



CIVIL AIR PATROL INSPECTOR GENERAL

IG AUDIENCE

Volume 5 Issue 1

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FORWARD THIS NEWSLETTER TO ALL UNITS IN YOUR WING!

As of the posting of this issue (and all subsequent issues) all editions of the IG Audience will be made available for all CAP members on eServices in the Learning Management System.

Since CAPR 123-1 requires all appointed IGs to take annual refresher training, the CAP/IG staff has made this newsletter an opportunity for you to complete that training with ease.

After reading this issue, LMS will offer you an opportunity to take a 5 question quiz regarding the content of this issue. It is open book. You can repeat as often as you need. There is a test bank so you will get a different set of questions on each retake. When you successfully complete this quiz, Member Reports – “IG Course Completion Record” will be posted.

The April, July and October issues will also come with a quiz. On completion of all four, your currency for the year will be complete. All past issues and quizzes will remain for the taking all through the year, so that even if someone were to receive appointment as an IG mid-year, for instance, they are free to look back and catch up.

A Conversation with Col. Tom Kettell, RMR/CV, Formerly IGQ



Col. Linker: (pictured left) Congratulations on your selection as Rocky Mountain Region Vice-Commander and promotion to Colonel. You left your mark on the CAP Inspector General program during your five years as “Q” (the military code for Complaints is “Q”). You made important evolutionary advances during that time. What do you see as your greatest achievements?

Col. Kettell: (pictured right) We covered a lot of ground, but if I had to list them, I’d group those under three main headings:

1. Track metrics, 2. Decentralize the workload, and



3. Develop a compliance culture.

Col. Linker: You say “tracking” metrics, but it seems to me, that beyond mere tracking, you worked hard to get key data into the shape you wanted. And that means changing behavior.

Col. Kettell: You’re right. When I took over the position, the Investigation-to-complaint ratio was very high. Back then, there were 48 open cases at the National IG level and the caseload in the wings was statistically similar. The number of days that cases were open was way too high both at NHQ and in the field. I determined that the cause of both these problems was the over-reliance on Investigations as a complaint outcome. Less than 1% of the Air Force complaints that are filed actually go to investigation. CAP was sending most of its cases to investigation and many were languishing in that state. I set the goal in CAP of a 1% investigations-to-complaints ratio. It took a while, but we achieved it. Our average period for an open case dropped from 180 days to 30 days.

Col. Linker: Explain how you did that.

Col. Kettell: Two things: An emphasis on conducting a thorough **Complaint Analysis**, and fully utilizing the five dispositions – *Assist, Referral to Command, Transfer, Dismissal* and *Investigation*. Notice I put investigations last. It should be the last resort. I was impressed to find that 95% of

complaints in the Air Force end in Assists. While there are differences between CAP and USAF, it is clear that people – members – complain because they want something made right, not because they want an investigation, *per se*. But finding the right solution in those other four dispositions isn't always easy.

Col. Linker: That's where you forged a productive partnership between IGQ (you) and IGT (Training).

Col. Kettell: Right. In all our training efforts across the board, we needed to de-emphasize investigation as the end game and clarify the core competence of IGQ is Complaint Resolution. The IG is an administrative job; we don't have police powers; we're not cops. Resolving complaints builds trusts because it provides the members with what they want. To be successful, we have to train IG's in effective complaint resolution skills at every level in the organization.

Col. Linker: You also mentioned Decentralization. How did that improve Complaint processing?

Col. Kettell: By increasing core competency in Complaint Resolution in the field, I was able to delegate more complaints to the Region IG's and even Wing IG's. I then coached them and managed their progress. As this effort progressed throughout the country, it significantly increased the bench strength of the IG program at all levels. It also greatly increased the pool of prospective IG leaders. To avoid the conflict with the Region Commander's authority, Commanders are asked to be the appointing authority to the Region IG performing complaint analysis on a National Headquarters IG matter. That authority is then carried out under National IG oversight. This arrangement has increased accountability and it has built trust between command and the IG program. Bottom line: members are finding better resolution to their complaint issues more quickly.

Col. Linker: So, you have evolved the role of Q from Complaint Investigator to Complaint Resolution Manager and Coach?

