



Q4 FY19 Inspections Summit

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IGMC Inspections Order



Old:

**MCO 5040.6H/NAVMC Directive 5040.6H
“USMC Readiness and Assessments Inspection”**

New:

**MCO 5040.6J
“Marine Corps Inspectors General Inspections
Program”**



MCO 5040.6J Staffing Process

- Base order **MCO 5430.1A “Marine Corps Inspector General Program,”** dtd Aug 2018
 - Subordinate orders
 - MCO 5370.8A “Marine Corps Hotline Program” (pending signature)
 - MCO 1700.23G “Request Mast”
 - MCO 5040.6J “IGMC Inspections Program”

- **MCO 5040.6J “IGMC Inspections Program”**
 - Re-write of the order, not a modification
 - Internal Inspections Division Review
 - CIG Informal Review
 - Temporary Assistant Inspector General (TAIG/SME) Review
 - IGMC and DIG Review
 - Formal Review in DoN Tracker
 - Staffing by DMCS



New Themes

- Compliant with new IGMC base order 5430.1A, ***Marine Corps Inspector General Program.***
- Codify what we have been doing versus what the old order states.
- Different “Purpose” of Inspections Program.
- New grading lexicon.
- Identifies what constitutes “Policy” for standards and references.
- Change in IGMC Inspection Program names.
- Stresses the importance of Program Owners (Directorates and DCs) and their representatives [Functional Area Sponsors (FAS)and TAIG/SMEs].



New Themes

- Institutionalizes IGMC inspection method.
- Formalizes the CMC Top Priority, failures briefed by IGMC to CMC at quarterly updates.
- Prioritizes poor to average performing units in inspections cycle.
- 15% for PFT and CFT (max of 50), 15% Weigh-in (max of 50), Spot checks for military appearance, 5% Urinalysis.
- TEEP and Mission has priority over inspection timing.
- CMC and IGMC expectation that units and commands will improve over time; CARs will be referenced.
- Templates for notifications, final inspection reports, corrective action reports, waivers for inspection frequency.



New Themes

- UIP is now ICI, Independent Command Inspection.
- CIP is now CCI, Comprehensive Command Inspection.
- For CCIs, allows for one recently inspected unit for comparison and one random unit for CGIP efficacy.
- References the IGMC website as a living, relevant, and current source. Best practices, unit lists, CMC Top Priority, Trends, CoRE, FACs
- Allows for extension requests for CIGs in meeting their inspection timelines, also allows for proxy inspections when budget constrained
- Formalizes biennial Inspections Synchronization meetings and Summits.



IGMC Inspection Principles

- **Expect Excellence: Validated through consistent, independent, impartial, and professional inspections.**
- **Short Notice Inspections:** Provide an accurate assessment of day-to-day operations.
- **Maximize Commander's Training Time:** Honor a command's operational schedule. Minimize burden of number, frequency, type.
- **Add Value:** Positive, productive learning thru teach and train.
- **Objective Assessment:** Measure against well-established standards.
- **Respect** the authority and responsibilities of command.
- **Conduct Root Cause Analysis:** Determine and understand IOT resolve and correct.
- **Identification of Trends:** Marine Corps-wide deficiencies to recommend changes to policy, training, and procedures.
- **Assess Survivability and Compliance:** Resiliency and compliance ideally improves over time, provide recommendations on how to increase survivability.
- **Recognize Personnel:** Excellent performance recognized by the IGMC.



Purpose of Inspections Program

MCO 5040.6H

...accomplishing its assigned mission, tasks, and functions. The fundamental purpose of an inspection is to assess, assist and enhance the ability of a unit to prepare for and to perform its assigned mission. The unit's mission shall be the focus of the inspection.

MCO 5040.6J

...to provide commanders a compliance assessment in functional areas deemed a priority by the CMC, Deputy Commandants, Directorates, and the IGMC. This assessment will assist commanders in improving compliance in those functional areas... ensure Marines across the force are supervised and cared for in a manner consistent with Marine Corps values... promotes foundational readiness that contributes to mission success by inspecting and training to compliance.



IGMCIP Grading Criteria

Functional Area

Ineffective

Checklist items may be found with:

Findings

- Significant problem, deviation, error, failure to comply...
- Corrections require commander, HHQ, external agency.
- GREATER RISK TO COMMAND.

Findings

Discrepancies

- Minor deviation, error, failure to comply...
- Minimal corrections by FA manager or leadership in short period of time.
- MINOR RISK TO COMMAND.

Discrepancies

Effective

Compliant





IGMCIP Grading Criteria

Functional Area

Ineffective

- Significant risk to command
- Summation of findings
- Non-existent program

Findings

- Moderate risk to command
- An significant error that detracts from readiness
- Involves fraud, waste, or abuse
- Impacts health, safety, morale, or welfare
- Deviates from HHQ policies
- Requires commander/HHQ involvement

Discrepancies

- Minimal risk to command
- Usually can be fixed at staff level
- Failure to comply with:
 - Guidance
 - Direction
 - Required actions

