

The Civil Air Patrol and the United States Air Force have agreed upon a new **STATEMENT OF WORK FOR CIVIL AIR PATROL**.

Part of the new **Statement of Work**, calls for a new inspector general program to be developed for the Civil Air Patrol.



Inspector General Program



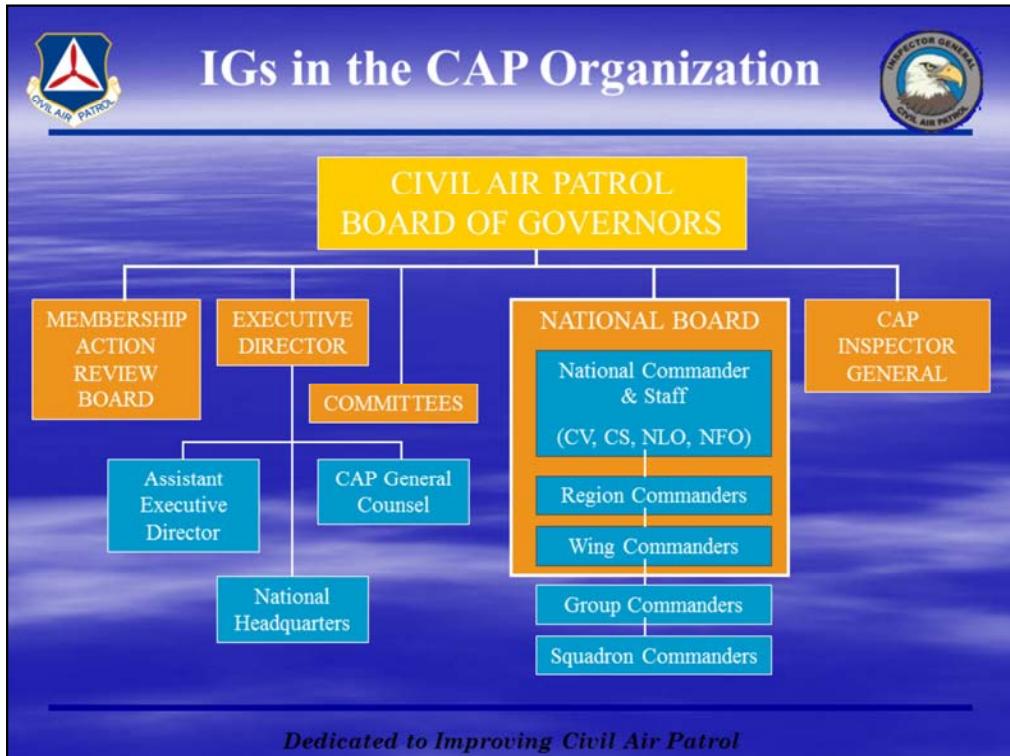
Statement of Work:

- CAP shall develop and operate an inspector general program similar to the United States Air Force inspector general program
 - CAP and CAP-USAFAF 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

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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.

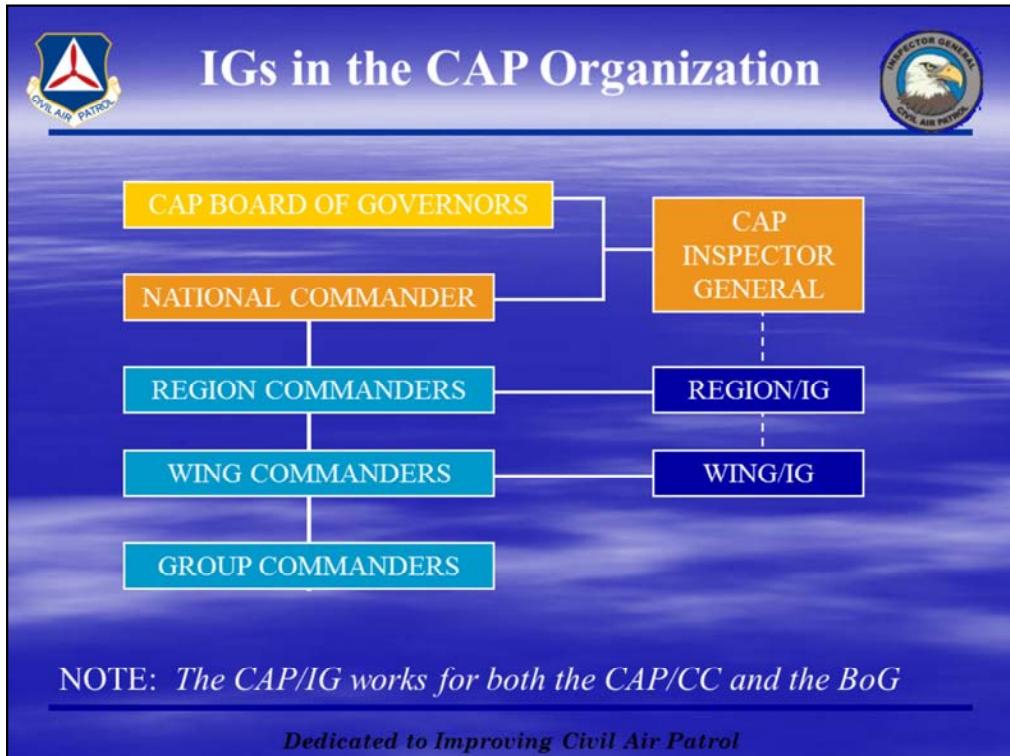
The CAP-USAFAF Commander will first attempt to resolve all concerns with the CAP leadership. If further review is necessary, concerns will be passed to the CAP governing board, which has the final authority over the CAP IG program.