Col. Kettell: You could say that. Effective complaint resolution is critical to fostering a culture of compliance in the organization. When you have that, when assets are accounted for and maintained and the members are treated to the full measure of the regulatory standards, you have an organization that Congress wants to fund, the Air Force wants to stand beside, and members want to support. That's what I've tried to work toward in my role as "Q".

Col. Linker: What lessons or insights do you take from your role as IGQ to your new role as a Region Vice-Commander?

Col. Kettell: Those two words keep coming back: Compliance Culture. In a large organization like CAP, it's important to everyone that others are following the rules, meeting the standard; there is predictability, that someone has your back. The IG inspections and complaint resolution functions are means of identifying and correcting deviations from standards. Those functions are critical to the health and mission readiness of CAP, which are the two main concerns of commanders. So, in my role as a commander, I'll be exercising my knowledge of the importance of picking the best possible people for IG positions and that an IG is one of a commander's top four picks. For years, I've been saying that a good IG will keep a commander out of trouble. Now it's time to heed my own advice.

EDITORS NOTE: Col Kettell has stepped down to fully engage in his new role as the Rocky Mountain Region Vice-Commander. That does not leave the CAP/IG staff without our "Q" - - Col Jack Schupp (pictured to the right), CAP/IGJ, has stepped into the role seamlessly and immediately, fully immersed in the process he worked well on and with Col Tom Kettell, right from the start, over five years ago. The new "Q" has been with the IG program from its first days.





The New and Improved Inspection Process ***Lt Col Gerry Rosenzweig, CAP/IGR***

As the former National Headquarters administrator for the Wing Compliance Inspection program, I was asked to interview Colonel Steve Miller, Deputy CAP IG for Inspections (CAP/IGI), about the soon-to-be-implemented process changes for compliance inspections (CI). At the start of the interview, Col Miller made it clear that the overall mission and goals changed; only the process for reaching those goals change. The following is Gerry's summary of the interview:

Gerry: (pictured right) Col Miller, why is CAP changing the CI process?

Col Miller: Recent reductions in available funding, along with reductions in the manning at both National Headquarters and CAP-USAF, have required us to find less costly, more efficient ways to meet the goals of the program.

Gerry: And how will these changes affect the CAP members at the 52 wing headquarters?

Col Miller: (pictured left) The result of our efforts is a process that is not only more efficient, but is easier for both those being inspected and those doing the inspecting.

Gerry: Can you give us some examples?

Col Miller: The improvements we made jointly with CAP-USAF, especially with **Lt Col Robert Griffith, the new CAP/USAF/IG (pictured right)** will be obvious right from the start. The "deliverables" that each wing is required to supply will be easier to submit. Deliverables will now be

uploaded to a Smart Vault folder rather than having to be e-mailed to National. This will help resolve the problems we've had in the past with large electronic files.

Also, wings will no longer have to supply SUI reports before each CI since the reports will have been uploaded in the IG module of eServices.

Gerry: What about the actual inspection, itself?

Col Miller: This, too, will be easier. The amount of information requested about each functional area has been reduced to those issues that the National OPRs consider critical for a program to be "Successful." While some inspection checklists used to have 20 or more topics for a single functional area, the new checklists will have no more than 15; most will be 10 or less.

The inspection interview process has been improved, too. Between one and four weeks prior to the on-site inspection, each functional area staff will be interviewed by telephone. This reduces the amount of time needed during the on-site portion of the inspection and also allows for the possibility of correcting discrepancies noted during the telephone interview prior to the inspection team's arrival on-site. Telephone interviews can be scheduled to meet the wing member's availability.

The reduction in time required for on-site interviews allows both CAP and the Air Force to reduce the number of traveling inspectors, thus reducing the overall cost of the program by over 30%.



Gerry: Are there any other advantages to the membership with this new process?

Col Miller: The inspection follow-up processes will be much easier for everyone. Wings will now upload their corrective actions, along with any supporting documentation into the Discrepancy Tracking system in the IG module of eServices.