Effective

- Existed in the past, successful, in compliance
- Survivable

**The Command
is assessed as
Mission Capable
or
*Non-Mission
Capable***

*Does Command/Program
possess the requisite...*

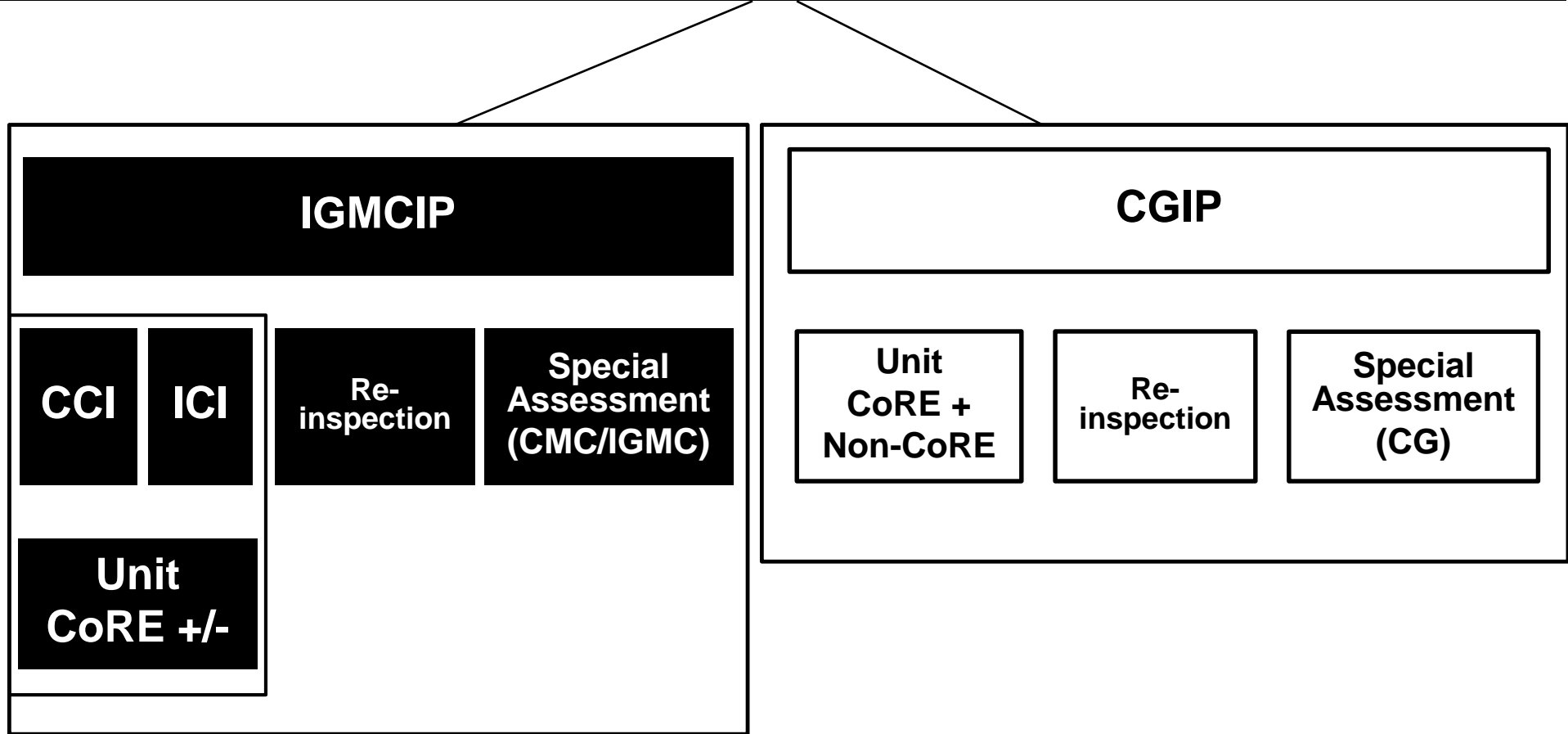
- ✓ skills
- ✓ equipment
- ✓ personnel
- ✓ understanding of directives
- ✓ compliance of policies
- ✓ performance that meets identified standards

*...to accomplish assigned
mission, tasks, and
functions?*



Inspection Program Names/Types

Inspector General of the Marine Corps Inspections Programs





Inspection Program Names/Types

IGMC Comprehensive Command Inspection (CCI)

“Inspect the Inspectors”

- Conducted every 36-48 months
- Major commands with CGIP
 - HQ, CIG, 1-2 subordinate units (1 inspected, 1 random)
- Comparative analysis of CGIP
- Assessment of all CoRE functional areas and CIG functions
- SPIN Brief
- Request Mast on behalf of CMC

IGMC Independent Command Inspection (ICI)

“Inspect the Unit”

- Conducted every 24 months
- Units not under MSC or CGIP
 - IGMC is only oversight of these units
- All CoRE functional areas
- SPIN Brief
- Request Mast on behalf of CMC

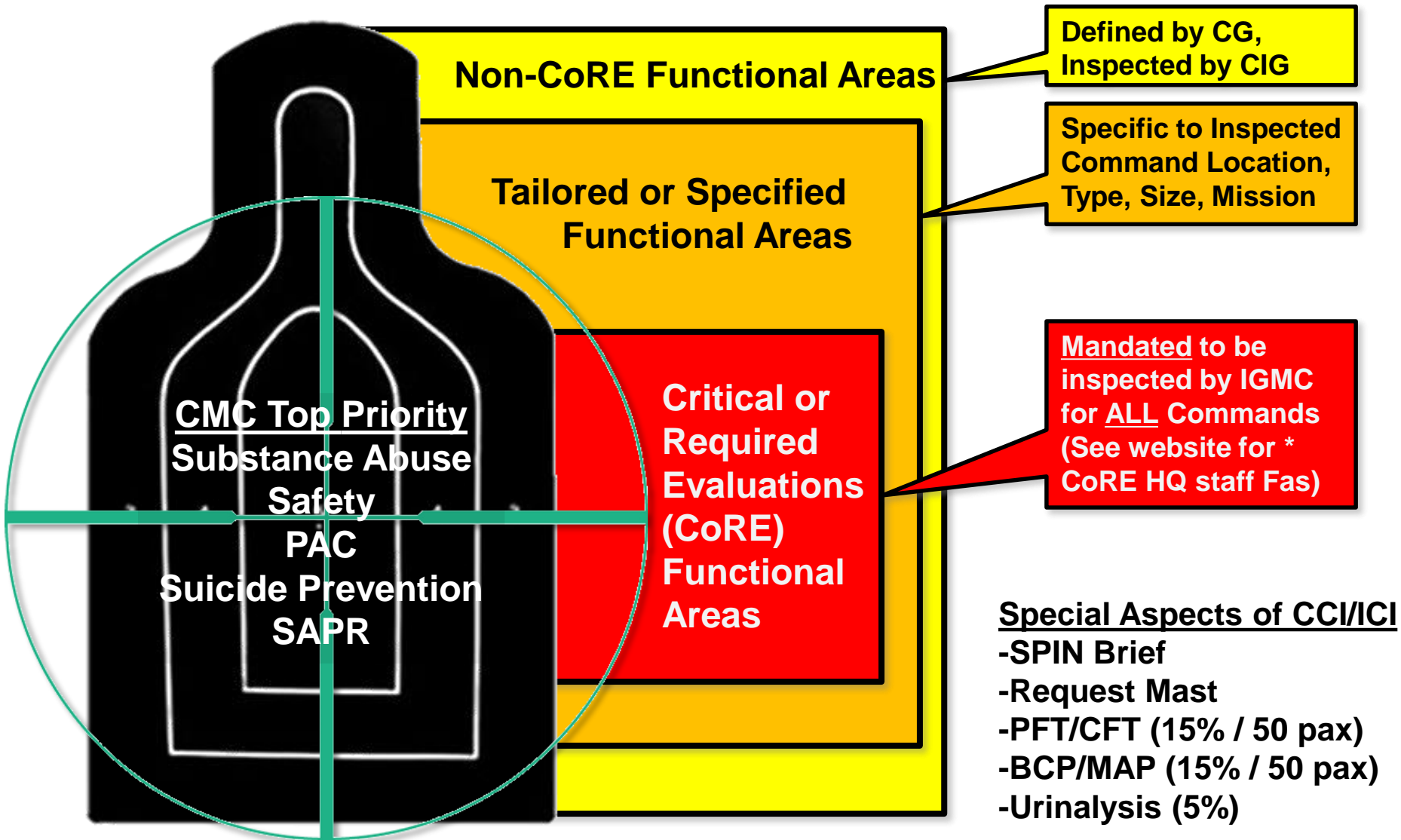
Commanding General’s Inspection Program (CGIP)

“Inspect My Unit”

- Conducted every 24 months
 - MARFORRES MSCs 36 months
- Units subordinate to flag officer commander
- Inspected by CIG
- Assessment of all CoRE & any commander specified non-CoRE functional areas



