



# Defense Health Agency

## **ADMINISTRATIVE INSTRUCTION**

**NUMBER 106**  
August 27, 2019

---

---

DHA Office of Inspector General

**SUBJECT:** Organizational Inspection Program (OIP)

**References:** See Enclosure 1.

1. **PURPOSE**. This Defense Health Agency-Administrative Instruction (DHA-AI), based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (k), establishes the Defense Health Agency's (DHA) procedures for the planning, preparation, coordination, and execution of the DHA OIP. An OIP is a Director's program to coordinate inspections, assessments, audits, and healthcare certifications into a single cohesive plan focused on the Director's direction and guidance. The term "inspection" as it is used throughout this DHA-AI describes any evaluation, assessment, review, study, or analysis conducted by an organization internal or external to the DHA.
  
2. **APPLICABILITY**. This DHA-AI applies to all DHA personnel to include: assigned, attached, or detailed Active Duty and Reserve members, federal civilians, contractors (when required by the terms of the applicable contract), and other personnel assigned temporary or permanent duties such as local national and master labor contract staff at DHA, to include Markets, and military medical treatment facilities (MTFs).
  
3. **POLICY IMPLEMENTATION**. It is DHA's policy, pursuant to References (d) through (i) that DHA, Markets, and MTFs will:
  - a. Support a cultural change within the DHA to minimize manpower intensive oversight and maximize the development of a system of automated controls that assists oversight.
  
  - b. Establish and maintain an OIP that supports readiness and promotes efficiency, economy, and effectiveness in programs and operations, and meets the requirements set forth in this DHA-AI, as well as the applicable standards in References (e) through (h).

c. Provide reasonable assurance organizations and processes within their area of operations are compliant with statutes, standards, policies, and other requirements.

d. Provide civilian and military personnel with technical or administrative expertise as needed to assist with inspections through DHA Headquarters proponents, to include DHA-AIs, Self-Assessment Communicators (SACs), and points of contact information.

4. RESPONSIBILITIES. See Enclosure 2.


5. PROCEDURES. See Enclosure 3.

6. RELEASABILITY. **Not cleared for public release.** This DHA-AI is available to users with Common Access Card authorization on the DHA SharePoint site at: <https://info.health.mil/cos/admin/pubs/SitePages/Home.aspx>.

7. EFFECTIVE DATE. This DHA-AI:

a. Is effective upon signature.

b. Will expire 10 years from the date of signature if it is not reissued or cancelled before this date in accordance with Reference (c).



R. C. BONS  
VADM, MC, USN  
Director

#### Enclosures

1. References
2. Responsibilities
3. Procedures
4. Developing an Organizational Inspection Program

#### Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” August 24, 2018
- (d) DoD Manual 5106.06, “Joint Inspectors General Manual,” May 7, 2018
- (e) Department of Defense (DoD), “Joint Inspector General Inspections Guide,” August 25, 2010, as amended
- (f) Army Regulation 1-201 “Army Inspection Policy,” April 4, 2008, as amended
- (g) BUMEDINST 5040.2D “Command Inspection Program,” September 12, 2017
- (h) Air Force Instruction 90-201 “The Air Force Inspection System,” April 21, 2015, as amended
- (i) DHA-Administrative Instruction 088, “DHA Inspector General,” February 28, 2017
- (j) Public Law 114-238, Section 702 of the National Defense Authorization Act for Fiscal Year 2017
- (k) United States Code, Title 10, Chapter 55

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DHA. The Director, DHA will:
  - a. Provide oversight of the DHA OIP Program.
  - b. Ensure the Office of Primary Responsibility (OPR) has the necessary resources and Deputy Assistant Director (DAD) executive-level support to ensure compliance with this DHA-AI and accomplish program tasks.
  
2. DHA INSPECTOR GENERAL (IG). The DHA IG will:
  - a. Serve as the DHA OPR for inspection policy except for those inspections conducted pursuant to Uniform Code of Military Justice, or inspections or searches conducted in accordance with law enforcement procedures per Reference (f). The OPR has the authority to approve exceptions or waivers to this DHA-AI that are consistent with controlling law and regulations.
  - b. Review and approve DHA regulatory guidance mandating any type of inspection. This authority to review and approve does not extend to inspections conducted pursuant to Uniform Code of Military Justice, or inspections or searches conducted in accordance with law enforcement procedures.
  - c. Advise Director, DHA, subordinate Directors, and DHA personnel on inspection policy.
  - d. Assist in the organization, coordination, and training of inspectors for the Director's OIP, but will not lead or physically inspect as part of the organization inspection in accordance with Reference (i).
  
