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MARINE CORPS ORDER 5040.6J

From: Commandant of the Marine Corps
To: Distribution List

Subj: INSPECTOR GENERAL OF THE MARINE CORPS INSPECTIONS PROGRAM

Ref: (a) 5 USC § 552, "Public Information; Agency Rules, Opinions, Orders, Records, and Proceedings," January 15, 2013
(b) 5 USC § 552a, "Records Maintained on Individuals," June 2, 2019
(c) 10 USC § 8014, "Office of the Secretary of the Navy," July 2, 2019
(d) 10 USC § 5020, "Naval Inspector General: detail; duties," July 2, 2019
(e) 10 USC § 8042(b)(2), "Headquarters Marine Corps: general duties," July 2, 2019
(f) DoD Directive 5500.7, "Standards of Conduct," November 29, 2007
(g) DoD Instruction 5106.04, "Defense Inspectors General," May 22, 2014
(h) SECNAV M-5210.1, CH 1
(i) SECNAVINST 5040.3A
(j) MCO 5800.16A w/ Vol 1-15
(k) MCO 5430.1A w/Admin Ch
(l) MCO 1700.23G
(m) SECNAV Notice 5210
(n) MCO 5210.11F
(o) SECNAVINST 5211.5F
(p) Marine Corps Manual W/CH 1-3

Encl: (1) IGMC Inspections Program

1. Situation. This Order updates and revises policy, and assigns responsibilities that govern the Inspector General of the Marine Corps Inspections Program (IGMCIP) in accordance with references (a) through (o). This Order and reference (k) take

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precedence over any Commanding General's Inspection Program (CGIP) Directive in cases of conflicting guidance.

2. Cancellation. MCO 5040.6H and NAVMC DIR 5040.6H.

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

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The Inspector General of the Marine Corps (IGMC) is the principal advisor on inspection matters and is the eyes and ears of the Commandant of the Marine Corps (CMC), per reference (p). The IGMC has a unique leadership role as an independent voice for the CMC and his commanders, as prescribed in reference (k), to promote those values that are, and will continue to be, the hallmark of our Corps. Through the IGMCIIP, the IGMC will evaluate the thoroughness and efficacy of all commands with and without a CGIP in the Marine Corps. The IGMC will ascertain current command conditions, assess policy compliance, and recommend corrective actions, thereby promoting Marine Corps institutional discipline and foundational readiness.

(b) The IGMCIIP shall demand and enforce the highest ethical standards from its inspection team. The inspection team will provide candid and unbiased analysis of the management, operation, and administration of Marine Corps commands. All inspections shall be conducted in an independent and professional manner, without command influence, pressure, or fear of reprisal from any level within the Marine Corps.

(2) Concept of Operations

(a) The IGMC shall plan and execute an inspections program to inspect Regional Installations Commands, Marine Expeditionary Forces, Divisions, Wings, Logistic Groups, Marine Corps Forces commands, high visibility commands, and board-slotted/command-screened Commanding Officers, Commanding Generals, and General Officer commands that do not fall under a CGIP. A complete list of IGMC inspected units can be found on the IGMC website, <https://www.hqmc.marines.mil/igmc>.

(b) Commanding Generals of Marine Expeditionary Forces, Divisions, Wings, Logistics Groups, and Regional Installation Commanders shall have a Command Inspector General (CIG) who executes his/her respective CGIP that conforms to this Order. A CGIP must extend to all commands for which the Commanding General or Commander has subordinate commands and serves as the General Court-Martial Convening Authority (GCMCA). Marine Expeditionary Brigades (MEBs), the forming of other Marine Air Ground Task Forces (MAGTFs), and other exceptions as required will be addressed on a case by case basis.

(c) Marine Corps Forces commands with more than one subordinate unit that are not covered by another CGIP shall implement a CGIP.

(d) Requests for waivers to policies outlined in this Order must be submitted in writing to the IGMC.

(e) Inspection Methodology. Inspections shall be performed in accordance with the enclosure. Inspectors shall use Functional Area Checklists (FACs) to assess the thoroughness and effectiveness of a functional area (FA). FACs are written by subject matter experts (SMEs) on behalf of their Headquarters Marine Corps (HQMC) FA sponsors (FAS). Each checklist question will reference a congressional mandate, Department of Defense (DoD) directive or instruction, Secretary of the Navy (SECNAV) instruction, Marine Corps Order (MCO), or Marine Corps Bulletin (MCBul). Exceptions are approved by the IGMC and shall only occur when an immediate effect is necessary and desired. While compliance to all policies is required, the IGMC publishes a list of FAs that are Critical or Required Evaluation (CoRE) to prioritize efforts. The CoRE list, which includes the CMC's "Top Priority" FAs, serves as the focus of inspections and has the highest priority for support. At a minimum, the CoRE list is inspected within all commands with board selected commanders regardless of unit size, mission, or location. This list may change annually and is published on the IGMC website. Programs will be graded as "Effective" or "Ineffective." Commands will be assessed as "Mission Capable" or "Non-Mission Capable." Inspection teams will train and assist functional area managers as needed and as time permits during inspections. After receiving an inspections report, Commanders shall write a corrective action report (CAR) that details a plan and timeline to remediate ineffective functional areas and effective functional areas with findings. A command found Non-Mission Capable shall be re-inspected, typically three to six months after the original inspection.

b. Subordinate Element Missions

(1) General

(a) All Inspectors General (IG) personnel and Temporary Assistant Inspectors General (TAIG) are responsible for compliance with this Order, IGMC policy documents, IGMC training materials, and other implementing instructions that support the IGMCIP.

(b) In accordance with reference (g), IG personnel and TAIGs shall refrain from participating in duties that shall interfere or conflict with their ability to provide unbiased inspections.

(c) CIGs shall also promulgate local implementing instructions, as necessary, to effectively support their inspections programs.

(2) IGMC

(a) Serve as the principal advisor to the SECNAV and CMC on all inspection matters.

(b) Provide unity of effort and command for all IGMC inspections that include TAIGs from Directorates and Deputy Commandants.

(c) Conduct command inspections, functional area assessments, and make appropriate evaluations, reports, and recommendations typically every third or fourth fiscal year of units and commands that fall under a recognized CGIP as outlined on the IGMC website.

(d) Conduct command inspections, functional area assessments, and make appropriate evaluations, reports, and recommendations typically every other fiscal year of units and commands that do not fall under a recognized CGIP as outlined on the IGMC website.

(e) Apply the principles and guidelines listed in the enclosure when conducting inspections.

(f) Maintain an oversight and follow-up program to monitor and correct findings identified in inspection reports as

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well as issues raised directly by commanders during an inspection.

(g) Provide the CMC with a quarterly brief on inspection results, trends, and observations.

(h) Develop an inspections program training regime and provide Marine Corps IGs and TAIGs specific inspections training.

(i) Conduct Requests Mast on behalf of the CMC, as needed, during inspections in accordance with the enclosure and reference (1).

(j) Develop and promulgate other implementing orders, instructions, and policy documents required to support the overall effective management and oversight of the IGMCIIP.

(3) Commanding Generals, Marine Corps Forces Commanders, and Regional Installation Commanders

(a) Commanding Generals, Marine Corps Forces Command (MARFORCOM), Marine Corps Forces Reserve (MARFORRES), and Regional Installation Commanders shall establish a CGIP that inspects all subordinate commands for which they have GCMCA every other fiscal year, in accordance with the enclosure. Exceptions to this policy must be submitted in writing to the IGMC for approval.