IGMCIP Target





Functional Area Sponsor Responsibilities

- “The quality of inspections largely depend on HQMC Directorates as **Functional Area Sponsors (FAS)**. The directorates publish policy in the form of Marine Corps Orders (MCO) and Marine Corps Bulletins (MCBul), **provide qualified and trained Temporary Assistance Inspectors General (TAIG) / Subject Matter Experts (SME), and maintain accurate and current Functional Areas Checklists (FACs) for the enterprise.**”
- “FASs 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 FASs to inspect and provide completed FACs assessments on behalf of the FAS, Directorate, and Deputy Commandant (DC), that serve as inspection augments from across HQMC.**”
- “For inspections conducted by the IGMC, **the IGMC will consolidate functional area assessments provided by the TAIGs as direct representatives of the Directorates or DCs in HQMC.**”



Functional Area Sponsor Roles

- Responsible for the **advocacy** of a functional area and respective policy.
- Provide qualified inspectors to the IGMC as **Temporary Assistant Inspectors General (TAIGs)**.
- Develop and submit to the IGMC accurate, relevant, current, and supportable **functional area checklists**. Review and update these checklists annually.
- **Inspect** and evaluate independent commands and CIGs in accordance with functional area checklists, **teach and train** functional area managers, and consolidate and share **best practices**.
- At the conclusion of each inspection, provide the inspected commander and/or representative with a **completed checklist** and a the results for a detailed **debrief**.
- Provide the inspected command and the CMC, via the IGMC, with a **detailed inspection report** of the inspected functional areas.



IGMC Inspection Division Responsibilities

- “Conduct command inspections, functional area assessments, trend analyses, and make appropriate evaluations, reports, and recommendations. Assess whether subordinates CIGs, units, and the functional areas they manage are within Marine Corps standards and regulations.” – MCO 5430.1A
- “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 and foundational readiness**.” – MCO 5040.6J



IGMC Inspection Division Roles

- Inspection Division **(IGI)** serves “as the principal advisor to the SECNAV and CMC on all inspection matters.” – MCO 5040.6J
- Provide **unity of effort and command**.
- Conduct inspections.
- Maintain an oversight and **follow-up program** to monitor and correct findings.
- Provide the CMC with a quarterly brief.
- Develop an **inspections program training regime**.
- Conduct **Requests Mast** on behalf of the CMC.
- Develop, promulgate, manage, and oversee the **IGMCIP**.



Clarifying IGI/FAS Roles

- **IGI** evaluates CoRE functional area compliance for commanders via functional area checklists. **HQMC/DCs (FASs)** assist the IGMC by verifying compliance with functional area requirements. By providing **SME** augments to **IGI** as **TAIGs**, they assess, teach, and train functional area managers throughout the Marine Corps regarding policy.
 - **IGI** plans, coordinates, and leads IGMC inspections and follow-up.
 - **FASs** staff write policy, own checklists and all given content.
 - **IGI** manages promulgation of checklists via the IGMC website.
 - **SMEs/TAIGs** monitor policy updates, initiate checklists updates.
 - **SMEs/TAIGs** influence checklist content to ensure accuracy.
 - **IGI** assesses compliance based on conditions ***at the time of the inspection.***
 - **IGI** validates inspection results based off of ***current*** regulations.
 - **SMEs/TAIGs** capture best practices for **IGI** distribution.
 - **FASs** may also perform the duties of **SMEs/TAIGs**.



Functional Area Checklists

- Implementation 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.**” – MCO 5040.6J
- Standards
 - Meaningful and relevant to foundational readiness and/or legal mandates
 - Established standard mapped to a binding reference
 - Legitimate and enforceable reference
 - Inspected commands can affect the desired outcome
 - Measureable result
 - Clear affirmative or negative compliance
 - Verification of compliance through documentation, demonstration, etc.
 - Significant and foundational requirements in appropriately sized checklists
- Updates submitted to IGMC by 1 June... IGMC will publish by 15 Jan.



What Constitutes Policy?

- **Inspectors shall inspect consistently, candidly, and accurately to enforceable standards derived from policy:**
- **Statute, DoD Instructions/Directives, SECNAV Instructions, 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. (MCO 5040.6J)
- ***Assessment of discrepancies and findings MUST BE limited to standards-based questions on the FAC.***



IGMC Website

MARINES
THE OFFICIAL WEBSITE OF THE UNITED STATES MARINE CORPS

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Inspector General of the Marine Corps Headquarters Marine Corps

MISSION STATEMENT

To serve as the principal advisor to the Inspector General of the Marine Corps (IGMC) on all inspection matters. Through the Independent Command Inspection (ICI) the Inspections Division inspects independent commands that are not directly under the operational or administrative chain of command of a major subordinate command, are not inspected as part of any other Commanding General's Inspection Program (CGIP), and the only oversight is provided by the IGMC. Through the Comprehensive Command Inspection (CCI) the Inspections Division inspects all major commands that are required to execute a CGIP for compliance with this order, Critical or Required Evaluation (CoRE) functional areas, and "inspects the inspectors" to assess the overall thoroughness and effectiveness of the CGIP. Additionally, the Director of Inspections will hear Request Mast during all inspections on behalf of the Commandant.

FUNCTIONAL AREA CHECKLISTS

- [The CoRE Functional Areas](#)
- [All Functional Area Checklists](#)

FUNCTIONAL AREA CONCERNS AND GRADING CRITERIA

- [Functional Area Concerns and Best Practices](#)
- [Grading Criteria](#)

REQUEST MAST INFORMATION

- [Request Mast Guide](#)
- [Request Mast Tracker for Commanders](#)
- [Request Mast Class.pptx](#)

RESOURCES AND REFERENCES

- IGMC Inspections Program (MCO 5040.6J)
- [Request Mast Procedures \(MCO 1700.23G\)](#) [Marine Corps Request Mast \(NAVMC 11298 Rev 5-19\)](#)

ADMINISTRATIVE SUPPORT DIVISION

- ASSISTANCE AND INVESTIGATIONS
- COUNSEL TO THE IG
- FUNCTIONAL AREA CHECKLISTS
- INSPECTIONS DIVISION
- INSPECTOR GENERAL
- INTER-AGENCY OVERSIGHT
- READINESS DIVISION
- SUBMIT A COMPLAINT
- CONTACT INFORMATION

Telephone Number:
703-604-4625 (DSN 664)

**Functional Area
Checklists (CoRE & All)**

**ICI / CCI Command
Lists**

**FA Concerns / Best
Practices & Grading
Criteria**

Request Mast

<https://hqmc.usmc.afpims.mil/igmc/Units/Inspections-Division/UnitInspectionProgram/>



IGMC Website FACs

**Shallow design
3 clicks away...**

NEW ORDERS

- New MCO 5430.1A Marine Corps Inspector General Program
- New MCO 1700.23G Request Mast Procedures with NAVMC 11296 Rev 5-19
- New MCO 5040.6J IGMC Inspections Program

**All checklists
w/ latest updates**

**Manager:
Phone Number:
NIPR Email:
Version Date:**

Reference Location

<https://www.hqmc.marines.mil/igmc/Resources/Functional-Area-Checklists/>



IGMC Website Functional Area Concerns/Best Practices

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Inspector General of the Marine Corps Headquarters Marine Corps