3. SPECIAL STAFF. The Special Staff will:
  - a. Coordinate with DHA IG office and the DHA OIP Coordinator on all regulatory policies mandating the conduct of any inspection.
  - b. Designate Functional Area Managers (FAMs) for each Functional Area (FA) in which the Special Staff is an OPR.
  - c. Ensure FAMs comply with established responsibilities and procedures.

4. DAD, HEALTHCARE OPERATIONS. The DAD, Healthcare Operations will:

- a. Designate a DHA OIP Coordinator, who acts as the DHA OPR for OIP coordination and execution.
- b. Draft OIP guidance to support integrating the OIP with the agency mission and reduce multiple guidance sources for DHA subordinate organizations. Update the OIP guidance in accordance with DHA publication policies.
- c. Develop and maintain templates for reports, SACs, assessments, and other internal controls for the standardization of OIP requirements.
- d. Maintain an accessible database for FAM SACs to assist Staff Inspections, staff assistance visits (SAVs), and self-assessments.
- e. Coordinate with DHA FAMs and Markets to ensure inspections and audits complement rather than duplicate each other.
- f. Assess Market OIP plans.
- g. Advise the Director, DHA, of the effectiveness of the OIP.

5. DHA, DADS. The DHA, DADs will:

- a. Coordinate with DHA IG office and the DHA OIP Coordinator on all regulatory policies mandating the conduct of any inspection.
- b. Designate FAMs for each FA in which the DAD is an OPR.
- c. Ensure FAMs comply with established responsibilities and procedures.
- d. Conduct Staff Inspections on an as needed basis depending on requests from the field, direction from the chain of authority, or determined by the results of trend analysis, and ensure inspections are conducted in accordance with this DHA-AI.

6. DIRECTORS, MARKETS, AND MTFs. The Directors of Markets, and MTFs will:

- a. Establish an OIP designed to ensure inspections complement rather than duplicate each other (see Enclosure 5).
- b. Designate an OIP Coordinator to coordinate and manage the OIP, preferably from within the staff agency that has tasking authority and direct access to the master calendar.

c. Publish an OIP plan in support of higher organization OIP guidance no later than (NLT) October 1<sup>st</sup>, annually.

d. Schedule and post inspections and audits on long-range training calendars, and ensure inspections are briefed, approved, and scheduled during annual, semi-annual, and quarterly training briefings.

e. Conduct and monitor inspections and SAVs on an as needed basis depending on organization requests, direction from the chain of authority, or determined by trend analysis results, and ensure that inspections are conducted in accordance with this DHA-AI.

f. Identify and train inspectors on DHA inspection policy and inspection principles.

g. Direct follow-on inspections as appropriate.

h. Provide command and staff inspection results focused on to the DHA OIP Coordinator upon request, and in an agreed upon format to assist in the analysis and identification of trends.

7. OIP COORDINATOR. The OIP Coordinator will:

a. Serve as the person within the DHA, Market, or MTF charged with developing, coordinating, and monitoring the OIP, normally from the operations staff or the executive officer equivalent. The OIP Coordinator does not actually lead or physically conduct the various inspection programs comprising the OIP. Instead, the OIP Coordinator ensures the continuous execution and scheduling of these inspection programs in accordance with the guidance set forth in the written OIP.

b. Develop an OIP plan that captures the key elements outlined in Enclosure 5 of this DHA-AI.

c. Develop and maintain an annual schedule that captures all relevant inspections occurring within the organization to include all FA inspections, Staff Inspections, IG inspections, audits, and external inspections to avoid conflicts with major training events or redundant inspections.

d. Coordinate inspection schedules, plans, reports, and lessons learned with higher and lower organization OIP Coordinators in accordance with the DHA Organization Chart.

e. Monitor the execution and completion of all corrective measures resulting from final inspection reports.

8. FAMS. The FAMs will:

a. Develop appropriate SACs based on established standards for use during inspections, SAVs, and self-assessments.

b. Coordinate with the DHA OIP Coordinator to ensure SACs are up-to-date and in the accessible database to assist Staff Inspections, SAVs, and self-assessments.

c. Coordinate with the DHA OIP Coordinator to ensure inspections and audits complement rather than duplicate each other.

d. Perform a review and provide a list of all regulatory inspection requirements to the DHA OIP Coordinator by proponent, frequency, and unit type NLT April 1<sup>st</sup> annually.

e. Conduct, at a minimum, a trend analysis on required assessments to measure against a standard and provide the trend results to the DHA OIP Coordinator NLT April 1<sup>st</sup> annually.