(b) Due to geographical constraints which preclude meeting a biennial schedule, the inspections cycle for 4th Marine Division (MarDiv), 4th Marine Aircraft Wing (MAW), 4th Marine Logistics Group (MLG), and Force Headquarters Group (FHG) is triennial.

(c) Conduct short-notice inspections in accordance with the enclosure.

(d) No later than September, annually, submit fiscal year inspection schedules to the IGMC. Notify the IGMC of inspection schedule deviations.

(4) Commanding General, Training and Education Command, HQMC Deputy Commandants, and CMC Staff Agencies

(a) Support the IGMC Inspections Division mission and provide TAIGs, as required, that are qualified SMEs to

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inspect, train and assist, and gain compliance and foundational readiness in your functional area programs.

(b) Provide FASs and/or TAIGs for training every fiscal year to receive guidance on writing and submitting FACs and reports.

(c) Annually, review all findings in your functional area programs and make necessary changes to FACs and train and assist efforts to include providing best practices to the IGMC to post on the IGMC website.

(d) Update and submit FACs to the IGMC organizational mailbox, ORGMB_IGMC_ADMIN@USMC.MIL, as required, or at a minimum, by 1 June annually.

(e) Coordinate and synchronize inspections requirements with the IGMC to include inspections independent of, or concurrent with, an IGMC inspection in order to minimize duplication and reduce the number of inspections imposed on any command or activity. Coordination efforts are explained in the enclosure.

c. Coordinating Instructions

(1) The IGMC is authorized to task any organization within the Marine Corps to provide SMEs to assist the IGMC Inspections Division in the performance of its mission and functions. Costs associated with such support, with the exception of travel time compensation, shall be provided by the IGMC. Funding requirements for TAIGs under this paragraph shall be estimated and requested from the Deputy Commandant for Programs and Resources (DC P&R) through the annual Program Objective Memorandum (POM) process by the IGMC.

(2) Individual commands are encouraged to publish a unit level inspections directive. However, in the event of conflict, this Order shall take precedence.

(3) Regarding reserve commands, due to the collocation of the MARFORRES General Staff, 4th MarDiv Staff, 4th MAW Staff, 4th MLG Staff, and FHG, and shared services agreements, the IGMC Inspections Division will inspect MARFORRES and MARFORRES Headquarters Battalion every two years, and inspect their subordinate commands' CGIPs every three years.

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5. Administration and Logistics. Recommendations concerning the contents of this Order may be forwarded to the CMC via the chain of command.

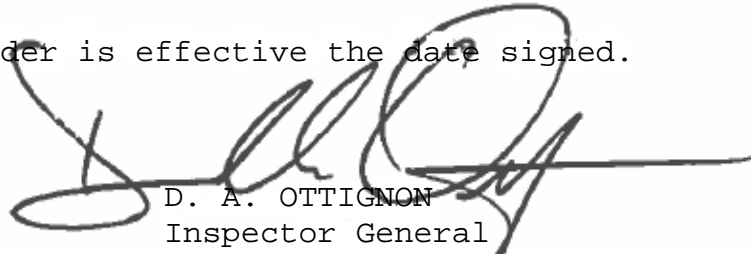
a. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per reference (m) and (h) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Refer to reference (n) for Marine Corps records management policy and procedures.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (b)) and implemented per reference (o).

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

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



D. A. OTTIGNON
Inspector General
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Chapter 1

Inspections Overview

1. Background and Roles

a. Inspections shall be conducted in accordance with this enclosure and appendices. The policies and procedures outlined herein are designed to increase mission effectiveness and readiness throughout the Marine Corps.

b. The Inspector General of the Marine Corps (IGMC) website, <https://www.hgmc.marines.mil/igmc>, is the primary means to promulgate inspections information to commands across the Marine Corps. It is designed to be a relevant and current source for inspection checklists, trends, training, references, and named commands included in different inspection programs.

c. The IGMC Inspections Program (IGMCIP), which includes inspections conducted by the IGMC and the Commanding General Inspection Programs (CGIPs), supports institutional and foundational readiness. This facilitates training for Mission Essential Tasks (METs) and overall mission readiness. The IGMC Inspections Division plans, coordinates, and leads inspections to assess command conditions, compliance of select orders and programs, and promulgates special interest topics on behalf of the Commandant of the Marine Corps (CMC) and the Secretary of the Navy (SECNAV). The Inspections Division provides unity of effort, consistency, and addresses the concerns of the inspected command during inspections. The IGMC Director of Inspections, typically a Marine Corps Colonel, serves as the principal advisor on all IGMCIP matters. The IGMC Lead Inspector, typically a Marine Corps Chief Warrant Officer-5, leads IGMC inspection teams throughout the Marine Corps.

d. The IGMC inspection team consists of IGMC personnel as Assistant Inspectors General (AIGs), Functional Area Sponsors (FASs) responsible for the advocacy of a functional area (FA) and respective policy, and Temporary Assistant Inspectors General (TAIGs). TAIGs are members of the armed services or Department of Defense (DoD) civilians that are detailed in writing, authorized to act as a temporary assistant IG, and have clearance eligibility necessary for access to classified and/or sensitive information commensurate with their normally assigned duties. The TAIG is limited in scope to the specifics of the authorization detailing them as an IG. TAIGs are not permanently assigned to the IGMC office and temporarily serve as

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subject-matter experts (SMEs) or augments for a limited period or for a specified purpose, typically as inspectors. They may be used to assist, not lead, in the execution of all IG functions except for the Assistance function. FASSs and TAIGs are endorsed and provided by the Directorates and Deputy Commandants responsible to the CMC for those functional areas. TAIGs are SMEs, provided and approved by the FASSs, to inspect and complete Functional Area Checklists (FACs) assessments on behalf of the FASSs, Directorates, and Deputy Commandants, that serve as inspection augments from across Headquarters Marine Corps (HQMC). Marines in commands appointed to administer functional areas are considered to be "functional area managers."

e. While the IGMC Inspections Division consolidates FA final inspection reports, reviews corrective action reports (CARs), and evaluates and briefs the inspected command, the quality of inspections largely depends on HQMC Directorates as FASSs. The directorates publish policy in the form of Marine Corps Orders (MCOs) or Marine Corps Bulletins (MCBuls), provide qualified and trained TAIGs/SMEs, and maintain accurate and current FACs for the enterprise. The support of the Office of the Commandant of the Marine Corps, Directorates, and Deputy Commandants is critical to the success of the IGMCIIP.

f. Continuous coordination between IGMC personnel, Command Inspectors General (CIGs), and directorates as FASSs enhances the quality and credibility of IGMC inspections. A collaborative and synergistic effort is required to promote institutional effectiveness, efficiency, discipline, morale, economy, ethics integrity, and combat readiness while detecting fraud, waste, abuse, mismanagement, noncompliance of regulations, and related improprieties.

2. Purpose of the IGMC Inspections Program (IGMCIP)

a. The purpose of the IGMCIIP is to provide commanders a compliance assessment in FAs deemed a priority by the CMC, Deputy Commandants, Directorates, and the IGMC. This assessment will assist commanders in improving compliance in those FAs. For Commanding Generals and Commanders with a CGIP, the IGMCIIP assesses both compliance and the efficacy of the CGIP. The term CGIP is inclusive of all commanders required to have an inspections program identified in the base order.

b. The IGMCIIP is the CMC's mechanism to ensure Marines across the force are supervised and cared for in a manner

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consistent with Marine Corps values. As an extension of the eyes, ears, voice, and conscience of the CMC, the IGMC inspection team also gauges the command conditions and fitness of inspected commands.

c. The IGMCIIP promotes foundational readiness that contributes to mission success by inspecting and training to compliance. The three primary objectives of the IGMCIIP are to reinforce Marine Corps standards in order to reveal current command conditions, teach and train, and recommend corrective actions.