FUNCTIONAL AREA CONCERNS/BEST PRACTICES

- ADMINISTRATIVE SUPPORT DIVISION
- ASSISTANCE AND INVESTIGATIONS
- COUNSEL TO THE IG
- FUNCTIONAL AREA CHECKLISTS
- INSPECTION'S DIVISION
- INSPECTOR GENERAL
- INTELLIGENCE OVERSIGHT
- READINESS DIVISION
- SUPPORT COMPLAINT

Inspection Trends from 3rd Quarter, Fiscal Year 2019

Commandant of the Marine Corps "Top Five" Priority of Effort

- Prohibited Activities and Conduct
- Safety
- Sexual Assault Prevention and Response
- Substance Abuse Prevention
- Suicide Prevention

Substance Abuse Prevention Policy
Sexual Assault Prevention and Response
Transition Readiness
Provost Marshal Office/Marine Corps Police Departments

Functional Area Trends & Best Practices

Aircrew Training (3500.14):

- Marine-Sierra Hotel Aviation Readiness Program (M-SHARP) and Training and Readiness Program Management: Ensuring execution of training events and their associating qualifications and designations are accurately reflected in M-SHARP.
- Lack of oversight of the M-SHARP program and/or no individual designated as the M-SHARP Implementation Officer per the Aviation Program Manual.
- Aircrew Performance Records (APR) Management: Ensuring the APRs are up-to-date and complete for all aircrew training events.
- Discrepancies between training records and naval Air Training and Operating Procedures Standardization (NATOPS) jackets: Ensuring specific training events, qualifications, designations, match between an individuals' APR and NATOPS.

CMC Top Priority

Previous Quarter Ineffective FAs

FA Trends, Best Practices, Example Hyperlinks

<https://www.hqmc.marines.mil/igmc/Units/Inspections-Division/Functional-Area-Concerns-and-Best-Practices/>



MCO 5040.6J Additional Notes

- “A command’s operational schedule should be honored...”
 - TEEP and Mission have priority.
- Inspections scheduling/frequency
 - CCI – 36-48 months; ICI – 24 months
 - “Commands that consistently perform well... and have demonstrated survivable programs will be considered less of a priority.”
- Corrective Action Reports (CAR)
 - Assess the survivability and compliance of functional areas.
 - “Ideally, command should improve... with each successive inspection.”
 - “Examine previous CARs to determine if they adequately complete previously submitted corrective actions.”
- Inspection timeline waiver requests
 - Submit to IGMC “in cases where the CGIP is unable to inspect a subordinate unit prior to six months beyond the two-year requirement...”
- IGMCIP Summit and Inspections Synchronization Conference
 - IGMC shall hold/host biannual summit/conference.
- Appendices with templates for notification letters, reports, waiver requests



Referencing Policy and Citing Records Retention Schedules

***Ms. Elena D. Drayer
Section Head
Records, Reports, Directives & Forms Mgmt
(ARDB)***



References

- Directives Management
 - [MCO 5215.1K](#)
- Marine Corps Supplement to the DON Correspondence Manual
 - [MCO 5216.20B](#)
- Records Management
 - [SECNAVINST 5210.8E](#)
 - [SECNAV M-5210.1 CH 1](#)
 - [SECNAV Notice 5210](#)
 - [DON Bucket Schedules](#)
 - [USMC Records Management Knowledge Site \(RMKS\)](#)
 - [MCO 5210.11F](#)



REFERENCING POLICY



Which Marine Corps Publications are Policy?

- **Policy**
 - ALMARs
 - Marine Corps Order (MCO)
 - Marine Corps Bulletin (MCBul)

- **NOT Policy**
 - AMHS Messages
 - MARADMINs
 - “MCBul” published as a MARADMIN
 - Has not been appropriately staffed/vetted through the Directives Management Review process



Where Can I Find Marine Corps Policy?

- Marine Corps Publication Electronic Library (MCPEL)
 - Only authoritative source for Marine Corps Policy
 - <https://www.marines.mil/News/Publications/MCPEL/>
- Contact ARDB for a list of current policy by organization



CITING RECORDS RETENTION SCHEDULES



Did You Know?

- Department of Navy (DON) has revamped all of the record schedules!
- Standard Subject Identification Codes (SSICs) are now rolled up into a 'Bucket' schedule format
- SSICs are now only used to differentiate subject material for:
 - Directives
 - Forms
 - Reports
 - Correspondence



What is a Record Schedule?

- Mandatory instructions for the disposition of a record when they are no longer needed by the agency
- Includes:
 - Transfer instructions of permanent records
 - Disposal instructions of temporary records
- Can I deviate from the record schedules?
 - No, these schedules are written specifically for Department of Navy/Marine Corps
 - They are approved by National Archives and Records Administration (NARA)



So What?

- The Marine Corps may be fined, penalized, and/or receive negative media attention for **unauthorized destruction**
 - Destroying **PERMANENT** records
 - Early destruction of **TEMPORARY** records
- Any records not destroyed that are eligible for destruction are discoverable and **MUST** be surrendered upon request
- Many functional areas have inspection checklists that identify a specific retention lifecycle for records inspected



Example

0107

Does the MCVAO maintain copies (electronic or paper) of submitted voting assistance reports for **two (2) years?**

Reference: MCO 1742.1B, par 5b

- SECNAV M-5210.1 CH-1

SSIC 1742

VOTING RECORDS

SSIC 1742.2

1. General Records.

Apply SSIC 1700. (N1-NU-86-1)

2. Voting Assistance Guide (NAVPERS 15562).

Retain for 2 years or until replaced, then destroy. (N1-NU-86-1)





Example (Cont'd)

- DON Bucket Schedules
 - **SSIC 1742.2 is now Record Schedule 1000-35**

SSIC/No.	Series Title	Description of Records
1000-35	General Operations of Military Personnel Programs:	Information relating to general personnel transactions and the day-to-day administration and operation of personnel programs. This includes but is not limited to inspections and surveys, attendance, leave and liberty, subsistence and quarters reports, clothing issue, receipts for services, physical fitness and swimming, promotion and advancement requests, exams, appeals, recommendations for awards and supporting documentation, separation, and recruiting.

Cutoff	Disposition	Ret.	DAU
Trigger(s)	TEMPORARY: Cutoff at CY. Destroy when 3 years old.	3	DAA-NU-2015-0001-0032



Citing Retention Schedules

- Original question:

0107	Does the MCVAO maintain copies (electronic or paper) of submitted voting assistance reports for two (2) years? Reference: MCO 1742.1B, par 5b
------	--

- Revised question:

- Does the MCVAO maintain copies (electronic or paper) of submitted voting assistance reports in accordance with record schedule 1000-35 (i.e., three (3) years)?