9. INSPECTOR(S). Inspector(s) conducting inspections will:

a. Report to Directors or the local IG all deficiencies involving breaches of integrity, security, procurement practices, and criminality when discovered. Directors must consult with the servicing staff judge advocate when these cases arise.

b. Adhere to the DHA inspection principles when performing inspection duties.

c. Provide, when appropriate, recommendations or conduct teaching and training to help correct any problem identified during an inspection.

d. Record inspection results.

ENCLOSURE 3

PROCEDURES

1. BACKGROUND

a. DHA establishes the OIP while being aware of three actions stemming from Section 702 Reference (j).

(1) First, it requires the DoD to transition administration and management of all MTFs from the Services to DHA. The transition is to “improve and sustain operational medical force readiness and the medical readiness of the Armed Forces, improve beneficiaries’ access to care and the experience of care, improve health outcomes, and lower the total management cost of the military health system” in accordance with Chapter 55 Reference (k), as amended by Section 702 of Reference (j).

(2) Second, it identifies that Services will maintain authority over readiness of their personnel, resulting in a dual nature for MTFs. Some processes and personnel in an MTF will be Service responsibility, and some the responsibility of DHA.

(3) Third, it requires a reduction in the number of personnel in headquarters units in the Military Health System. This requirement restricts the personnel historically used by DoD components as subject matter experts during organization and process inspections. This creates the need for DHA to enact a cultural change to simultaneously rely less on manpower intensive oversight, and more on the inherit responsibility and accountability of leaders.

b. The OIP will not replace existing Service inspection programs. The OIP fills the gap where Services no longer have the authority to provide assessment, oversight, or management.

c. The OIP will support the DHA evolution to maximize a system of automated controls that assist oversight. The approaches to inspections should only be used when those automated controls are not established.

2. INSPECTION FUNCTIONS

a. The fundamental purpose of an inspection is to assess, assist, and enhance the ability of the organization to prepare for and perform its assigned mission. DHA inspections support the DHA by providing leadership with a flexible and timely program to conduct independent assessments of DHA operations, programs, or policies. Inspections provide information that is useful and credible for DHA managers, policymakers, and employees to have a positive impact on Agency operations.

b. Inspections are an inherent function of leadership exercised at every level per References (f) through (h). Leaders use formal and informal inspections to evaluate readiness, capability,



and performance. Inspections may focus on compliance with established standards or upon process-improvement. Formal inspections include inspections from external agencies, DHA FAMs, IG, Market, and MTF staff. Formal inspections objectively and independently verify mission capability and performance. Informal inspections include SAVs and self-assessments, which promote responsibility and accountability within the unit.

c. The OIP is a **requirement** for Directors at the MTF, Market, and similar-sized organizations in DHA. The OIP is so important because it provides organizations with an internal mechanism to identify, prevent, and eliminate problem areas affecting **readiness**.

d. OIPs are not simply "check-the-block" programs. They are living, dynamic programs that can be adapted to the needs of the organization; most importantly, **Directors are in control**. Directors at all levels set the scope and nature of their OIPs based on guidance from higher headquarters and within the context of the DHA inspection policy framework outlined in this DHA-AI. This policy is broad in nature to afford Directors the maximum latitude to design and implement their OIPs and craft their programs to their readiness needs. The principal requirement is Directors **must have an OIP**.

### 3. INSPECTION OBJECTIVES

a. To ensure the operational and materiel readiness, effectiveness and efficiency of the DHA and subordinate organizations.

b. To assist Directors and leaders in improving the performance, readiness, efficiency, effectiveness and quality of life of the organizations and activities for which they are responsible. Inspections are to provide Directors and leaders mission-relevant evaluations and recommendations that are timely, accurate, candid and objective.

c. To help DHA military and civilian personnel improve the performance, readiness, efficiency and effectiveness of their organizations while constantly improving individual quality of life through evaluation, training, assistance, and mentoring.

d. To recognize, commend, and disseminate notable practices, spreading ideas that work as widely as possible throughout the DHA.

e. To elevate systemic issues across organizations which may affect readiness, compliance, or quality of life, and that the inspected organization cannot resolve without additional support or that may be occurring in other organizations.

f. To elevate issues within the organization which may affect readiness, compliance or quality of life, and that the inspected organization cannot resolve without additional support.