3. IGMCIP Inspections Principles. The principles found below are time tested, flexible enough to apply to all levels of inspections, and fair to both the inspected command and those conducting the inspections. Commanding Generals and Commanders shall ensure these principles are used in the design, development, and implementation of their inspection programs. The hallmarks of inspections are impartiality, credibility, independence, objectivity, and professionalism. Consistent and standards based inspections provide the greatest opportunity to administer a successful inspection while giving commands the opportunity to succeed.

a. Short Notice Inspections. When possible, all inspections should be conducted with short notice (typically notification occurs four calendar days before arrival to include weekends) in order to minimize restrictions on liberty and unproductive preparation time, to provide an accurate assessment of day-to-day operations, and to assess the status-quo climate and implementation of functional areas. By exception, this may be extended when either the unit's operational tempo or geographical location makes earlier IG contact necessary. Inspection schedules should be safeguarded, restricted, and unpublished. To the maximum degree possible, an inspection should not unnecessarily affect the inspected command's operations. The IGMC and CIGs, with the approval of their Commanding General, may reserve the right to conduct short notice inspections at any time to accurately assess commands.

b. Maximize the Commander's Training Time. The timing of an inspection shall not impact the operations of the inspected command. A command's operational schedule should be honored when scheduling a short-notice inspection. Inspection agencies shall research unit Training and Exercise Employment Plans (TEEPs) as well as recent inspection history as to not overburden the command with inspections or adversely affect

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training. 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 for the Marines, Sailors, and civilians. Inspection agencies shall teach and train underdeveloped FA managers in commands and assist in the continued progression of the FA and command. Opportunities always exist to expose FA managers to updated policies, shared lessons learned, and best practices. Each command inspected should be more effective after the inspection than they were before it. Making clear and useful annotations to each question on the checklist and adding best practices in recommendations provide for a quality inspection that incorporates training.

d. Assess Against Well-Established Standards. Inspectors shall inspect consistently, candidly, and accurately to enforceable standards derived from policy, (i.e., statute, DoD Instructions/Directives, SECNAV Instructions, Marine Corps Bulletins (MCBuls), and MCOs). MARADMINs are not considered policy and should only be sparingly and precisely used as a FAC reference. Training manuals, and technical publications are instructional or informative in nature; they are considered unestablished standards and therefore unenforceable. Exceptions are approved by the IGMC and shall only occur when an immediate effect is necessary and desired. Inspectors shall use FACs provided on the IGMC website which are open-source and available to all commands. CIGs shall not alter or remove IGMC content, but may add to FACs at the direction of their Commanding General to accommodate areas of concern or emphasis of the Commander. The FACs are a collection of questions derived from policy and each FAC question is tied to a reference. Having FACs tied to references promulgated by HQMC Directorates on behalf of the CMC and limiting assessments to FAC questions provides consistency in inspections across the Marine Corps. While inspectors are TAIGs/SMEs and may have a great deal of experience in a program, their assessment of discrepancies and findings is limited to standards-based questions on the FAC. This should not dissuade or preclude the inspector from offering opinions or suggestions on procedures and providing best practices.

e. Respect the Authority and Responsibilities of Command. Inspections will foster a climate of trust and confidence and inspectors shall respect, uphold, and never usurp a commander's authority. Inspectors may find discrepancies and/or findings and provide recommendations, whereas commanders are responsible

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for balancing risk and developing courses of action to achieve compliance with policy. During inspections, commanders also have an opportunity to express concerns on issues that affect their command and cannot be resolved at their level. The inspectors can then recommunicate these issues to higher agencies for resolution and determine if these issues are systemic and warrant refinements to the FA or policy. Additionally, inspectors shall find a balance between conducting the inspection and not being so intrusive as to prevent the staff from supporting their command's mission during the inspection.

f. Conduct Root Cause Analysis. Ensuring compliance to MCOs, MCBuls, and other policies is a critical and necessary part of the IGMCIIP. Compliance ensures Marines not only receive benefits but also adhere to established standards set forth by Marine Corps policies. Deviating from policy can hinder and degrade combat readiness. Inspections should determine why a resource, policy, or standard is not applied by a command for the benefit of the individual Marine and institution. Root cause analysis enables inspection teams and commanders to determine and understand the actual causes of non-compliance and how to resolve them. Pursuing root causes such as a lack of resources, poor staff management, lack of awareness to policy changes, poor turnover procedures, and/or lack of command emphasis allows a commander to develop corrective actions.

g. Identification of Trends. Inspection teams should capture trends through a root cause analysis to help rectify unit and Marine Corps-wide deficiencies. Identifying trends to the IGMCIIP during inspections provides necessary input to recommend changes to Marine Corps policy, training, and procedures as necessary. Each CIG should maintain a manageable form of trend tracking based upon inspection results.

h. Assess the Survivability and Compliance of FAs. Ideally, commands should improve their knowledge of FA procedures, FA management, and compliance with each successive inspection. The time and expense invested in inspections should yield a gradual increase in compliance over time. Inspected commands should examine previous CARs to determine if they adequately completed previously submitted corrective actions. The inspection team should identify to the Commander instances wherein corrective actions were not adequately addressed. Obstacles to a positive trajectory are usually operational tempo, high and/or poor turnover in FA managers, resource shortfalls, and a lack of staffing. Sound desktop and turnover

procedures can alleviate a majority of these obstacles. Inspection teams should assist commands in assessing the resiliency of FA management and provide recommendations to increase survivability.

i. Recognize Commendatory Marines, Sailors, and Civilians. Inspections shall recognize excellent performance during inspections. FA managers are usually appointed to FAs as collateral duties and invest a significant amount of their time in such duties. Excellent performance shall be recognized by the command, Commanding General, or IGMC, as appropriate.

4. IGMC Inspections Program Functional Areas

a. Critical or Required Evaluation (CoRE) Functional Areas

(1) While all policies require compliance, the CoRE FAs provide a priority of effort for commanders. The IGMC inspection team and all CGIP inspection teams shall inspect all CoRE FAs when feasible and applicable. However, CGIP inspection teams may, at the direction of their Commanding General or Commander, inspect additional functional areas deemed important to the Commanding General or Commander. CGIP inspection teams should take into consideration the amount of FAs that may be sufficiently and accurately inspected by their TAIGs/SMEs before including non-CoRE FAs in addition to the CoRE list.

(2) The CMC has identified priority FAs within the CoRE list that are the highest priority. The CMC "Top Priority" FAs demand special attention and consideration by a commander, therefore FA managers should be recognized as very capable Marines. Commands receiving a grade of ineffective in a majority of the CMC's "Top Priority" will be individually briefed by the IGMC to the CMC during quarterly update briefs.

(3) Aviation units, installation commands, and commands with Inspectors General have additional FAs deemed CoRE by the CMC and IGMC.

(4) The CoRE list (to include aviation units, installation commands, and commands with Inspectors General) as well as the CMC "Top Priority" FAs are updated and published annually in January after annual FAS review during the IGMC Inspections Program Summit, or as required by the CMC. The CoRE list can be viewed on the IGMC website, at, <https://www.hqmc.marines.mil/igmc/Units/Inspections-Division/CORE-Functional-Areas/>.