POCs

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- Comm: 703-614-1081

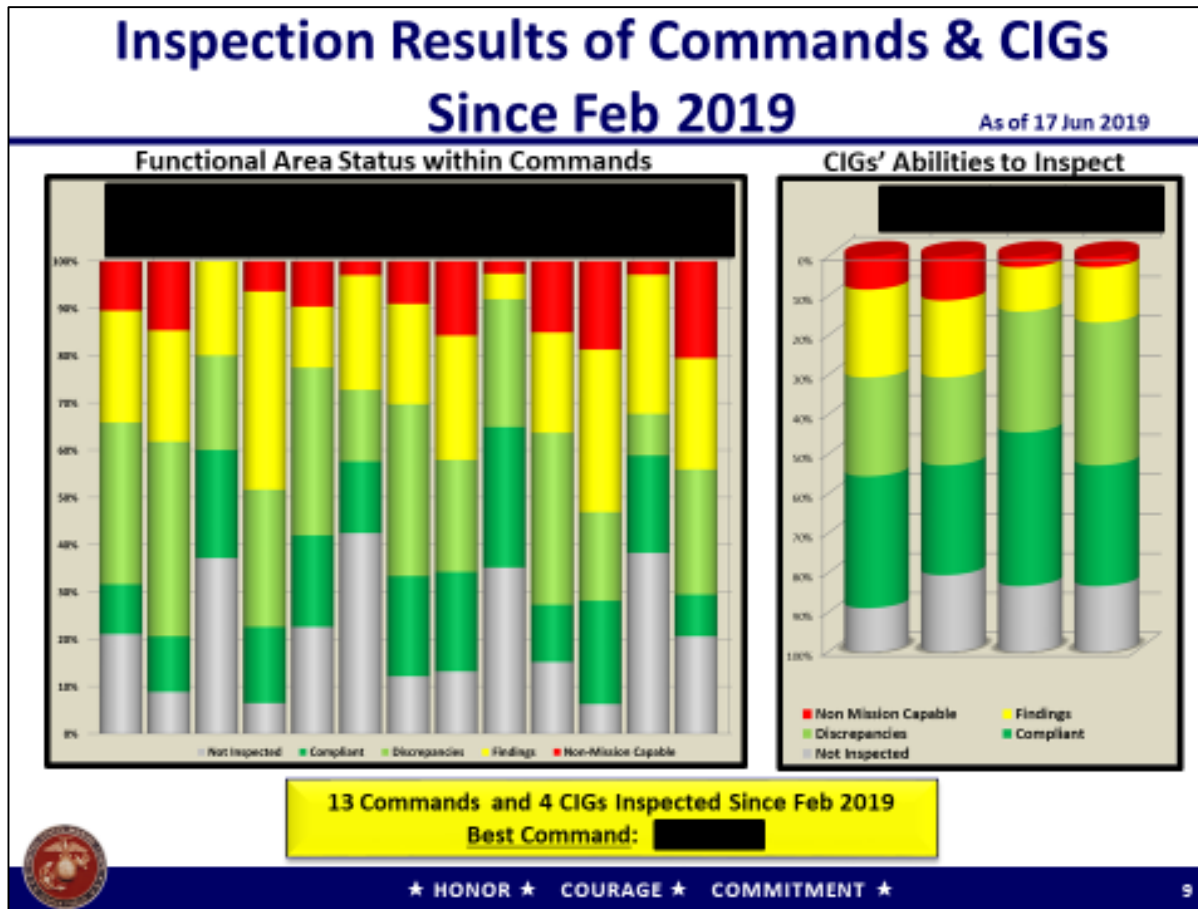
Functional Area Trends



LtCol Erick Min
Director of Readiness
Deputy Director of Inspections



IGMC Quarterly Update to CMC

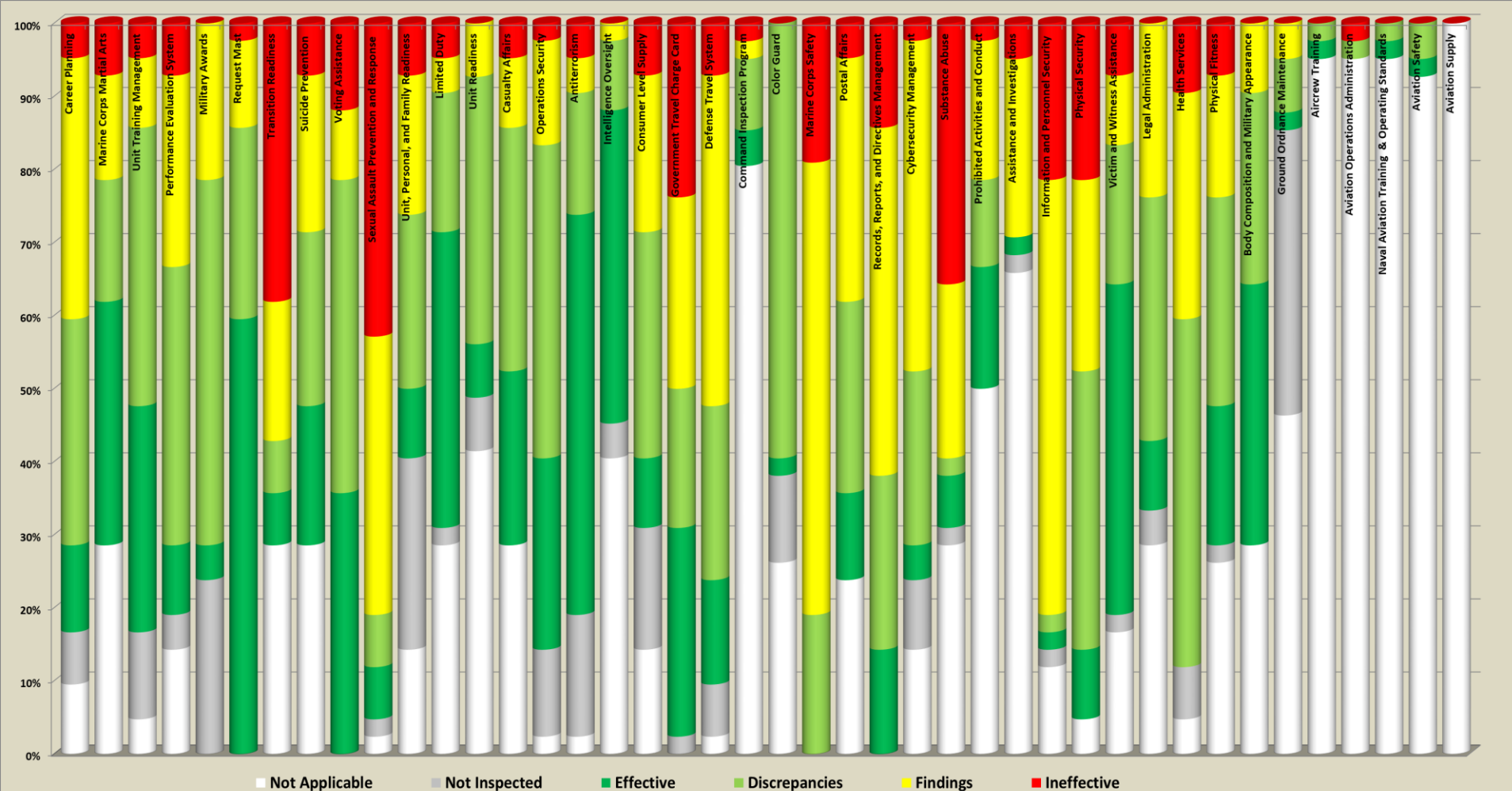


- **CMC Quarterly Update Contents**
 - Summary of inspection results by command (CO/CG name, timeframe).
 - Inspection trends over previous quarter.
 - General observations during inspections.
 - Inspections forecast.