4. INSPECTION PRINCIPLES. There are five basic principles DHA inspections will be: purposeful, coordinated, focused on feedback, instructive, and followed-up.

a. Purposeful. Inspections must have a specific purpose the Director approves. For an inspection to be purposeful, an inspection must be:

- (1) Related to mission accomplishment.
- (2) Tailored to meet the Director's needs while remaining relevant and responsive.
- (3) Performance oriented and start with an evaluation against a recognized standard.
- (4) Capable of identifying process improvement and risk reduction opportunities.

b. Coordinated. The proper coordination of inspections precludes inspection redundancies, complements other inspection activities, and minimizes the inspection burden on subordinate organizations. Short-notice inspections must be the exception and remain at the Director's discretion. To ensure the proper coordination of inspections, an annual review of all scheduled inspections must occur to answer the following three questions:

(1) Can this inspection be canceled or combined with another inspection? When combining inspections, unity of effort must remain. If inspectors from several agencies combine their efforts, one person must coordinate and lead their activities.

(2) Does this inspection duplicate or complement another inspection?

(3) Do inspection reports from other agencies or other echelons of organization exist that can assist in the conduct of an inspection? Using previous reports reduces the number and duration of inspections and helps to determine the status of previously identified weaknesses or deficiencies.

c. Focused on Feedback. Inspections are critical because they provide the Director with accurate and timely feedback and a written record of the results. Feedback may be verbal or in written form; however, a written report is the preferred method because a record of inspection's results will be available to others who may also benefit from the results. Inspection results can be provided at the end of an inspection, or be released as the inspection progresses. Inspection results include:

(1) The identification of root causes. Deviation from an established standard demands an examination to determine whether the deviation is the result of training deficiencies, lack of resources, misunderstood requirements, or a lack of motivation. The inspector must determine where the root cause lies in the overall functional process or organizational structure.

(2) The identification of strengths and weaknesses. Every inspection will bring shortcomings to the attention of those who can correct them. Inspections must also identify strengths if the inspection is to remain effective. Sustaining strengths is an important aspect of leading and managing. Formally recognizing excellence helps motivate personnel to maintain high standards of performance.

(3) The implementation of corrective actions. The ultimate purpose of all inspections is to assist Directors to have a mission-ready organization. Every inspection must bring recommended solutions directly to the attention of those individuals or agencies that can correct them. Inspectors should encourage ‘on-the-spot’ corrections.

(4) The sharing of inspection results. Inspections can generate widespread improvement by evaluating successful techniques and providing feedback to units beyond those already inspected. This spirit of sharing and cooperation strengthens the DHA.

d. Instructive. Teaching and training is an essential element of all inspections and is the overarching purpose of SAVs. No inspection is complete if the units or agencies inspected have not learned about goals and standards and how to achieve them.

e. Followed-up. Inspections expend valuable resources and are not complete unless the inspecting organization develops and executes a follow-up inspection or plan to ensure the implementation of corrective actions. Likewise, the inspected unit must develop and execute a Corrective Action Plan that fixes identified problem areas and prevents recurrences of those same problems. Follow-up actions can include re-inspections, telephone calls (or visits) to units or proponents to check on the progress of corrective actions, or a request for a formal response from a unit or proponent attesting to the completion of the corrective action. To reduce the administrative burden on inspected units, a formal response to inspection reports is optional unless specifically requested.

5. BASIC ELEMENTS OF AN INSPECTION. All inspections have one purpose: to provide feedback to Directors so they can make decisions that will improve the DHA. The focus must remain on measuring compliance against established standards to ensure DHA—as a whole—can function effectively in its roles as a Defense Agency and Combat Support Agency. The five principles of DHA inspections support the five basic elements and are:

a. Measure performance against a standard. Inspectors should first try to determine compliance against a standard. In the event of identifying non-compliance, the inspector should determine why an organization failed to meet the standard. The best method is to ask open-ended questions of the individuals involved in an effort to get at the real meaning behind the non-compliance. If some form of checklist is necessary, then include follow-up questions asking about the reasons behind the problem.

b. Determine the magnitude of the problem(s). Focus on the high-payoff issues affecting the unit’s or organization’s readiness. Avoid trivial issues or personal favorite topics: remain aware of the purpose of inspections. Focus on issues that count and truly affect the health and function of the organization.

c. Seek the root cause(s) of the problem(s). Use the Root Cause Analysis Model (see Figure below), to determine why any non-compliance exists. Seeking the root cause applies to all inspections and not simply inspections conducted by IGs.

