



CIVIL AIR PATROL INSPECTOR GENERAL IG AUDIENCE

Volume 9 Issue 4

October 2018

FORWARD THIS TO ALL UNITS IN YOUR WING!



From Col Cheryl Fielitz-Scarborough, CAP/IG:

The information found in the IG Audience “fine tunes” what is covered in our regulations and adds clarity.

I encourage all our membership to read each issue of the IG Audience so they are better prepared for upcoming inspections or to help resolve conflicts.

This year at the CAP National Conference in Anaheim, CA, during the inspection’s seminar, “What is New” was the topic of discussion. The room was packed as most IG seminars are due to the number of questions that the membership has regarding the IG processes. Three of the items that were discussed were: changes in CI grading, group inspections and Continuous Compliance.

Changes in the CI Grading:

It is time to “Raise the Bar” since we have been working under the current grading scale for about four years. The percentage to determine effectiveness for both (1) the 16 tabs and (2) the overall inspection will be tightened. For the first time, repeat discrepancies will have an impact in determining effectiveness. If a wing or unit has repeat discrepancies it indicates that the Plan of Action is not doing the job to ensure this shortfall is fixed. The time to close discrepancies for both wings and subordinate units will also be reduced. The longer the time, the more difficult it becomes to remember and locate the needed documentation. Wings and units being inspected in Jan 2019 must prepare for this new grading to take effect. It will be discussed during in-briefs (starting in Nov 18 for CIs) and included in the 60-day letter (starting in Nov 18 for SUIs). CAP/IG will present the details to the CSAG later this month at Maxwell AFB.

Group Inspections:

Groups which have been chartered have different uses across the country. Some wings use them for “Span of Control” with only one or two members in the group. Other wings have a full staff running the group and use it as a training ground for eventually moving members up to wing staff. For consistency in inspection grading, a determination needs to be made as to how best to treat these units. CAP/IG will seek guidance from the CSAG in making that determination.

Continuous Compliance:

Major General Smith has tasked the CAP/IG with moving CAP toward Continuous Compliance (CC) with a time frame of beta testing starting in June 2019 and ready for implementation by June 2020. There MUST be objective monitoring to verify compliance. The purpose for moving toward CC is to provide commanders with more frequent visibility on compliance status in order for them to take any necessary action as early as they can (i.e. "Identify and Manage Risks"). There will still be "Boots on the Ground" every four years and continue to follow the current set CI schedule.

More detailed information regarding these three items will be coming soon.

A Complaint Analysis Exercise

by Lt Col Preston Perrenot, CAP/IGQ

In the last issue of the IG Audience, we said we were going to start some exercises regarding the complainant analysis process - so here we go! Before getting started, keep in mind what the purpose of a complaint analysis is. A complaint analysis is not an investigation. When we start the analysis, we have no facts, no corroboration and virtually no evidence. All we have is a statement from the complainant alleging wrong-doing and it's only one side of the story. Our job is to go over the statement and determine if the complainant's allegation of wrong-doing does or does not violate the CAP regulations. At this point, we don't need to prove or disprove anything.

You receive the following statement from a complainant:

I am Maj. Jim Dude and I am filing this complaint for the following reasons: My squadron commander, Lt. Col. Doe has never liked me and has always tried to pressure me to step out of my position as the squadron operations officer so that he can give the job to Maj. Citizen. I have a Master rating in operations and have been in the position for five years with no problems. Maj. Citizen has only been in our squadron for six months and only has a Technician Rating in operations. On August 9, 2018, I received an email from Lt. Col. Doe stating that I had been replaced as the operations officer by Maj. Citizen and thanking me for my service. He never told me why or what I had done wrong, just said that he wanted to give someone else a chance. Lt. Col. Doe is a poor commander and lacks the leadership skills necessary to lead this unit.



