



Civil Air Patrol



The Commander and The IG



CITIZENS SERVING COMMUNITIES



Inspector General Program



Statement of Work:

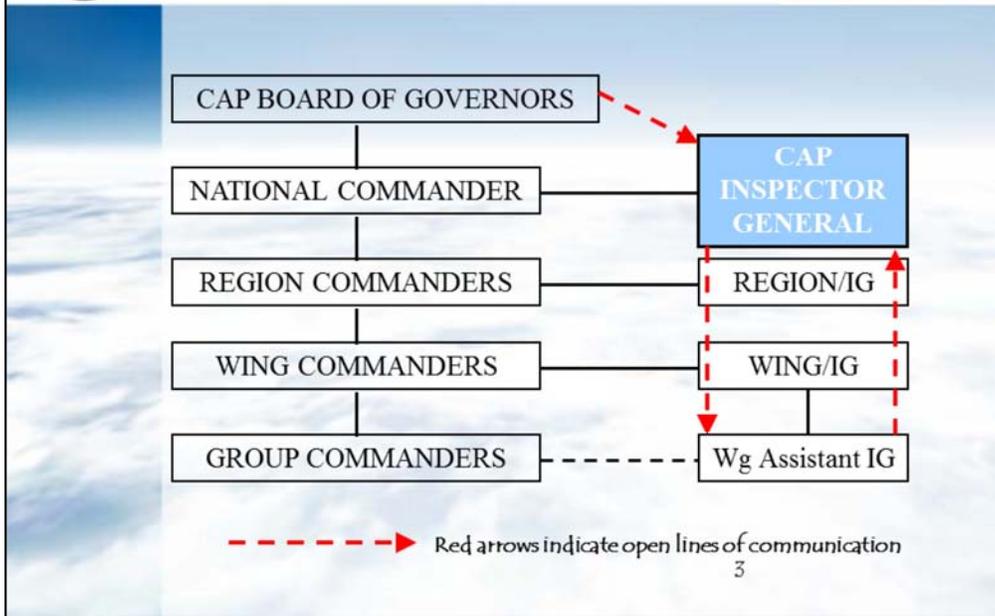
- CAP shall develop and operate a *command directed* inspector general program similar to the United States Air Force inspector general program
 - CAP and CAP-USAF shall develop and operate a joint inspection system similar to the United States Air Force program
 - CAP shall develop and operate a complaints system to prevent, detect, and correct any fraud, waste, mismanagement or deficiency, cadet protection issue, or abuse of authority similar to the United States Air Force program

Inspector General Program. CAP shall develop and operate an inspector general program similar to the Air Force program described in the 90 series of Air Force publications.

The CAP-USAF Commander will first attempt to resolve all concerns with the CAP leadership. If further review is necessary, concerns will be passed to **the CAP governing board,** which **has the final authority over the CAP IG program.**



IGs In The CAP Organization





Origins of Inspectors General



“The IG must have a horse and some soldiers to attend him and all the rest are commanded to obey and assist, or else the Army will suffer. For he is but one and must correct many, therefore, he cannot be beloved . . .”

Article of War from King Charles I (circa 1629)

Let's face it. The world has changed some in more than 350 years. There are no more horses for the IG.

However, could this be justification for every CAP IG to request a new CAP van!



Origins of Inspectors General



“The IG must have a computer and e-mail and some lawyers to help him and all the rest should cooperate and assist, or else the Civil Air Patrol will suffer. For the IG is but one and must correct many, therefore, he **PROBABLY WILL NOT** be beloved ...”

Former CAP / IG, Duddly Hargrove

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What an IG is?



- All IG's, at every level serve their commanders and their commands by performing the four critical functions:
 - Advisor
 - Establish and manage an Inspection Program
 - Establish and manage a Complaint Resolution Program
 - Teaching and Training
 - For the specific purpose of enhancing the command's readiness and mission capability



What an IG is NOT?