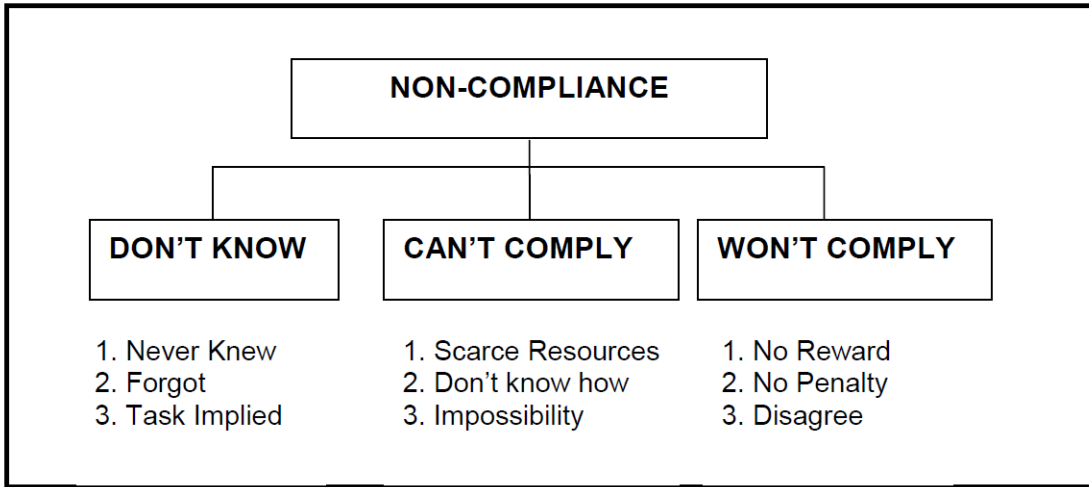


Figure: Root Cause Analysis Model

d. Determine a solution. Examine the root causes and use them to craft an effective and meaningful solution to the problem. Avoid short-term fixes. Instead, focus on achieving long-term and far-reaching solutions to the problems.

e. Assign responsibility to the appropriate individuals or agencies. The Director should receive an out-brief. When complete, the Director must receive a copy of the report with the inspector's findings and recommendations to task the appropriate individuals or agencies with fixing the problems. The inspector must name those individuals or agencies in each recommendation. Coordinate findings and recommendations with these persons or agencies before giving the report to the director. Recommendations have meaning and effect only if the director charges the right people with implementing them.

ENCLOSURE 4

DEVELOPING AN ORGANIZATIONAL INSPECTION PROGRAM

1. PURPOSE. This section describes how a Director can develop an OIP.
  
2. THE OIP. The OIP is a Director's program that manages all inspections within the organization. The inspections covered in the OIP include Staff Inspections, IG inspections, audits, and external inspections. An OIP at any organization normally exists in the form of a local policy, memorandum, or some other written product. The OIP expresses the Director's guidance for all inspections occurring within the command, even those inspections conducted by outside agencies (external inspections). The overarching purpose for developing an OIP is to allow a Director to capture in one written document all inspections within the command so everyone within that command is aware of all inspection requirements and can schedule these requirements to support mission readiness and execution.
  
3. ONE SOURCE OF INFORMATION. Once established, the OIP becomes another source of evaluation information the Director can use to assess the organization's readiness. Aside from the information provided through inspections conducted as part of the OIP, the Director can consider the results of external evaluations, Quadruple-Aim Performance Program (QPP) Assessments, Quality Care Metrics, and so on. The Director can use the evaluation results gleaned from these various sources to determine if the organization is able to accomplish its wartime and peacetime missions.
  
4. BUILDING AN OIP. The person responsible for developing the OIP should be the Director's designated OIP Coordinator. The OIP document should include the following items:
  - a. Director's Guidance. The OIP document should begin with the Director's guidance for all inspections conducted within the organization. The Director should outline his or her preferences for the conduct of Staff Inspections, SAVs, and IG inspections (in the DHA OIP plan). The Director should designate the frequency of any required inspections and define clearly a Director's role in any Staff Inspection. The Director's guidance should also reinforce the need to follow the inspection principles (see Enclosure 3), and ensure inspectors at all levels are trained to perform their inspection duties. Finally, the Director's guidance should further emphasize the goal of teaching, training, and mentoring as part of all inspections within the command.
  