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b. Special Assessment FAs. Under unique circumstances, the IGMC or CMC may deploy the IGMC inspection team, or parts thereof, to assess a command in a particular FA or targeted group of FAs. Commanding Generals may do the same with their CGIP inspection teams.

c. Commands That Do Not Possess All CoRE Functional Areas. Units in this category include Commanding Generals' staff, a Marine Forces command, and commands with shared services agreements. In the instances when a command is inspected and is responsible for having a functional area program, but the FA is not managed locally, commands shall have a memorandum of agreement or understanding detailing the responsible agency and its role in managing the FA.

d. All FACs can be viewed on the IGMC website, at, <https://www.hqmc.marines.mil/igmc/Resources/Functional-Area-Checklists/>.

5. IGMCIP Inspections Grading. Per reference (k), the IGMC and CIGs shall thoroughly examine and validate all assessments before providing a final assessment of the functional areas and ultimately the command. The Director of Inspections will consult the IGMC if a command is assessed as Non-Mission Capable. FAs are assessed at the time the inspector reviews the question on the FAC with the functional area manager. Opportunities to assist FA managers with corrective actions occur throughout the inspection during the deliberate teaching and training; however, these opportunities are diminished by reevaluating FAC questions throughout the inspection and delay the inspection process. The following grading system is used:

a. Grade Assigned by IGMC/CIG to the Command

(1) Mission Capable (MC). The command possesses and effectively manages the requisite skills, equipment, personnel, and knowledge to accomplish all assigned missions, tasks, and functions. This is not to be confused with an assessment of Mission Essential Tasks, but those tasks deemed important for foundational readiness by the CMC, IGMC, and Deputy Commandants.

(2) Non-Mission Capable (NMC). The command does not possess or does not effectively manage the requisite skills, equipment, personnel, and knowledge to accomplish all assigned missions, tasks, and functions. This is not to be confused with an assessment of Mission Essential Tasks, but those tasks deemed

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important for foundational readiness by the CMC, IGMC, and Deputy Commandants.

b. Grade Assigned to FAs

(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. Effective FAs may exist with a degree of findings and discrepancies.

(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. Grade Assigned to FAC Questions

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

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

(3) Finding. A significant problem, deviation, error, or failure to comply with appropriate and applicable policy directives and/or higher headquarters policies and procedures. Findings require involvement, guidance, corrective action, and follow-up from a commander, the commander's higher headquarters, or an external agency. Findings are often beyond the authority and purview of a FA manager 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.

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(b) Involve issues of health, safety, morale, or welfare of the command's Marines, Sailors, civilians, and families.

(c) Involve or can lead to fraud, waste, abuse of authority, or mismanagement.

Chapter 2

Inspections Programs

1. Inspector General of the Marine Corps Inspections

a. IGMC Inspection Team. The IGMC inspection team is led by the IGMC Director of Inspections and the Lead Inspector as AIGs. Only senior Marines (Staff Sergeant and above) and DoD civilians who are experts from their respective HQMC Directorates and Deputy Commandants augment the team as TAIGs. IGMC inspectors are senior SMEs prepared to assist, teach, train, and inspect to improve their FAs Marine Corps-wide on behalf of their Directorates or Deputy Commandants. IGMC inspectors seek to distribute best practices, discover root causes for ineffectiveness, develop mitigation strategies, and find policy gaps in their directorates. Their awareness results in timely policy and FAC refinements. Every year the inspection team receives refresher training, validates the CoRE FAs, and refines FACs for relevancy to maintain the credibility of the IGMC Inspections Program.

b. Comprehensive Command Inspection (CCI). Through the CCI, the IGMC Inspections Division inspects all major commands that are required to execute a CGIP for compliance with this Order, CoRE FAs, and "inspects the inspectors" to assess the overall thoroughness and effectiveness of the CGIP. A list of CCI commands is on the IGMC website, at, <https://www.hqmc.marines.mil/igmc/Units/Inspections-Division/>.

(1) CCIs of CGIPs are typically conducted every third or fourth fiscal year (36-48 months) by the IGMC inspection team. Commands that consistently perform well in CCIs and have demonstrated survivable programs will be considered less of a priority.

(2) Typically, the inspection will include the headquarters and up to two subordinate units chosen by the IGMC inspection team. All CoRE FAs that apply shall be inspected.

(3) The IGMC inspection team will re-inspect, at a minimum, one unit recently inspected (typically within the last six months) by the CGIP inspection team. The IGMC inspection team will compare the two results (IGMC inspection team and CGIP team) for accuracy and consistency with HQMC TAIGs/SMEs to assure independent and impartial oversight. Due consideration is given to differences between the IGMC and CCIP inspection

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team time frames with regard to any corrective actions, turnover, and functional area atrophy.

(4) The IGMC inspection team may also inspect one additional unit in the CGIP to test the overall efficacy and intent of the CGIP, as well as to avoid the same subordinate units being inspected by IGMC due to the cyclical nature of the inspections schedule.

(5) The IGMC will evaluate reports maintained by the command documenting past inspections conducted and corrective actions taken, CGIP inspector qualifications, adherence to the inspection order, and inspections schedules.

c. Independent Command Inspection (ICI). Through the ICI, the IGMC Inspections Division inspects independent commands to assess compliance of CoRE FAs. Independent commands are those not directly under the operational or administrative chain of command of a major subordinate command, are not inspected as part of any other CGIP, and the only oversight is provided by the IGMC. The IGMC Inspections Division shall coordinate and conduct inspections of independent commands typically every other fiscal year (24 months). Commands that consistently perform well in ICIs and have demonstrated survivable programs will be considered less of a priority. A list of ICI commands is on the IGMC website, at, <https://www.hqmc.marines.mil/igmc/Units/Inspections-Division/>.

d. Special Aspects of a CCI and ICI. During both inspections, the following shall take place:

(1) Assess the Compliance and Foundational Readiness of a Command. The IGMC shall inspect CoRE FAs and any FAs deemed necessary to ascertain the compliance and foundational readiness of a command.

(2) CMC Special Interest (SPIN) Brief. The IGMC inspection team shall take advantage of the opportunity to visit commands and provide specific messages of special interest to the CMC, Sergeant Major of the Marine Corps, and SECNAV. The SPIN brief consists of high visibility issues that the CMC would like to share with the Marine Corps. The topics, to include operational topics, are fluid and dependent on the CMC's priorities at the time of the brief.

(3) Request Mast. The IGMC is the only entity who can hear a Request Mast on behalf of the CMC. At each IGMC

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inspection, commanders being inspected shall notify Marines that the Request Mast opportunity exists and provide them an opportunity to attend. The IGMC shall provide specific instructions regarding IGMC Request Mast procedures in the inspection notification letter to the command (Appendix A). Any appropriate Request Mast shall be conducted in accordance with reference (1). CIGs are not authorized to conduct Requests Mast on behalf of the CMC or their Commanding General or Commander as part of the CGIP. The IGMC Request Mast does not extend to personnel from subordinate commands not being inspected.

(4) Body Composition and Military Appearance. At every command, at least 15 percent of on-hand personnel shall be randomly selected for weigh-in in accordance with FAC 6110, "Body Composition and Military Appearance". For larger commands, the maximum number required shall be 50 personnel. Marines appearing to be out of standards or of poor military appearance will also be directed to weigh-in and may be recommended to their commander to be assigned to the Body Composition Program. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander and IGMC. Commanders may also add personnel to the randomly selected roster at their discretion.