The evaluation of the corrective actions, along with a recommendation whether to close the Discrepancy, will be made much closer to wing level than before. The region commander, region IG, CAP-USAF Liaison Region commander or Liaison Region LG will be the ones making the recommendations in most cases. There are some exceptions, such as Finance Discrepancies, which will be evaluated by the Finance section at National.

The eServices Discrepancy Tracking system will also help the wings keep track of when their next replies are due.

Gerry: Are there any other ways that the new process will help make all this easier?

Col Miller: A Knowledgebase is being created that will help each wing identify what is required to close specific Discrepancies. This database will help eliminate the confusion that previously existed as to what a wing should do to close a Discrepancy.

Gerry: Where can a CAP member find more detailed information on the new CI process?

Col Miller: CAPR 123-3, *Civil Air Patrol Compliance Inspection Program*, has been rewritten and is being circulated for approval as we speak. It should be available to the membership very shortly.

The New Direction for Training IGs by Col Larry Stys, CAP/IGT



Economy, sequestration, efficiency, budget constraints, and improved effectiveness are all agents of change in CAP. Let me summarize the changes we needed to make in the way we train and retrain the inspectors general in CAP.

I do not operate in a vacuum, devoid of input from the rest of the IG staff. Fundamental shifts in the emphasis and content of all the courses reflect the standard of “Culture of Continuous Compliance”. We stress now at all levels of training that in complaints handling the investigation is the **option of last resort**. But if a decision is made to investigate it will be done right.

Furthermore, inspections are at the tip of the spear in the “Culture of Continuous Compliance”. The full IG Basic Course will be required now. We can focus attention to train inspection augmentees to manage and conduct inspection programs, and investigating officers to handle complaints. To that end we allow any CAP member to learn about the IG program, whether out of simple curiosity, or a genuine desire to serve in some capacity by making the IG Basic Course visible open to all members on eServices.

Each wing or region IG that will host a future IG Senior Courses will be expected to prepare specific real world examples of SUIs and Plans of Action necessary to bring all CAP units into compliance, not only on the day of that unit’s inspection, but at any and all times! Note that Col Miller and Lt Col Griffith have made it possible to locate all SUIs on eServices.

Lastly, Lt Col Don Barbalace, now officially on the CAP/IG staff as CAP Assistant Deputy IG for Education and Training, will be able to continuously monitor the training offered on LMS to match our need to constantly provide the best and most current material.

The Inspector General College of 2014 is going to take place at the Air Force Inspection Agency Headquarters, Kirtland AFB, Albuquerque, New Mexico. Billeting is planned for on-base housing with secondary access to contracted hotels. Students are expected to provide transportation and billeting/meals. A fee for the college is not yet determined, but will include course materials, continental breakfasts, a brunch, and an evening out. The dates are set. Students are to arrive no later than the evening of 31 May 2014 as classes begin Sunday, June 1st, with a brunch meet and greet followed by the

first class session. The college ends at about 5pm Friday, June 6th with a formal graduation. We expect Major General Carr, NCC, and Col Gloyd, CAP/USAF/CC in attendance. Students may depart for home as early as the end of graduation.

A Flyer announcing the IG College is a separate attachment to this issue of the IG Audience.

Prerequisite training for the IG College -- is no less than completion of the IG Senior Course. This is noted in the new CAP Pamphlet 203 "Inspector General Specialty Track." Col Parris may waive this, but students will be expected to complete the Senior Course later if they wish to proceed on the Specialty Track. American Council on Education (ACE) has granted CAP, through the CAP/IGT, authorization to approve upon completion of the College (along with the required Senior Course) three upper level undergraduate credits. A simple process to request a transcript will be in place for all students. There is no cost for this from CAP or ACE. However, your university or college back home could charge for credits or matriculation.

The IG Senior Course has undergone a cost curve and efficiency program. The CAP/IGT teams of trained instructors are conducting IGSCs in Newark, NJ in January, Albuquerque, NM in March, and Washington DC in April.