IGMC Functional Area Trends

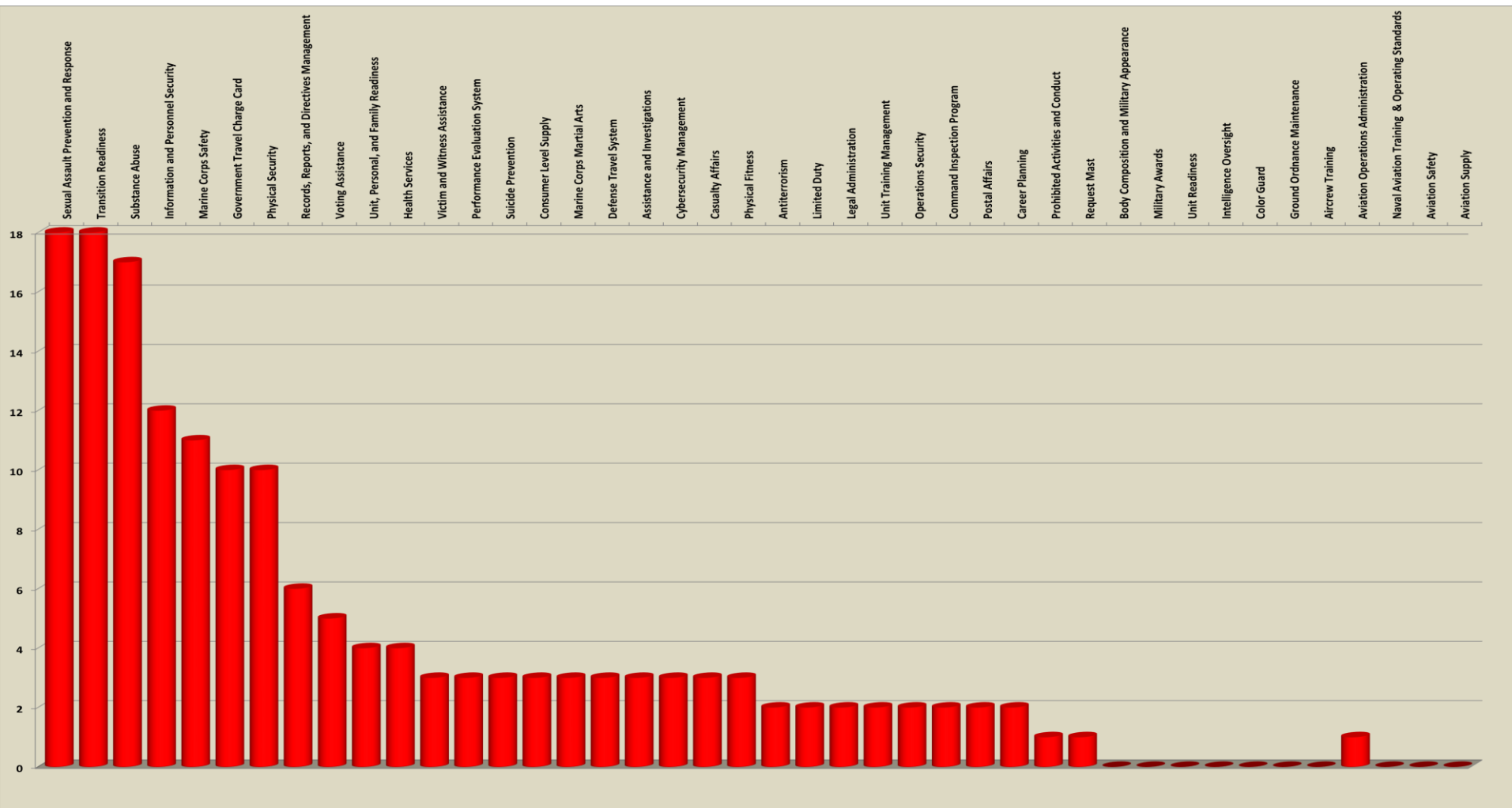
CoRE Functional Area Results (CY18-19)*





IGMC Functional Area Trends

Ineffective CoRE Functional Areas (CY18-19)*





Functional Area Trends CY18-19

- 1040 Career Planning
- 1610 PES
- **1700.31 Transition Readiness**
- 1720 Suicide Prevention ***
- 1742 Voter Assistance
- **1752 SAPR *****
- 4400.15 Supply
- 4600 GTCC
- 4650 DTS
- 5100 Safety ***
- 5110 Postal Affairs
- 5210 RRDM
- 5239 Cyber
- **5300 Substance Abuse *****
- 5354.1 Assistance & Investigations
- 5510.3 Info & Personnel Security
- 5530 Physical Security
- 6110 Health Services

CoRE Functional Areas w/ >25% Findings/Ineffective

CoRE Functional Areas w/ >25% Ineffective

***** CMC Top 5 Bullseye**



FA Trends for CY2018-2019

- **INEFFECTIVE**
 - Transition Readiness (18)
 - **Sexual Assault Prevention and Response (18)**
 - **Substance Abuse (17)**
 - Information and Personnel Security (12)
 - **Marine Corps Safety (11)**
- **FINDINGS**
 - **Marine Corps Safety (26)**
 - Information and Personnel Security (25)
 - Records, Reports, and Directive Management (20)
 - Cybersecurity Management (19)
 - Defense Travel System (19)
- **INEFFECTIVE AND FINDINGS COMBINED**
 - **Sexual Assault Prevention and Response (34)**
 - **Marine Corps Safety (34)**
 - Information and Personnel Security (34)
 - Records, Reports, and Directive Management (26)
 - **Substance Abuse (25)**



Inspection Team Training / Refresher Training

CWO5 Felipe Aguilar
Lead Inspector



Inspection Team Training Overview

1. During inspections, SMEs will focus upon an accurate, real time snapshot of the health and sustainability of all programs.
2. When validating checklists, SMEs will link checklist content directly to current (i.e. published) standards.
3. Checklists will be organized for ease of application to any DC*, MARFOR, Installation, GO, or O5/O6 level during inspections world-wide.
4. “Best Practices” are continuously captured and distributed.
5. Inspectors will **Teach & Train** during the conduct of inspections, in addition to checklist material covered.
6. Awareness of Team “optics” will remain constant.



Inspection Team Training 1-2

1. During inspections, SMEs will focus upon an accurate, real time snapshot of the health and sustainability of all programs.

- Recall a functional area purposes and goals.
- Record the status of the functional area upon arrival. For corrections made during the 2.5 day inspection grades remain the same.

2. When validating checklists, SMEs will link checklist content directly to current (i.e. published) standards.

- SMEs advise the IGMC Inspection Division immediately upon policy/regulation updates. **You** communicate those to the fleet.
- “Teach and train” grace periods typically last 30-60 days from published checklist updates.