For the purposes of this exercise, it is assumed that you have completed the complainant clarification interview and obtained further details, dates, potential witnesses, etc. Now you need to do the following:

- 1) Frame the allegations. We do not depend on the complainants to tell us the specific regulation that was violated even though we ask them on the CAPF 20 which regulations they think were violated. It is our job to go through their statement and find the individual allegations and then frame them as "WHO did WHAT to WHOM, WHEN in violation of WHAT standard"
- 2) Determine the specific regulations that were alleged to have been violated for each framed allegation. This means you will have to do some research into the regulations. As you do more of these,

you will gain familiarity with the structure of the CAP regulations and where everything is located. For this exercise, I'll throw some hints out there. CAPR 20-2 has some definitions of undesirable conduct that may apply. As always, CAPR 35-3 has a list of reasons to terminate CAP membership (or reasons to issue an Adverse Member Action). But that's not all. This complainant's statement has Professional Development and Operations elements, so you should probably consider looking in those regulations as well. Additionally, CAPR 20-1(I) and the 35-series regulations discuss the authority of a squadron commander and responsibility of individual members. As you can see, this is a lot of work - but it's what we do.

3) Put it all together. A good complaint analysis should be as objective as we can possibly make it. You, as the IG, stating that you have carefully examined all of the documentation and concluded that the allegation does/does not violate the regulations, is your opinion and not what your appointing authority needs. The analysis should have three parts:

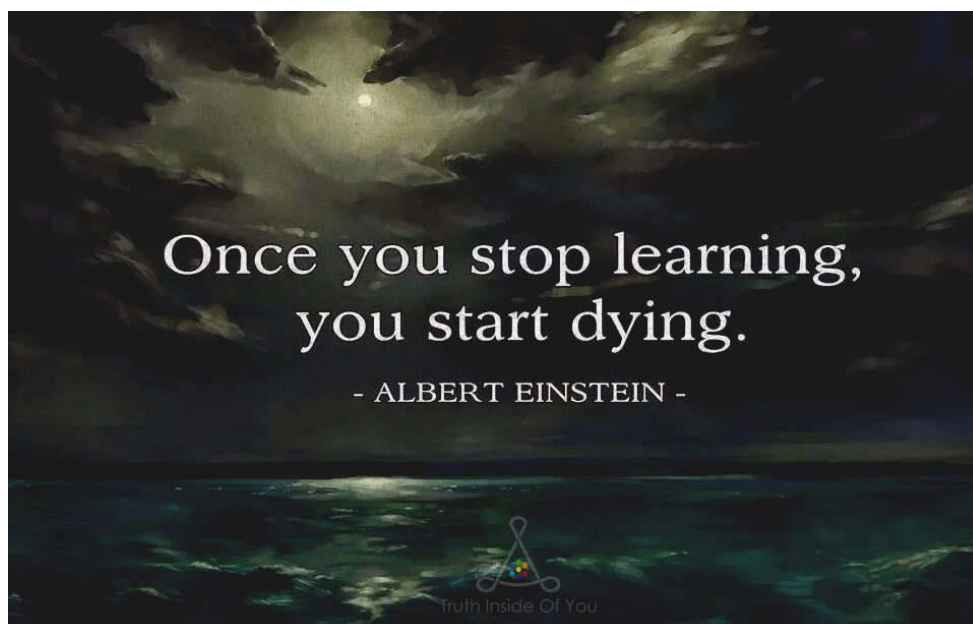
a) The first part should state the regulation. It is a good idea to cut and paste the relevant paragraphs into the analysis box on the complaint analysis template. By doing this, you are proving to the reader that this what the regulation says, not what you think it says or what the complainant thinks it says.

b) The second part is where you paraphrase what the complainant said. You don't need to put the entire complaint in there, just enough information from the complainant's statement for comparison to the regulatory paragraph.

c) The third part should be where you make your conclusion, based on the comparison of the first two parts. This conclusion forms the basis for your recommendation to Dismiss, Transfer, Refer, Assist or Investigate. Remember that your decision to recommend an investigation should be based on the answer to this question: "If this allegation were proved to be true, would it violate the CAP regulations?"

Like you, I'll be working on an analysis for this complaint over the next three months and I'll have it for you in the next issue of the IG Audience.

See you next time!