- **A therapist**
 - **A chaplain**
 - **An advocate for a complainant**
 - **An advocate for a subject**
 - **A judge**
 - **A jury**
 - **An executioner**
 - **A member of the secret police**
 - **A substitution for command**
- Everything said to an IG is "on the record"

Therapist or Chaplain – everything with an IG is “on the record”



Inspector General As An Advisor



The IG as Advisor



- The Inspector General is the “Eyes and Ears of the Commander – not the Mouth”
- *The Inspector General is responsible to the Commander and serves as one of the Commanders confidential advisors*

Disciplinary action, policy making,



The IG as Advisor



- How can the IG be of benefit to the Commander as an advisor?
 - Adverse Personnel Actions
 - Policy Making
 - Compliance and Mission Readiness



The IG as Advisor



The Commander's Role

- Make the IG part of the inner circle
- Allow the IG to provide advice (at the Commander's request) NOT decision making
- The IG should not dictate corrective action in adverse personnel actions or corrective procedural measures. The IG provides advice at the Commander's request



CAP-USAF Statement of Work

7.1.1. CAP Inspection Program. CAP and CAP-USAF shall develop and operate a joint inspection system similar to the Air Force program.

7.1.1.1. Wing Inspection Program. CAP and CAP-USAF shall develop and operate a joint CAP wing level inspection system similar to the Air Force program. Results of inspections will be forwarded to Headquarters CAP and CAP-USAF for tracking.

7.1.1.2. Inspection Program Below CAP Wing Level, CAP shall develop and operate an inspection system for CAP units below the CAP wing level similar to the Air Force program. Results of inspections will be forwarded to Headquarters CAP and CAP-USAF IG s for tracking.

7.1.1.3. **Short Notice Inspections.** CAP shall develop a viable, short-notice, inspection program for CAP flying units.



Inspections



What is an Inspection?



- **An official examination of a unit's compliance with standards that CAP is expected to uphold**

An official examination of a unit's mission capability, programs, and ability to provide functional support.



The IG as Inspector



- How can the IG provide benefit to the commander as an inspector?
 - The Inspection process provides critical data to the commander
 - Gauges regulatory compliance and identifies any benchmarks or gaps
 - Gauges operational readiness and helps identify any benchmarks or operational deficiencies
 - Provide useful statistical data
 - Trend analysis
 - Peer group benchmark metrics



The IG as Inspector



The Commander's Role

- Ensure your wing is mission ready
- Ensure that the SUI program is operating in a timely manner
- Ensure the subordinate units take the process seriously
- Ensure that the units close the findings
- **USE THE DATA!!!**



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The IG and Complaint Resolution



Why do we need for a Complaint Resolution Program?

- A leadership tool
 - To focus command involvement
 - To identify possible problems
 - To correct false perceptions
 - Provide a grievance channel when no other means of redress/appeal exists

Why do we have a complaints program?

Our system allows our members to be stakeholders in upholding the standards.

Command is interested in things running the right way and people being satisfied. Because when folks are happy with the work environment, with structure, with fair and equitable treatment, they know what to expect and are able to perform their duties.

They know they have a right to complain so they can make things better.

A leadership tool

- To focus command involvement

- To fix problems

- To correct false perceptions

Multi-purpose

- Investigate possible violations of standards

- Provide grievance channel when no other means of redress/appeal exists

Ensure appropriate redress when complaint substantiated



The IG and Complaint Resolution



- How can the IG provide benefit to the Commander in Complaint Resolution?
 - Examine possible violations of standards
 - Identify training opportunities for personnel
 - Behavioral
 - Procedural

Our bad guys are not always bad guys



The IG and Complaint Resolution



“One unprofessional investigation can undo the credibility of nine professional efforts that preceded it. While this may be unfair, it is a reality, and we need to work towards making all of our efforts as professional as possible”

Lt Gen Robert O. Springer
The Inspector General
26 Mar 1987

“One unprofessional investigation can undo the credibility of nine professional efforts that preceded it. While this may be unfair, it is a reality, and we need to work towards making all of our efforts as professional as possible”

We completed the first National Inspector General College at Kirtland AFB in the summer of 2000.