Inspection Team Training 3-4

3. Checklists will be applied to any DC, MARFOR, Installation, GO, or O5/O6 level command Corps-wide.

- Describe “typical” functional area management, or coverage at different levels (e.g. installation).
- Identify checklist questions, or sub-sections, that apply to various command/unit types/levels.

4. “Best Practices” are continuously captured and distributed.

- Identify best practices during inspections and deliver materials to the IGMC Inspection Division for posting/distribution via the IGMC website.
- Encourage incorporation of best practices during the “teach and train” phase of inspections Corps-wide.



Inspection Team Training 5-6

5. Inspectors will Teach & Train during the conduct of inspections, in addition to checklist material covered.

- SMEs should designate a time slot strictly for the training portion, and have material or best practices ready to deliver.
- SMEs should be aware of other commands/units in the area in need of training opportunities that arise.

6. Awareness of Team “optics” will remain constant.

- Beyond being a professional, consideration for all efforts, preparation, and dedication to the IGMCIIP is paramount.
- Inspectors should not discuss liberty plans, sight-seeing, tourism, family members accompanying them, or evening social events, with or in the presence of unit functional area managers.



Inspection Team Do/Don't

■ DO

- Be independent and impartial. ***Address conflicts of interest.***
- Know functional area objectives, and be able to explain functional area goals in conversation with managers and senior commanders.
- Know the risk, or reason. EVERY question matters on your checklist(s). Know the “So what???”
- Have all materials and any regulations ready and on-hand.
- Provide results to functional area managers and make recommendations.
- Complete a checklist for delivery upon inspection’s end.
- **NLT SEVEN days after the inspection, provide the IGMC a detailed inspection report.**



Inspection Team Do/Don't

- **DON'T**
 - Provide FINAL results until post hot-wash and confirmation with IGMC Director or Lead Inspector.
 - Change a grade without informing a functional manager just prior to the out-brief (Day 3).
 - Execute a predetermined agenda regarding a functional area manager's ability to perform duties. NO PREJUDICE.
 - Grade inconsistently (*i.e. case law*). ***A finding, is a finding, is a finding.***
 - Allow personnel outside of the IGMC team to determine your results (DC staff).
 - Tell the Commander and CMC "all is well" if it is not.

IGMC Inspection Reports



LtCol Erick Min
Director of Readiness
Deputy Director of Inspections



IGMC Cover Letter

- Overall Assessment (Mission Capable / Non-Mission Capable)
- Command Inspection (Results)
 - FA listing (Ineffective, Findings, Discrepancies, Effective)
- IGMC Special Activities
 - SPIN Brief, PFT/CFT, height/weight, urinalysis, Request Mast
- General Observations and Assessment
 - % of Effective/Ineffective (including CMC Top Priority)
 - Overall “word picture” of command conditions
- General Recommendations
- Commendatory Performances and Best Practices
- Corrective Actions
- IGMC Inspections Division Surveys
- POCs



IGMC Cover Letter



DEPARTMENT OF THE NAVY
DEPUTY NAVAL INSPECTOR GENERAL FOR MARINE CORPS MATTERS
INSPECTOR GENERAL OF THE MARINE CORPS
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:
5040
IGI

From: Deputy Naval Inspector General for Marine Corps Matters/
Inspector General of the Marine Corps
To: Commanding Officer, [REDACTED]
Subj: [REDACTED] FINAL INSPECTION REPORT
Ref: (a) MCO 5040.6J

1. Overall Assessment. In accordance with references (a), the Deputy Naval Inspector General for Marine Corps Matters/Inspector General of the Marine Corps (IGMC) conducted an inspection of [REDACTED] from [REDACTED]. After a detailed evaluation, the IGMC assessed [REDACTED] as [REDACTED].

2. Command Inspection. Included in this report are the detailed inspection reports for your staff that detail the results below.

[REDACTED]
Functional Area Programs Inspected: 27
Total Mission Capable: 20
Non-Mission Capable: 7
Mission Capable with Findings: 8
Mission Capable with Discrepancies: 9
Fully Compliant: 3

Non-Mission Capable
1040 Career Planning
1500.59 Marine Corps Martial Arts
4400.15 Consumer-Level Supply
4600 Government Travel Charge Card
4650 Defense Travel System
5300 Substance Abuse
5530 Physical Security

Mission Capable with Findings
1720 Suicide Prevention
5100 Marine Corps Safety
5110 Postal Affairs
5210 Records, Reports, and Directives Management
5239 Cybersecurity Management

5510.3 Information and Personnel Security

Subj: [REDACTED] FINAL INSPECTION REPORT

5800.14 Victim and Witness Assistance Program
5800.16 Legal Administration

Mission Capable with Discrepancies

1553.3 Unit Training Management
1610 Performance Evaluation System
1700.31 Transition Readiness
1742 Voting Assistance
1754.9 Unit Personal and Family Readiness
1900.2 Limited Duty
3040 Casualty Affairs
6000 Health Services
6110 Body Composition and Military Appearance

Fully Compliant Functional Areas

1700.23 Request Mast
5354.1 Prohibited Activities and Conduct
6100.13 Physical Fitness and Combat Fitness

3. IGMC Special Activities

a. The IGMC provided a Special Interests Brief to over [REDACTED] Marines, engaging them with contemporary issues important to the Commandant of the Marine Corps (CMC) and IGMC.

b. The IGMC observed [REDACTED] Marines run the Physical Fitness Test (PFT), with an average score of [REDACTED], with [REDACTED] failure. The average PFT score for the Marine Corps at the time of the inspection was 248.

c. The IGMC randomly selected [REDACTED] Marines to weigh-in, with [REDACTED] out of standards.

d. The IGMC did not hear any of the [REDACTED] requests mast, as [REDACTED] were not appropriate for the IGMC and the [REDACTED] applicant had already submitted a Hotline complaint.

e. The IGMC randomly selected [REDACTED] Marines for a urinalysis.

4. General Observations and Assessment of [REDACTED]

a. [REDACTED] achieved a 74.1% Mission Capable rate on Critical or Required Evaluation (CoRE) functional areas, to include an 80% Mission Capable rate on the Commandant's Top Five functional areas [Marine Corps Safety; Prohibited Activities and Conduct (PAC); Sexual Assault Prevention and Response (SAPR); Substance Abuse; and Suicide Prevention].



Director of Inspections Cover Letter

- One for each Directorate (DC, CMC Office, etc)
- Lists functional areas under each Directorate (FAS)
- Refers to functional area POCs
- Inspection POC same as IGMC Cover Letter
- ID Directorates (FAS) as responsible agencies for the reports
 - Inspectors are **direct representatives** of their Directorate (FAS)
 - Ownership of functional area references and checklists
 - Provide quality reports
 - Minimal IGMC edits to avoid misrepresentation of Directorates (FAS)
 - With the exception of simple typos (punctuation, spacing, tabs, ordering, etc.), the reports are just as inspectors submit to IGMC



Director of Inspections Cover Letter



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5040

IGI

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

To: Inspector General of the Marine Corps

Subject: DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS
DETAILED INSPECTION REPORTS

Ref: (a) MCO 5040.6H
(b) NAVMC DIR 5040.6H

1. The Deputy Commandant (DC) for Manpower and Reserve Affairs (M&RA) provided inspectors to augment the Inspector General of the Marine Corps inspection aboard [REDACTED] from [REDACTED]. The augment inspectors provided detailed inspection reports on behalf of DC M&RA and they are provided herein.