The organization of Civil Air Patrol will look similar to what we are used to now. There are two significant changes.

The Civil Air Patrol Inspector General will have a dual reporting relationship to the National Board and the Board of Governors. The CAP/IG is appointed by the CAP National Commander, but can only be removed by the Board of Governors. The CAP/IG is responsible for the CAP Inspector General program.

A new Membership Actions Review Board has been created. This Board acts kind of like a CAP “Supreme Court” for reviewing cases.



Just as the CAP IG is appointed by the National Commander, the CAP Inspectors General will still be appointed by the Commanders at the Region, Wing, and Group level.

However, there will now be a new relationship between the Inspectors General and the CAP/IG.

The CAP/IG will now have oversight of the CAP Inspector General Program and will coordinate IG activities with the Region, Wing, and Group Inspectors General.



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)

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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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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!



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

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



Inspections



- Inspectors General conduct inspections that are:
 - Formal, official and determine the unit's compliance with CAP directives
 - Directed or requested by higher authority
 - Recurring
 - Professional
 - In accordance with CAP regulations

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Inspector Generals conduct inspections that are:

Formal, official, and determine mission performance

Imposed or requested by higher authority

Recurring

Professionally responsible

In accordance with CAP regulations, policies, and directives

Compliance Inspection (CI). CIs focus primarily on those actions required by law, executive orders, DoD directives, and safety guidelines that, if not complied with, could result in significant legal liabilities, penalties or significant mission impact.



Inspections



Objectives



To accurately evaluate a unit's level of compliance to CAP standards as it relates to mission readiness and/or support

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To accurately evaluate the proficiency level of a unit as it relates to mission readiness or support.



Inspections



Objectives



To accurately evaluate
the compliance level of
functional activities
within a unit

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To accurately evaluate the performance level of a duty assignment
within a unit.



Inspections



Objectives

- To measure compliance with administrative and support requirements
- To identify good management methods
- To help units establish priorities
- To evaluate safety, security and environmental health conditions



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Measure readiness to perform duties

Measure effectiveness (how well unit performs)

Identify and resolve problems

Identify good management methods

Help units establish priorities

Evaluate safety, security and environmental health conditions (IAW CAP directives)



Subordinate Unit Inspections



Items to be Inspected

- Compliance with directives
- Compliance with wing/local policies
- Implementation of policies, procedures and regulations
- Management of personnel
- Management of resources
- Management of programs

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Implementation of policies, procedures and regulations

Management of personnel

Management of resources

Management of programs

Compliance with directives

Compliance with wing policy letters



Subordinate Unit Inspections



After the Formal Inspection

- The Wing IG's responsibilities continue after the formal inspection by:
 - Providing a written Inspection Report
 - Auditing the units' closing of the Findings
 - Providing follow-up training for SUI Team Members
 - Continuing to develop "highly-qualified" SUI Teams

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Complaints



“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**

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“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.



Complaints



The Need for a Complaints Program

- A leadership tool
 - To focus command involvement
 - To fix problems
 - To correct false perceptions
- Multi-purpose
 - Investigate possible violations of standards
 - Provide a grievance channel when no other means of redress/appeal exists
 - Ensure appropriate redress when a complaint is substantiated

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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



Complaints



Complaints Program Rules

- The chain of command is the primary and preferred channel for addressing and resolving complaints
BUT...
 - No one may deny CAP members access to the inspector general
 - Identities of complainants, witnesses and subjects will be protected from disclosure
 - Retaliation or reprisal against CAP members for making a privileged communication will not be tolerated

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We can't stress how important the Chain of Command is so this is a great opportunity for a chain of command commercial.

When squadron commanders employ, teach, and are responsive to chain of command principles, the system works.

Not all squadrons are created equal, and some CAP members will never be satisfied.

For those occasions, we have a fall back...

No one may deny CAP members access to the inspector general.

Identities of complainants and confidential witnesses are protected from disclosure.

CAP members cannot be retaliated against or reprimed against for making a privileged communication to an Inspector General.