(5) Physical Fitness Test (PFT)/Combat Fitness Test (CFT). At every command, at least 15 percent of on-hand personnel shall be randomly selected to take a PFT or CFT, depending on the season, in accordance with FAC 6100, "Physical Fitness and Combat Fitness". For larger commands, the maximum number required shall be 50 personnel. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander and IGMC. Commanders may also add personnel to the randomly selected roster at their discretion to accomplish additional training.

(6) Urinalysis. At every command, at least five percent of on-hand personnel (maximum of 25 personnel) shall be randomly selected to take a urinalysis in accordance with FAC 5300, "Substance Abuse". The purpose of the evolution is to observe the unit's process to evaluate if the urinalysis is conducted in accordance with policy. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander and IGMC.

(7) Short Notice. For scheduled short notice inspections, commands shall be informed approximately four calendar days prior to the first day of inspection. The IGMC

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will provide ample notification to make coordination if unusual circumstances exist such as access, training evolutions, transportation requests, lodging challenges, or country clearances are required.

(8) Constant Communication and Feedback. Throughout the inspection, the inspected command shall be kept informed of their progress. Each inspection begins with an office call by the senior member of the inspection team to discuss the inspection process with the commander or the commander's representative. The command will receive an in-brief from the inspection team to explain the purpose of the inspection, the inspection process, the grading criteria, schedule, introduce the inspection team, and review the report requirements for the inspection. An inspection team representative, usually the Director or Lead Inspector, will provide the commander or the commander's representative with a daily in-progress review. Lastly, the command will receive an out-brief reviewing the final assessment.

2. Commanding General's Inspection Program

a. The CGIP supports the ability of a Commander or Commanding General to ensure compliance and foundational readiness throughout the command. The CGIP is an inspection program established by a Commanding General or Commander that is typically managed by the CIG to promote the effectiveness, efficiency, economy, and readiness of subordinate commands. The CGIP assures command readiness in support of the IGMCIIP. The CIG works directly for the Commanding General or Commander to execute the CGIP and coordinates with the IGMC to effectively conduct inspections and enforce compliance with Marine Corps policies.

b. Commanding Generals and Commanders shall ensure their subordinate units are inspected every other fiscal year (24 months). This authority may be delegated in cases where geographic distances and/or budgetary constraints make it unfeasible to conduct recurring, in-depth inspections. This does not relieve the higher command of the overarching responsibility for ensuring subordinate unit compliance, foundational readiness, and adherence to all pertinent higher headquarters orders, directives, and policies. Due to geographical constraints which preclude meeting a biennial schedule, the inspection cycle for 4th MarDiv, 4th MAW, 4th MLG, and FHG is triennial. The following guidance applies:

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(1) CGIPs shall have and maintain a two-year (fiscal year) inspection plan. In cases where the CGIP is unable to inspect a subordinate unit prior to six months beyond the two-year requirement, the command shall submit a waiver request to the IGMC. An example of a waiver request is included in Appendix D. Due to geographical constraints which preclude meeting a biennial schedule, the inspection cycle internal to 4th MarDiv, 4th MAW, 4th MLG, and Force Headquarters Group is triennial.

(2) Commanding Generals and Commanders shall ensure their CIGs and all associated functional area inspectors or TAIGs are qualified, properly trained, have clearance eligibility necessary for access to classified and/or sensitive information commensurate with their normally assigned duties, and are designated in writing by the Commanding General, Commander, or CIG to conduct inspections.

(3) A CGIP final inspection report of findings, discrepancies, and recommended corrective actions should be provided to the commander of the inspected unit approximately 30 calendar days after the inspection out-brief. This report should form the basis for any required corrective actions or refinements to maintain successful FAs. Inspectors should address findings, discrepancies, and provide recommendations to correct shortcomings. Copies of completed checklists should neither be forwarded to HQMC nor the IGMC; the respective CIG shall maintain final inspections reports.

(4) Subordinate commanders should maintain oversight and monitor command actions taken to correct deficiencies noted in final inspection reports. The inspected command shall submit a CAR to the CIG within 30 calendar days of receiving the final inspection report. The CIG should review all CARs and coordinate with inspectors to ensure the corrective actions are valid and reasonable.

(5) Special Aspects of a CGIP. A CGIP must conduct the following requirements at a minimum:

(a) Assess the Compliance and Foundational Readiness of a Command. The CIG shall inspect all CoRE FAs and any FAs deemed necessary by the Commanding General or Commander to ascertain the compliance and foundational readiness of a command. Additionally, command directives on inspections will reference the CoRE FAs requirements specifically.

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(b) Body Composition and Military Appearance. At every unit, at least 15 percent of on-hand personnel shall be randomly selected for weigh-in in accordance with FAC 6110, "Body Composition and Military Appearance". For larger units, the maximum number required shall be 50 personnel, although the CGIP or inspected unit commander may include additional personnel as deemed necessary. Additionally, Marines appearing to be out of standards or of poor military appearance will also be directed to weigh-in and may be recommended to the commander to be assigned to the Body Composition Program. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander.

(c) PFT/CFT. At every unit, at least 15 percent of on-hand personnel shall be randomly selected to take a PFT or CFT, depending on the season, in accordance with FAC 6100, "Physical Fitness and Combat Fitness". For larger units, the maximum number required shall be 50 personnel, although the CGIP or inspected unit commander may include additional personnel as deemed necessary. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander.

(d) Urinalysis. At every unit, at least five percent of on-hand personnel (maximum of 25 personnel) shall be randomly selected to take a urinalysis in accordance with FAC 5300, "Substance Abuse". The purpose of the evolution is to observe the unit's process to evaluate if the urinalysis is conducted in accordance with policy. Marines that are randomly chosen, but fail to appear for the event will be identified to the commander.

(e) Short Notice. For scheduled short notice inspections, units shall be informed approximately four calendar days prior to the first day of inspection. CIGs will provide ample notification to make coordination if unusual circumstances exist such as access, training evolutions, transportation requests, lodging challenges, or if country clearances are required. For MARFORRES CGIPs, units may be informed earlier to accommodate drill schedules, typically no earlier than 30 calendar days prior to the first day of inspection.

(f) Compliance Waivers. CGIPs must identify a program's inability to comply with Navy and Marine Corps regulations should those conditions exist at a subordinate command. When applicable, a request for a waiver via the FAS and HQMC staff should be initiated.

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3. Re-Inspections

a. The IGMC will only re-inspect a command if it is assessed as Non-Mission Capable. Commanding Generals or Commanders may set their own criteria for re-inspections in the guidelines of their CGIP.

b. The re-inspection is typically limited to FAs that were assessed as ineffective.

c. Re-inspections shall be scheduled with the command within three to six months of the original inspection. It is critical that the unit receive their entire final inspection report approximately 30-days after the out-brief, and that the IGMC or the CIG receive the unit's CAR within 30 calendar days of receipt of the final inspection report in order to evaluate the CAR. Additionally, corrective actions prior to any re-inspection may require several weeks of training, preparation, or recovery.