The students were placed in an intensive training program. General Bobick attended the school (**and graduated**).

The Secretary of the Air Force Inspector General sent his **best** people as trainers.

The Secretary of the Air Force Inspector General came

personally to speak with the graduating class.



The IG and Complaint Resolution



The Commander's Role

- > Demand a thorough Complaint Analysis from your IG
 - > Is this an issue for the IG?
 - > Can the issue be resolved at the lowest possible level
 - > Is an investigation necessary?
 - > Investigations are a significant emotional event for all involved and should be the last resort
- > If an investigation is required reinforce CAPR123-2 which requires all members to fully cooperate
 - > Shows that your serious
 - > Maintains the integrity of the process

Summon witnesses if necessary. If asked to do so, you may need to order a member to testify.

Provide records/documents

Prevent coaching of witnesses or interference with investigation

Prevent abuse of the Inspector

Maintain confidentiality. Reinforce confidentiality in the squadron. Make it known that witnesses shouldn't discuss the case or questions they've been asked with anyone.

Provide counseling after testimony

To subjects or witnesses if needed.

You'll need to counsel subjects, whether or not they seem anxious, after they provide testimony.

Take corrective action. Once you get a report, follow up the findings with actions.



The IG and Complaint Resolution



The Commander's Role

- Choose your Investigating Officer (IO) wisely
 - Subject matter expertise
 - No conflict of interest
 - Competent
- Write an appointment letter
- Do not tolerate abuse of the IO
- Do not tolerate unprofessionalism from the IO
- Maintain confidentiality
- Take corrective action



The Inspector General and Teaching and Training



The IG and Teaching and Training



- To the membership
 - The IG Program
 - What an IG is and what IG isn't
 - What does the IG program provide to the membership
 - How to shine in an SUI
 - What is Fraud, Waste and Abuse and how can it be prevented



The IG and Teaching and Training



- To members of the IG program
 - Investigating Officers
 - Subordinate Unit Inspection (SUI) team members
- To the commander
 - How to prepare for a Compliance Inspection
 - Peer group support
 - How to avoid common mistakes



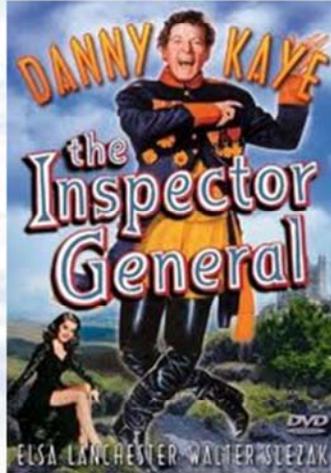
The Selection of the Inspector General



The Selection of the IG



How should you select your Inspector General?





One Approach: One Perspective



"A typical IG is a man past middle age, spare, wrinkled, cold, passive, non-committal, with eyes of a codfish, polite in contact, but at the same time unresponsive, calm, and damnably composed as a concrete post or a plaster of paris cast, a human petrification with a heart of feldspar and without charm or friendly germ, minus bowels, passion, or a sense of humor. Happily, they never reproduce and all of them finally go to hell."

-- Gen George S. Patton, Jr.



The Selection of the IG



- Commanders must take ownership in the IG program and that begins with the selection of the IG
 - If your IG is weak your program will be weak and the membership will see it
- The IG is NOT a “ceremonial position”
- The IG should be “highly qualified”
 - They represent YOU and your “compliance culture”
 - A highly qualified IG provides better control of issues being resolved at the lowest possible level



The Selection of the IG



- The IG should have a reputation and track record of “high integrity” and performance
- The IG needs to be current and proficient in the CAP standards and the CAP IG program
 - A Master rating in the Inspector General specialty track is not enough



The Selection of the IG



- A Region IG must be willing to provide guidance and oversight to subordinate unit IGs and therefore should possess the experience and knowledge to do so
- A Wing IG must be willing and able to provide guidance and oversight to Investigating Officers and SUI team members and therefore should possess the experience and knowledge to do so