Complaints



Complaints Program Rules

- IG matters may include:
 - Allegations of regulatory violations
 - Violations of law that are not criminal
 - Mismanagement
 - Abuse of authority
 - Fraud, Waste and Abuse of resources
 - Situations that may pose a substantial danger to public health or safety

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Complaints come in all sizes, shapes and flavors.

Inspectors General sort out what are appropriate matters for them to investigate through the process of complaint analysis.

We always ask if the chain of command has been used in attempting resolution ... but the principle of accountability allows people to seek other avenues of redress.

IG matters may include:

Allegations of regulatory violations

Violations of law that are not criminal

Mismanagement

Abuse of authority

Fraud, Waste, and Abuse of resources

Situations that may pose a substantial danger to public health or safety (unsafe flying)



Complaints



Complaints Program Rules

- IG matters may include:
 - Criminal activity
 - “I don’t like” ... situations
 - Conditions of employment for civilians (CAP employees)
 - Allegations of reprisal upon civilian employees
 - Equal opportunity/discrimination matters

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IG matters do not include

Criminal activity
“I don’t like” ... situations
Conditions of employment for civilians
Allegations of reprisal for civilian employees
Civilian equal employment opportunity matters

Civilian employee matters are referred to CAP National Headquarters Director of Human Resources. (Should the new Wing Commander come in and hire a new secretary, and the former secretary file a complaint that they have been wrongfully terminated. A call should be made to National Headquarters Director of Human Resources and not the CAP/IG.)



Complaints



Where Do Complaints Come From?

- Direct communication to IG by complainant
- FWA hotlines (877) 277-9142 or fwa@capnq.gov
- Family members (parents/guardians of cadets)
- Congressional complaints
- CAP-USAF/IG or CAP/IG
- Anonymous complaints (see CAPR 123-2)

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Direct communication to IG by complainant (in person, e-mail, letters, telephone call)

FWA hotlines (**there will be one**)

Family members (parents of cadets)

Congressional complaints (through CAP-USAF IG from SAF/IG)

CAP-USAF/IG and CAP/IG (may initiate complaints)

Anonymous complaints (off of the National HQ web site)

One particular type of complaint to be discussed.

Suppose a person (cadet or senior member) comes to you and tells you about a situation they consider to be sexual harassment. What do you do, if the person tells you that they do not want you to tell anyone?

Tell the person that you cannot respect confidentiality in this type of situation and report it to someone with authority to do something about the situation.

With cadets, there may be legal requirements to report. There will be no

choice in the matter. In fact, one may be held liable if it is not reported.



Complaints



A Commander's Role

- Summon witnesses if necessary
- Provide records/documents
- Prevent coaching of witnesses or interference with investigation
- Prevent abuse of the Inspector
- Maintain confidentiality
- Provide counseling after testimony
 - To subjects or witnesses, if needed
- Take corrective action

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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.



Complaints



Hot Issues

- Cadet Abuse/Hazing
- Abuse of Authority
- Retaliation/Reprisal
- Fraternization
- Unprofessional Relationships
- Favoritism/Nepotism

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Cadet Abuse/Hazing (automatic suspension and nightmares galore for everybody involved) You never know when you may face this situation. Know what to do and why you're doing it.

Sexual harassment

Discrimination

Sexual harassment and discrimination are illegal. Publish this at commanders calls frequently, especially for all newcomers.

Retaliation/Reprisal -- Reprisal is also illegal. Reprisal is taking or threatening to take an unfavorable personnel action, or withholding, or threatening to withhold, a favorable personnel action, as a reprisal against a CAP member for making or preparing to make a protected disclosure. You need to be able to recognize it in order to prevent it. Remember, people have the right to complain.

Fraternization/Unprofessional relationships -- Make your policies known and especially for cadet newcomers. Don't leave any doubt about where you stand. Beware of fraternization between older and younger cadets and young senior member with older cadets.

Favoritism/Nepotism -- Everyone should feel they have an equal chance to achieve.



Complaints



Handling Complaints Once Received

- Issues that always haunt Inspectors General:
 - Failure to communicate
 - If you don't tell a complainant you're working on the complaint, s/he will assume you're not
 - Perception is truth (to the one who perceives it)
 - Independence
 - Timeliness
 - Thoroughness
 - Failure of commanders to take corrective action

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Issues that always haunt the inspector general system:

Independence

Timeliness

Thoroughness

**FAILURE OF COMMANDER TO TAKE
CORRECTIVE ACTION**



Complaints



How Long Does It Take?

USAF Investigating Officer or IG --

Assigned only one case --

Working on that one case full time
with no other job assignments --

120 -- 180 DAYS

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USAF Investigating Officer or IG --

Assigned only one case --

Working on that one case full time, with no other job assignments --

120 -- 180 DAYS



Complaints



Confidentiality

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QUESTIONS?



We have Answers!

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