Chapter 3

Inspections Scope

1. Functional Area Checklists. FACs support standards for program compliance and shall be used during inspections. FASs shall write FACs that reference and reinforce policy, orders, and compliance requirements. These checklists shall outline the general elements needed day-to-day, provide guidelines for internal evaluations, and provide standardized criteria for inspections. Above all, the implementation of a checklist during an inspection shall produce sufficient evidence to compel an expert in the FA to believe the program existed in the past, is effective and in compliance now, and will be effective in the future. FASs will review the checklist standards and the four dimensions that follow to update checklists.

a. Checklist Standards. Questions shall be crafted and validated to allow both the command to manage and the inspector to correctly assess a functional area. Each FAC question must produce sufficient evidence to compel TAIGs/SMEs in their assessment of a FA's efficiency, effectiveness, and integrity. The following qualitative standards must be considered:

(1) Are the questions and answers meaningful and relevant? Do they address day-to-day activities of the FA? Do all questions address matters of foundational readiness or legally mandated requirements?

(2) Do questions address an established standard? If questions cannot be mapped to a binding reference, they are inappropriate. If the reference is vague, so shall be the question and the answer.

(3) Are the references legitimate directives and therefore enforceable? MCOs, McBuls, DoD Directives and/or Instructions, SECNAV Instructions, and federal statutes/laws are enforceable and legitimate. Marine Administrative Messages (MARADMINs) are not considered policy and should only be sparingly and precisely used as a FAC reference. Technical publications and training manuals are helpful but unenforceable and should not be sole references for FAC questions.

(4) Can the inspected command actually affect the desired outcome? Commands must have the authority and resources to achieve the stated requirement.

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(5) Do the questions produce measurable results? The answer to each question must produce quantifiable and empirical results.

(6) Do the questions lead to a clear affirmative or negative response? Questions should avoid convoluting several issues into one where assessing the question(s) becomes too cumbersome.

(7) Can the answers be verified? Answers should include presentation of directives, documents, and/or demonstrated skills/knowledge.

(8) Is the total number of checklist questions representative of the most significant aspects of the FA? Not every single FA requirement equates to a new question. Coverage should focus upon the most significant and foundational requirements of FA management.

b. Four Dimensions

(1) Directives. Has the command published and properly authorized programs, policies, plans, and appointment letters as set forth in the FA? Do all the directives honor the unique character and challenges of the command? Are appointment letters current?

(2) Documentation. Has the command retained all required documents in accordance with references (m), (h), and (n)? Do these records confirm the FA was executed correctly in the past? Have records eligible for destruction been disposed of properly? Does the command retain documents to include past reports, records, and required training?

(3) Demonstration. Can the command execute the current requirements of the FA? What is the actual condition of the FA? Do the benefits and standards of the FA reach all personnel in the command? These questions actually test and verify the command's programs, policies, and plans.

(4) Durability. What is the reasonable expectation for future success of the FA? Does the command possess the required judgment and depth of knowledge? Is the FA free of single points of failure? Will the FA be resilient and enduring? How will the FA be successful when new personnel assume responsibility for FA management?

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c. FAC Submissions. FACs shall be submitted to the IGMC by 1 June annually for review, revision, and approval. The IGMC will publish updated FACs by 15 January each year. Any required immediate updates to FACs shall be made by exception as well as following the annual cycle of review. Continuous changes to FACs result in a disservice to inspectors and inspected commands, so changes outside the annual cycle of review must be pertinent, time sensitive, and necessary. Inaccurate checklists provide negative value to the Corps. Un-reviewed FACs shall be removed from the website on an annual basis as accuracy cannot be assured. During the conduct of inspections, if CIGs identify inaccuracies with FACs, they should submit recommendations for corrections to the FAS who is identified on the top of every FAC, and copy the Director of Inspections, IGMC, via email.

d. FAC Repository. The IGMC website shall be the sole repository for FACs. They can be found at the IGMC website, at <https://www.hqmc.marines.mil/igmc/Resources/Functional-Area-Checklists/>. The HQMC directorate, FAS, and the point of contact on the checklist remain responsible for the content and policy relating to the FAC.

2. IGMCIP Summit. The IGMC shall hold a biannual (typically January and June) summit to facilitate improvements and modernization to FACs by reviewing, validating, and calibrating each checklist. The Summit validates the CoRE FAs through representatives of Directorates and Deputy Commandants across HQMC. The Summit audience is FASs and/or TAIGs. An additional objective of the Summit is initial and refresher training for TAIGs. This forum allows FASs to interface directly with the IGMC Inspections Division and the Administration and Support Division to assist with scoping FAC compliance to this Order.

3. Inspections Synchronization Conference. The IGMC shall host an Inspections Synchronization Conference biannually (typically March and September) with the intent of coordinating and deconflicting HQMC inspections in order to ensure commands are not overburdened with inspections. An additional objective of the Inspection Synchronization Conference is to minimize unnecessary redundancy in inspection FACs, scope, and intent. While inspections have an important role in ensuring compliance, and therefore foundational readiness, commanders need time to train towards their METs without being overburdened with poorly-timed and/or redundant inspections. The required audience for the Inspections Synchronization Conference are representatives from inspection agencies across HQMC.

Chapter 4

Required Reports and Communications

1. Inspection Teams (IGMC and CGIP) Communications with Inspected Commands. This section illustrates how IGMC inspections will typically be executed. While Commanding Generals or Commanders are the architects of their CGIPs, the following protocols are provided to standardize the inspections process and share best practices.

a. Notification. Inspection agencies should officially notify inspected units approximately four calendar days prior to the commencement of the inspection. At a minimum, the notification letter will include the following:

- (1) Purpose of the inspection.
- (2) Inspection schedule and special aspects or events.
- (3) FAs to be inspected.
- (4) Specific requirements or logistical requests from the inspection team.
- (5) Points of contact and senior member of the inspection team.

b. In-briefs

(1) Inspection Team Office Call and In-brief. The senior member of the inspection team should meet with the inspected commander or the commander's representative to discuss the inspection, composition of the inspection team, and any concerns the commander may have with the conduct of the inspection. After an office call is complete, the inspection should begin with in-briefs. The inspection team should explain the purpose of the inspection, the inspection process, the grading criteria, schedule, introduce the inspection team, and review the report requirements for the inspection.

(2) Command In-brief. The inspected command should also provide a command in-brief that details its mission, task organization, monitored command code and reporting unit code, on-hand strength, date the current commander assumed command, and particular challenges the command has experienced since the last inspection for which the inspection team should consider.

The command should have all FA managers being inspected present at the in-brief to introduce and link-up FA managers to inspectors.

c. Daily Updates

(1) Inspection Team. At the end of each day the inspection team should confer to share and discuss the information that the team has collected. The senior member of the inspection team should compile results and determine the completion status of the inspection and any developing trends.

(2) Command Team. The CIG, senior member of the inspection team, or Lead Inspector should provide a daily update to the inspected commander or the commander's representative on the status of the inspection and have the opportunity to discuss any concerns with the inspection.

d. Out-brief. The CIG, senior member of the inspection team, or Lead Inspector shall give an out-brief summarizing the assessment of the command. Each out-brief should include the assessment of each FA with detailed explanations of findings and any FA assessed as ineffective. If required, the TAIGs/SMEs should be available to provide a more technical and detailed explanation of results. The inspection team should recognize commendatory performance and review timelines for required reports following the inspection.

2. Required Reports

a. Functional Area Checklists. Inspectors should provide completed FACs to the inspected unit. The inspectors shall also submit reports detailing any ineffective FAs as well as findings and discrepancies for each FA to the IGMC or, for CGIPs, to the CIG for the development of the final inspection report.

b. Final Inspection Report. A comprehensive written report detailing the assessment of FAs, command climate, general observations, and recommendations for the inspected command shall be provided by the CIG or IGMC Inspections Division, as appropriate. FA assessments shall include clear and concise actions needed to correct ineffective FAs and effective FAs with findings.