- a. 1610: Performance Evaluation System
- b. 1650: Military Awards
- c. 1720: Suicide Prevention
- d. 1742: Voter Assistance
- e. 1752: Sexual Assault, Prevention, and Response
- f. 1754.9: Unit, Personal, and Family Readiness
- g. 3040: Casualty Affairs
- h. 5110: Postal Affairs

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 Erick Min at (703) 604-4619, or the Lead Inspector, CWO5 Scott Easton at (703) 604-4670.

R. S. WEILER

1610
1650
1720
1742
1752
1754.9
3040
5110



FAS Detailed Inspection Report Format

- FAS in Header with Unit
- FAC# Title
- Assessment
- Inspector POC Info (phone, email)
- FAC# in footer as reference

DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS DETAILED INSPECTION REPORTS FOR [REDACTED]

5300 SUBSTANCE ABUSE PROGRAM
Assessment: [REDACTED]
Inspector: Mr. Milton Young (703-784-9526, milton.young@usmc.mil)

0103 Can the unit provide documentation showing that all Marines identified as being involved in a drug or alcohol incident are referred to the Substance Abuse Counseling Center (SACC) within 48 hours for a Substance Use Disorder assessment?

Reference: MCO 5300.17A, para 4.b.(5) (d) through (f) (p. 7)

Finding: [REDACTED]

Recommendation: [REDACTED]

0104 Can the unit provide documentation showing that Supervisory Level Substance Abuse Program training for officers and SNCOs is conducted annually? Training Information Management System (MCIIMS)? (Unit Marine Awareness and Prevention Integrated Training does not meet the requirements of this checklist item.)

Reference: MCO 5300.17A, para 4.b.(6) (b) (p. 8)

Finding: [REDACTED]

Recommendation: [REDACTED]

5300



Checklist Comment Format

- Courier New 12 Font
- **BOLD** for each functional area # / title, assessment, inspector, and checklist #
- 2 spaces after each “:” or “.” or “XXXX”
- Line space between each subsection (press “enter”)

XXXX FUNCTIONAL AREA

Assessment: (MISSION CAPABLE OR NON-MISSION CAPABLE)

Inspector: Rank/Paygrade and First/MI/Last Name

Overall Comments: If required to address notes that do not associate with a specific checklist item.

YYYY Checklist question?

Reference: Checklist reference.

Discrepancy or Finding: If ICI, describe the unit deficiency (against the functional area manager). If CCI, describe the CIP deficiency (against the inspector).

Recommendation: If ICI, recommendation for unit. If CCI, recommendation for inspector.



Writing Techniques

- Apply basic English grammar rules in all reports
 - Use complete sentences: Subject – Predicate (action)
 - “The unit failed to do...”
 - Use the active voice instead of the passive voice
 - “The unit did that,” versus “That was done by the unit”
 - Use the simple past tense instead of the past/present perfect/pluperfect tenses
 - “The unit failed,” versus “The unit has/had failed...”
 - “The functional area manager conducts,” versus “The functional area manager is conducting...”
 - Use the 3rd person instead of the 1st or 2nd person
 - “He/she, the unit, the Marine,” versus “I or you.”
 - Use of “they” must match a plural subject
 - “The functional area manager should” versus “You should”



Writing Techniques

- General rules for professional military writing
 - Use the most current format template
 - Define all acronyms the first time, regardless of how common it is
 - “The Commanding Officer (CO)...”
 - Spell out numbers less than 10. Use numerals for 2 or more digits.
 - No need to write both “twelve (12).”
 - If both single and double digit numbers exist, use numerals
 - Use billet titles instead of names
 - “The SACO failed to...” versus “Capt William H Smith failed to...”
 - Keep all submissions objective. Remove emotion/insult.
 - “The unit failed to comply” versus “The unit’s incompetence led to failure”
 - Use gender neutral terms
 - “He/she,” “the functional area manager,” “the Marine,” etc.



Writing Techniques

- For checklist item comments:
 - Use clear, succinct, and directive sentences
 - Avoid excessive technical jargon (Will Joe Marine understand?)
 - Overall Comments: Notes that do not apply to a specific FAC item
 - Performance (good/bad) of manager, extenuating circumstances, etc.
 - Discrepancies/findings: Explain the reason in detail
 - What did the unit/inspector fail to do to fully comply with the reference?
 - Identify the deficiency only. Save discussions for the recommendation.
 - Recommendations: Provide a clear way forward IOT be fully compliant (“SHOULD” versus “must” or “shall” and “ensure” vs “verify”)
 - ICI – “ensure,” CCI – “verify”
 - Recommended COA “should” vs mandatory requirement (“must” or “shall”).
 - Include amplifying information (risk to command, best practices, etc).



Common Errors in Reports

- Yes/No responses that provide no details
- Simply regurgitating the checklist questions
- Submitting ICI comments for a CCI report
 - E.g., “The unit failed to do this...” instead of “The inspector did not note that the unit failed to do this...”
- Cutting and pasting responses from previous inspections without changing the unit’s name and detailed specifics pertaining to current inspection
- Combining recommendations with the discrepancy/finding, discussing issues in the discrepancy/finding, having no recommendation, changing report format
- Using obscure, pedantic, and/or hyperbolic language and run-on sentences
 - E.g. “The postal section’s current deplorable, disgraceful state can be attributed to multiple, myriad causal factors to include systemic leadership and oversight failures, a dreadful dearth of postage stamps, and a Byzantine filing system that only an MIT-trained mechanical engineer could comprehend....”
- Use of incorrect unit/command abbreviations
 - 2ndMAW is actually 2d MAW
- Separate CCI reports with specific units identified. Should be one report.



Summary / Recommendations

- Be concise, clear, & provide intelligent, helpful input. Remove all emotion!
- Build a catalog of standard responses to the most common discrepancies and findings. Use past inspection reports as a guide for acceptable responses. “Cut and paste” but ensure that you correctly identify the unit.
- Remember: Your names are attached to each report. You directly represent your FAS/DC/Directorate. Make your work reflect accordingly.
- Multiple senior leaders read these reports.
 - The IG/DIG reads and signs each report for release.
 - Each report is provided to inspected commands, many of which are commanded by GOs. Many GOs scrutinize these reports line by line.
 - Functional area managers depend on the reports to correct their deficiencies.
 - Summaries are presented to CMC and ACMC with full reports available upon request.

The IGMC IGI only edits format, spelling, and punctuation.
SUBMIT YOUR REPORTS ON TIME!!!



IGMC POCs

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- LtCol Erick Min, Director of Readiness / Deputy Director of Inspections
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