  - b. Responsibilities. The OIP should outline clearly the responsibilities of the OIP Coordinator, staff members, and subordinate Directors with regard to their role in the OIP. These responsibilities must be clear, comprehensive, and fall in line with the Director's guidance on inspections.

c. Staff Inspections. Since no regulatory requirement exists for Staff Inspections, a Director's OIP does not have to address them. If the Director chooses to have a Staff Inspection Program, then the OIP must establish that program clearly and provide guidance as necessary. Since SAVs fall within the realm of Staff Inspections, the Director should also address SAVs within this portion of the OIP document.

d. IG Inspections. The DHA OIP must address IG inspections as part of the OIP. The DHA Office of Inspector General has an inspections branch assigned to it with the sole purpose of conducting inspections. The IG will develop and write this portion of the OIP to explain IG inspections within the command and to capture the Director's guidance with regard to focusing on systemic issues that are widespread in nature. The IG portion of the OIP must address inspection requirements for systemic inspections, targeted inspections, the IG's role in Managers' Internal Control Program, and external inspection and audit coordination with DoD IG and Government Accountability Office (GAO).

e. External Inspections. The most difficult aspect of crafting an OIP is determining what routine inspections must occur within the command that outside agencies are responsible for conducting. Organizations that are tenants on installations must often submit to installation-level inspections that must become part of a Director's OIP. When developing the OIP, the OIP Coordinator should meet with these respective outside agencies to determine their inspection requirements by type and frequency. By including these external inspections in the OIP, the Director can gain visibility on all inspections within the organization and then program these inspections into the long-range planning calendar. The intent is to avoid short-notice or hidden inspection requirements that routinely surprise subordinate commands. Some examples of these external inspections are physical security inspections, hazardous material compliance inspections, and quality of care inspections. The OIP must be flexible to support short notice inspections by outside agencies such as the DoD IG, GAO, the Defense Contract Audit Agency, and The Joint Commission.

5. DIRECTOR'S APPROVAL. Upon completion, the OIP Coordinator should gain the Director's approval of the OIP. The Director should sign the OIP to emphasize further the Director's involvement in the OIP and the overall importance of the program. Best practices by Military Departments reveal that active involvement by Directors attributes to successful OIPs.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

DAD	Deputy Assistant Director
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
DHA IG	Defense Health Agency Inspector General
FA	Functional Area
FAM	Functional Area Manager
GAO	Government Accountability Office
IG	Inspector General
MTF	military medical treatment facility
NLT	no later than
OIP	Organizational Inspection Program
OPR	Office of Primary Responsibility
QPP	Quadruple-Aim Performance Program
SAC	Self-Assessment Communicator
SAV	Staff Assistance Visit

PART II. DEFINITIONS

These terms and definitions are for the purposes of this DHA-AI.

assessment. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective.

evaluation. Appraisal of an item of information in terms of credibility, reliability, pertinence, and accuracy.

finding. An identified difference between an existing condition and a commonly accepted practice/condition.

FA. A specific FA that supports operational planning and execution. Examples include Pharmacy, Security, QPP, or Contracting.

FAM. The individual accountable for the management and oversight of all personnel and equipment within a specific FA to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing and maintaining assessment SACs; developing criteria for and monitoring readiness reporting; analysis, and execution activities which are crucial to the management and execution of DHA readiness programs.

inspection. A process that evaluates, reviews, studies, and/or analyzes the programs and activities of a Department/Agency for the purposes of providing information to managers for decision making; making recommendations for improvements to programs, policies, or procedures; and identifying where administrative action may be necessary in accordance with Reference (e).

inspection report. An official record documenting the results of an inspection. IG inspection reports will comply with Reference (g), and Reference (h).

market. A designated group of two or more MTFs with a Market Office.

OIP. A Director's program to coordinate inspections, assessments, audits, and healthcare certifications into a single cohesive plan focused on the Director's direction and guidance.

OIP Coordinator. The person designated by the director to serve as the person within the DHA, Market, or MTF charged with developing, coordinating, and monitoring the OIP, normally from the operations staff or the executive officer equivalent. The OIP Coordinator does not actually lead or physically conduct the various inspection programs that comprise the OIP. Instead, the OIP Coordinator ensures the continuous execution and scheduling of these inspection programs in accordance with the guidance set forth in the written OIP.

SAC. A policy-based checklist used to assist sub-organizations with program compliance. A SAC is a two-way communication tool designed to improve compliance with published guidance and communicate risk and program health up and down the chain of authority. Compliance with a SAC does not relieve individuals and leaders from complying with all statutory and regulatory requirements in federal, DoD, and Agency directives.