(1) The final inspection report presents the inspected commander with information to initiate required corrective actions within the command to remedy noted deficiencies, refine

existing programs, and aid in improving the command's foundational readiness. The final inspection report shall address findings and discrepancies in all FAs that were identified during the inspection along with recommended corrective actions. For inspections conducted by the IGMC, the IGMC will consolidate functional area assessments provided by the TAIGs as direct representatives of the Directorates or Deputy Commandants in HQMC.

(2) Per Appendix B, the IGMC or CIG prepares the unit final inspection report and submits it to the commander of the inspected unit approximately 30 calendar days after the inspection out-brief. Modifications to this format are authorized to meet local requirements or to improve the reporting process. For CCIs, the final inspection report will go directly to the inspected command with a copy provided to the CIG and retained by the IGMC. For ICIs, the final inspection report will go directly to the inspected command with a copy retained by the IGMC.

(3) Retain final reports in accordance with records schedule 5000-69, per references (m) and (h). The IGMC shall forward each final inspection report to the SECNAV, Naval Inspector General (NAVINSGEN), and it will also be made available to the CMC and ACMC. CIGs are not required to submit reports to the IGMC, NAVINSGEN, or SECNAV.

c. Corrective Action Report

(1) The inspected command shall submit a corrective action report (CAR) within 30 calendar days to the IGMC or CIG after receiving the final inspection report. During CCIs, the subordinate unit's CAR will be routed through the CIG, then forwarded to the IGMC. The command shall outline its plan to correct findings and ineffective functional areas. Discrepancies require no written response since they are correctable at the FA manager level.

(2) Per Appendix C, the inspected command shall submit the finding, reference, inspector provided recommended solution, corrective action, and projected completion date.

(3) The IGMC shall review, and if needed, forward the corrective actions to the TAIG/inspector to verify that they are suitable or unsuitable. If a corrective action is unsuitable, the TAIG/inspector shall recommend other courses of action and

coordinate with the inspected command to develop an implementation plan.

3. IGMC After Action Survey Questionnaire. A copy of the IGMC After Action Survey Questionnaire is sent with each notification letter (Appendix A). The IGMC Inspections Division conducts self-assessments but relies heavily on survey questionnaires for improvements to the IGMCIP. The Inspections Division applies critical thought to inspection methodology and conducts a review of all CoRE FAs and FACs at least once a year to maintain a quality, professional, and credible IGMCIP. To provide a better service Marine Corps-wide and improve inspections, commands should complete the survey questionnaires and send them with the CAR.

4. CMC Quarterly Update. Each quarter, the IGMC provides the CMC with a summary of inspected commands, their overall assessments, and any observed trends. The IGMC will also consolidate and report issues beyond the ability of the inspected commanders to solve and any Requests Mast heard on behalf of the CMC.

5. Annual Inspection Plans. No later than 30 September of every year, CIGs shall submit their next FY inspection plan to the IGMC, Inspections Division. Inspection plans are used by the IGMC at Inspections Synchronization Conferences and to assist in the planning of inspections throughout the year. Major deviations from the CGIP inspection plan shall be sent to the IGMC, Inspections Division throughout the year, as necessary.

Chapter 5

Inspection Planning and Execution Checklist

(This chapter summarizes chapters one through four and incorporates Appendices A through C.)

1. Inspection Planning

- a. Identify command(s) to be inspected and type of inspection (CGIP, CCI, ICI).
- b. Confirm the inspected command(s) availability and suitability for inspection through Force Synchronization Conference outputs, TEEPs, and/or higher headquarters. Examine other inspection agency schedules to ensure the command is not oversaturated with inspections.
- c. Develop the inspection schedule.
- d. Plan FAs to inspect (CoRE or Special Assessment).
- e. Identify TAIGs for the inspection team and plan logistics of the inspection.
- f. Ensure TAIGs are qualified, properly trained, have clearance eligibility necessary for access to classified and/or sensitive information commensurate with their normally assigned duties, and are designated in writing by the Commander or CIG.
- g. Research the inspected command(s)' mission, command team, recent operational tempo, and past performance on inspections.
- h. Per Appendix A, notify the inspected command(s) approximately four calendar days prior to arrival.
- i. Coordinate with the inspected command for support, inspection schedule, and confirm FAs to be inspected.

2. Inspection Execution

- a. Office call with the inspected commander.
- b. Conduct and receive the in-briefs.
- c. Introduce TAIGs to functional area managers.

- d. Conduct the inspection.
- e. Conduct daily inspection team reviews.
- f. Provide the inspected command with daily updates.
- g. Develop the out-brief.
- h. Collect completed FACs from TAIGs/SMEs and provide them to the inspected command.
- i. Conduct the out-brief.
- j. Recognize personnel for commendatory performance.
- k. Coordinate any requirements for a follow-up inspection.

3. Post-Inspection Actions

- a. Per Appendix B, submit the final inspection report to the inspected command approximately 30 calendar days after the inspection out-brief.
- b. Per Appendix C, the inspected command submits the CAR within 30 calendar days after receiving final inspection report.
- c. Review and verify inspected command's CAR.
- d. Consolidate issues beyond the inspected commander's capability for review with the IGMC or CIG.
- e. Conduct follow-up inspections, as required.

Appendix A

Inspection Notification Letter Example

From: Deputy Naval Inspector General for Marine Corps
Matters/Inspector General of the Marine Corps
To: Commanding General/Officer, Command Name

Subj: INDEPENDENT/COMPREHENSIVE COMMAND INSPECTION OF MARINE
CORPS COMMAND

Ref: (a) MCO 5040.6J
(b) MCO 1700.23G

Encl: (1) Request Mast Bulletin Template
(2) Tentative Inspection Team & Functional Areas
(3) Tentative Inspection Schedule
(4) IGMC After Action Survey Questionnaire

1. In accordance with reference (a), the Deputy Naval Inspector General for Marine Corps Matters/Inspector General Marine Corps (IGMC) inspection team will conduct an Independent Command Inspection (ICI) / a Comprehensive Command Inspection (CCI) of your command from DD Mmm YYYY to DD Mmm YYYY. This inspection will be an official appraisal of your command's compliance with the IGMC functional area checklists. Specifically, my team will conduct an on-site inspection of Critical or Required Evaluation (CoRE) / Special Assessment functional areas within your command. *[Headquarters and special staff sections, and two subordinate commands: Command 1 (C-1) and Command 2 (C-2). My team will conduct a comparative analysis between our results and your Command Inspector's General most recent inspection results to determine the effectiveness of your Commanding General's Inspection Program (CGIP).]*

2. Per reference (b) and using enclosure (1), publish a bulletin announcing that the IGMC will accept Request Mast petitions on behalf of the Commandant of the Marine Corps while at your Headquarters. Enclosure (2) identifies the tentative inspection team and delineates functional areas that may be evaluated. Enclosure (3) contains amplifying information and a tentative schedule. Please provide an abridged, unclassified command brief with commander's intent and/or philosophy, and any particular and unique challenges the command has experienced since the last IGMC inspection upon our arrival so that we may better understand the mission of your command.

3. Once the IGMC assessment is complete, my team will provide recommendations to correct any noted deficiencies within your command and inspection program. Additionally, enclosure (4) seeks candid recommendations for improving our process. Any issues not identified during our inspection requiring higher headquarters resolution should also be listed in the survey questionnaire.