- **For all courses**, you must enroll in the IGSC using a CAPF 17 and submit it to Missie Derocher-Harris, NHQ/IGC via mderocher-harris@capnhq.gov.
- **For the NJ course**, contact Col. Ed Burns, NER/VC at eburns@ner.cap.gov.
- **For the Albuquerque, NM course**, contact Lt. Col. George Schank, SWR/IG at swrinspector@gmail.com.
- **For the Washington DC course** contact Lt. Col. Jon Royer, MER/IG at jkroyer@mer.cap.gov.
- Lt Col Larry Julian, GAWG, is trying to put together a course **this spring in SER**. Contact him via larry.julian@gawg.cap.gov.
- If necessary, Lt Col George Schank, SWR/IG, would be willing to run a senior course just **prior to the start of the IG College** for late college enrollees. Those dates would be 30-31 May 2014 at Kirtland AFB.

As stated already, The new on-line IG Basic Course, open to all CAP members, can be found on eServices/LMS. This course is the prerequisite and pre-assignment requirement to take the IG Senior Course. This is a new change in the CAPP-203 undergoing final review at NHQ. The Senior Course post-test will be conducted on LMS as well. Nearly all course materials will be open for download from common cloud storage. The host IG will submit his or her special program management training session, approved by the CAP/IGT, on SUI issues for his or her host wing or region.

The IG Basic Course is entirely automated. For efficiency, the split SUI and IO course segments are gone. The reference to this will be deleted from the CAPR 123-1 also undergoing review at NHQ. The IG Course Completion Record found on eServices will still show that split until 31 December 2014, giving everyone enough time to the entire course. Most students who have done the course on line say it can be completed in just a few hours and, most importantly, at one's own pace.

To summarize the changes to training: the basic course is no longer split, and is open enrollment to any interested CAP member. It is requirement to take the IG Senior Course. The IG Senior Course has an on line post-test and is also a prerequisite for the IG College. And lastly, the IG College will be held at Kirtland this June and is now worth three upper level undergraduate credits.

Introducing the CAP/IGTA, Lt Col Don Barbalace



Lt Col Don Barbalace (**pictured to the far left**) is a fifty-year member of CAP serving as Assistant Deputy CAP/IG for Education and Training. Previously, he was the South Dakota Wing IG for four and a half years, serving *ad hoc* on CAP/IGT staff as editor of IG training materials. He is a master-rated IG who held most squadron-level position and several Group or Wing level assignments in four different wings.

Over the past four years, Don edited all IG training materials. He designed and created the automated IG Basic Course on LMS, editing lesson materials for program changes, creating quizzes, and testing course functionality. He created the LMS-based IGSC post-test, and the new IG Refresher Course in LMS based on the content of this *IG Audience*. He is an IGSC instructor and point man for all IG training related to LMS.

Don joined CAP as a cadet in the New Jersey Wing. After graduating from Rutgers University, he went to Ohio for graduate school (microbiology), and served as a squadron commander. Next, he spent a decade in Colorado where he was in two different squadrons and later served on Group 1 staff (Denver) while in seminary. In his career, he's a preacher, an ordained Presbyterian minister - - but, no, he's not a CAP chaplain. After moving to South Dakota to take a church pastoral assignment, he served CAP in a local squadron and subsequently on the South Dakota Wing staff for 20 years.



Don's decorations include two Meritorious Service Awards, two Commander's Commendations, a National Commander's Commendation, and the Air Search and Rescue ribbon with propeller and six clasps. Presently an Incident Commander, at one time or another he held virtually every mission staff position.

A widower, Don has two grown sons and resides in Aberdeen, SD.

A personal note from Col Larry Stys: I am grateful to have him on board and value the service he gives. Don is solely responsible for the integration of our training efforts with NHQ Learning Management Systems.

For reference sake:

Here is the Compliance Inspection Schedule, revised as a result of the government shut-down and cuts in travel.

Wing	Date of CI
AR	11-13 Jan 14
LA	8-10 Feb 14
HI	EST FEB
WA	15-17 Mar 14
AL	5-7 Apr 14
WI	3-5 May 14
MN	17-19 May 14
MA	21-23 Jun 14
UT	19-21 Jul 14
ND	2-4 Aug 14
KY	13-15 Sep 14
IL	18-20 Oct 14
MO	1-3 Nov 14
WV	6-8 Dec 14



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