

DISCREPANCY 1: The unit AT plan has not been reviewed since the principal officer assumed command over one year ago; therefore, the plan has not been signed accordingly.

RECOMMENDATION: Ensure the AT plan is reviewed immediately after which the principal officer shall sign the AT plan.

REFERENCE: MCO 5215.1K, Ch 1, par 13; MCO 3302.1F, Ch 2, par 2a(1)

ACTION TAKEN: The station commander reviewed and signed the AT plan.

Projected Completion Date: Completed 10 April 2021.

SAMPLE

Appendix D

Commander's After Action Survey

CGIP SURVEY

COMMAND: **Command Title**

Dates Inspected: **DD Month YYYY - DD Month YYYY**

1. Was the inspection thorough (e.g., were areas overlooked, do any inspection areas require increased emphasis, etc.)?

2. Was enough time allotted to the inspection and its various sub-elements (i.e., in-brief, Functional Area Inspections, out-brief, etc.)?

3. Were the instructions and recommendations that the inspectors provided to your Marines beneficial?

4. Was the demeanor and conduct of the inspection team professional?

5. Was the debrief informative and complete or did questions remain unanswered?

6. Are there any issues facing your command that require assistance from higher headquarters that were not raised during the inspection (If so, please describe in problem/discussion/recommendation format)?

7. Please provide any other feedback that you feel may be pertinent to the inspection that was conducted of your command or to the CGIP as a whole.

SAMPLE

Appendix E

FAI Guidelines for CGIP Inspections and Reporting

INSPECTION GUIDELINES

1. Functional Area Inspectors (FAI) will review the **mission statement** of the functional area (FA) prior to the evaluation.
2. FAIs will conduct an in/out call with the FA Manager to be inspected.
3. Provide the FA Manager an opportunity to evaluate the results of the inspection.
4. When inspecting, maintain a proper sense of perspective. Each FA evaluated should be viewed in its relationship to the overall readiness of the Base/Station and its ability to perform its mission.
5. Use the functional area checklists (FAC) maintained by the Inspector General of the Marine Corps (IGMC) and inspect to the standards set by the IGMC; do not invent standards.
6. Maintain a friendly, helpful attitude throughout the inspection and pay attention to what people have to say. Teach and train as you review.
7. Acknowledge excellence and identify personnel who have made significant contributions to the readiness of the inspected FA.
8. Report any significant findings and attempt to identify the root cause. Maintain adequate working papers and documentation to support checklist results.
9. Do not argue with command personnel. If there is a disagreement over procedures or inspection results, move on to the next item and settle the disagreement later. Confer with the CIG or the SME at the IGMC if the disagreement persists.
10. Identify discrepancies and findings which are beyond the command's ability to resolve and which require higher headquarters corrective action.
11. Do not discuss inspection results outside the Inspection Team.

REPORT WRITING GUIDELINES

1. Write legibly on your FAC as you will provide a copy of the FAC, containing all annotations, to the FA Manager and the Command Inspector General as part of your official documentation of the inspection.
2. Have another Inspector, who is NOT within your occupation, proof read your FAC.
3. The FAC will NOT contain one-word comments; all comments require explanation. This ensures the area was inspected thoroughly.
4. If anything does not apply to the questions on the FAC, respond with "N/A" with a reason.