4. To support the inspection team please provide the following: a point of contact to facilitate the schedule; a conference room with space for XX personnel; a private office to accommodate the Request Mast; and a larger area with sufficient audio and visual support for the IGMC Sergeant Major to conduct the CMC Special Interest (SPIN) Brief.

5. The point of contact for this visit is the Director of Inspections, IGMC, at (XXX) XXX-XXXX.

I. M. IGMC

Appendix B

Final Inspection Report Example

From: Deputy Naval Inspector General for Marine Corps
Matters/Inspector General of the Marine Corps
To: Commanding General/Officer, Command Name

Subj: COMMAND NAME FINAL INSPECTION REPORT

Ref: (a) MCO 5040.6J

1. Overall Assessment. In accordance with reference (a), the Deputy Naval Inspector General for Marine Corps Matters/Inspector General of the Marine Corps (IGMC) conducted an inspection of Command Name from DD Mmm YYYY to DD Mmm YYYY. After a detailed evaluation, the IGMC assessed your command as **MISSION CAPABLE/NON-MISSION CAPABLE**.

2. Command Assessment. Included in this report are the detailed inspection reports (pages B-4/5) that detail the results below:

COMMAND NAME

Functional Areas Inspected:	4
Effective:	3
Ineffective:	1
Effective with Findings:	1
Effective with Discrepancies:	1
Effective and Compliant:	1

Ineffective Functional Area

FA#1 FA Name 1

Effective Functional Areas with Findings

FA#2 FA Name 2

Effective Functional Areas with Discrepancies

FA#3 FA Name 3

Effective and Compliant Functional Areas

FA#4 FA Name 4

3. IGMC Special Activities

- a. CMC Special Interest (SPIN) Brief Results.
- b. Physical Fitness Test/Combat Fitness Test Results.
- c. Body Composition Results.
- d. Urinalysis Results.
- e. Requests Mast.

4. General Observations, Atmospheric, and Assessment of Inspected Unit. (List each inspected command. Observations of morale, command conditions, and foundational readiness.) Command Name achieved **XX%** effectiveness rate on Critical or Requiring Evaluation (CoRE) functional areas. However, Command Name was ineffective in the FA#1 FA, one of the Commandant's top priority functional areas.

5. General Recommendations. (List each inspected command. Areas for mission, personnel, resources improvement.)

6. Commendatory Performances and Best Practices. The IGMC recognized the following individuals and functional areas for their superior performance during the inspection:

- a. Command 1. FA#4: Capt I. M. Marine
- b. Command 2. FA#3: This procedure exceeds compliance requirements.

7. Corrective Actions. The detailed inspection reports contain the findings and discrepancies that are within your authority to correct and should be addressed as a priority. Per reference (a), submit a Corrective Action Report to the IGMC (Attn: Inspections Division) within 30 calendar days from the receipt of this report.

8. Follow-up Inspection Coordination and Requirements.

9. IGMC After Action Survey Questionnaire. The IGMC provided your unit with a survey questionnaire intended to improve the IGMC inspection process, training, and execution. Having your opinion and input is extremely valuable to the IGMC team. Please send all survey questionnaire results to the POC listed below.

10. If you have any additional questions, please contact the Lead Inspector at (XXX) XXX-XXXX.

I. M. IGMC

Directorate X Detailed Inspection Report Example

From: Director of Inspections, Inspector General of the Marine Corps

To: Inspector General of the Marine Corps

Subj: DIRECTORATE X DETAILED INSPECTION REPORTS

Ref: (a) MCO 5040.6J

1. DIRECTORATE X provided inspectors to augment the Inspector General of the Marine Corps inspection aboard (insert unit) from DD Mmm YYYY to DD Mmm YYYY. The augment inspectors provided the detailed inspection reports on behalf of DIRECTORATE X and they are provided herein.

a. FA#5 FA NAME 5

b. FA#6 FA NAME 6

2. Specific questions pertaining to each report may be directed to the point of contact listed.

3. Questions pertaining to the inspection may be directed to the Deputy Director of Inspections, LtCol Deputy (XXX) XXX-XXXX, or the Lead Inspector, CW05 Inspector at (XXX) XXX-XXXX.

I. M. DIRECTOR-INSPECTIONS

Directorate X Detailed Inspection Report

FA# FA NAME

Assessment: EFFECTIVE / INEFFECTIVE

Inspector: Maj TAIG Inspector (XXX-XXX-XXXX,
inspector.taig@usmc.mil)

Overall Comments: General comments regarding FA as a whole, without specific reference to a particular question.

XXXX FAC Question

Reference: DoDI 1234.5, par 1(b);

Finding: The significant deviation, error, or failure to comply with guidance, direction, or action as required in appropriate and applicable directives.

Recommendation: Associated risks due to the deficiency. Inspector provided course of action to correct the deficiency.

YYYY FAC Question

Reference: SECNAVINST XXXX.X; MCO XXXX.X, par 4a(2)(a)

Discrepancy: The minor deviation, error, or failure to comply with guidance, direction, or action as required in appropriate and applicable directives.

Recommendation: Associated risks due to the deficiency. Inspector provided course of action to correct the deficiency.

Appendix C

Corrective Action Report Example

From: Commanding Officer, Unit Name
To: Inspector General of the Marine Corps (Attn: Inspections
Division)
Via: Command Inspector General, Command Name

Subj: UNIT NAME CORRECTIVE ACTION REPORT

Ref: (a) MCO 5040.6J

Encl: (1) Response to IGMC Final inspection Report

1. In accordance with the reference, the enclosure is provided.
2. Please contact the Command Inspector General with any questions you may have at (XXX) XXX-XXXX.

I. M. COMMANDER

Unit Name Corrective Action Report

FA# FA NAME

Assessment: EFFECTIVE / INEFFECTIVE

Inspector: Maj TAIG Inspector (XXX-XXX-XXXX,
inspector.taig@usmc.mil)

XXXX FAC Question

Reference: DoDI XXXX.X, par 1(b);

Finding: The significant deviation, error, or failure to comply with guidance, direction, or action as required in appropriate and applicable directives.

Recommendation: Associated risks due to the deficiency. Inspector provided course of action to correct the deficiency.

Action Taken: Corrective actions taken or planned to rectify identified deficiencies.

Projected Completion Date: (DD Mmm YYYY)

Appendix D

Waiver for Inspection Frequency Requirements Example

From: Command Inspector General, Unit Name
To: Inspector General of the Marine Corps (Attn: Inspections
Division)

Subj: UNIT NAME WAIVER REQUEST FOR INSPECTION FREQUENCY
REQUIREMENTS

Ref: (a) MCO 5040.6J

Encl: (1) Unit Training and Exercise Employment Plan

1. In accordance with the reference, it is respectfully requested that this office be exempt from inspecting subordinate unit X this fiscal year (FY).

2. This Command Inspector General office maintains a two-year inspection plan and although Unit X is due for inspection this FY, *[the command was selected for a hasty deployment, there are insufficient funds in the unit budget, the unit is geographically dispersed and performed well on the last inspection, etc.]* The subordinate commander and Commanding General have chosen to accept risk by not conducting a Commanding General Inspection Program inspection. However, this risk will be mitigated by specifically targeting the functional areas as the Training and Exercise Employment Plan (TEEP) permits. Please see enclosure (1) for the FY unit X TEEP.

3. Please contact the Command Inspector General with any questions you may have at (XXX) XXX-XXXX.

I. M. CIG