The SUI Plan of Action

by Lt Col Craig Gallagher, CAP/IGI

The first and most important part of a SUI Plan of Action (and why it was initially required in the inspections regulation) is the schedule of **WHEN** the inspections will occur. Fortunately, the Inspector General section of the Commander's Dashboard (shown below) now gives all Commanders and Wing IGs a lot of help – not only with the color-coded scheduling/status - but also with direct access to the SUI Reports.

SUI Uploads (Last Two Uploaded)						
56.67 %	33.33 %	0.00 %	0.00 %			
Legend						
Organization	Next SUI Date	Inspection Date 1		Inspection Date 2		Comments
NER-RI-034	30 Sep 2018	04 Oct 2016	SUI_2016-10-04.pdf	11 Oct 2014	SUI_2014-10-11.pdf	
NER-RI-036	29 Feb 2020	10 Feb 2018	SUI_2018-02-10.pdf	25 Feb 2016	SUI_2016-02-25.pdf	
NER-RI-037	28 Feb 2019	29 Apr 2017	SUI_2017-04-29.pdf	23 May 2015	SUI_2015-05-23.pdf	

The dates of the last two SUIs and the projected Next SUI Date are also shown. If needed, Next SUI Dates can be adjusted to an earlier date in the “Update Next SUI Date” application of the eServices Inspector General module.

Recruiting

Many CAP members go through several different duty positions while a member and there is no reason to expect them to be in the Inspector General world for their entire CAP career. Newly added members to the IG organization bring new skills and enthusiasm.

- **Inspection Augmentees (IA)**: Old inspectors can wear out, get reassigned or move. This is one of the entry-level qualifications required of all IG/IGAs anyway – and it's a good place to start for members wanting to support the IG Program on a temporary assignment basis. The inspectors basically get to grade an open-book test (the SUI) and with experience outlined in your plan, become a Team Chief. The regulations don't require it, but every IGA should also be a SUI Team Chief.
- **Investigating Officers (IO)**: Hopefully, your wing will not have to spend a lot time investigating complaints, however, when a complaint comes, you need competent people to investigate. Lawyers generally make excellent IOs if they are willing to take the Investigating Officer course in the Learning Management System (LMS) and investigate a complaint, if one came up. Every wing needs more than one IO in case someone's work schedule or relationship status with one of the parties in a complaint precludes them from taking a case.
- **Assistant Inspectors General (IGA)**: One of the most common principles in management is that you will never be able to leave your job unless you develop someone who can take your place. Eventually you will want to let someone else have the experience of being the wing IG, but you want to make sure you are leaving your wing in good hands. Often, these people are recruited from your IAs and IOs. Good recruits will have shown an interest by seeking more responsibility and advancing in the Inspector General Specialty Track.

Education

Education can take many forms, starting with mentoring new IAs and IOs in their jobs. Wing and region conferences are an excellent place for educational presentations with the IG staff or with non-IG CAP members. It is important that the rest of wing see the IGs at times other than investigation interviews or SUIs. When the need arises, host an IG Senior Course. Be sure you coordinate it with the CAP/IGT before any firm plans are made.

Professional Development

Every good plan should also address recruiting and professional development. You (as the IG) owe it to your staff (your IGAs) to get them enrolled in the Inspector General Specialty Track. As they progress through the Technician, Senior and Master ratings, they will become more competent and helpful in support of the wing/region's IG Program.

Going Forward

The SUI Plan of Action is currently required by CAPR 20-1, para 7.4. Each wing is required to provide their SUI Action Plan to the Region IG by December 15th of each year. The upcoming rewrite of CAPRs 20-1 and 20-3 will rename the plan to the IG Program Plan and remove the inspection-specific SUI Action Plan from CAPR 20-3. Other requirements already spelled out in CAPR 20-1 paras 7.4 and 9 are the education and training of the IG staff (IGs and IGAs) and all others in the wing/region: *“educate and train CAP members concerning their privileges and responsibilities regarding the IG program”*.

The IG Specialty Track

by Col Ed Burns, CAP/IGTA

I recently undertook a project to find out why 455 active members were enrolled in the IG Specialty Track for over two years but only had a rating of NONE. The questionnaire asked four simple questions:

- Are you currently pursuing the Technician rating?
- If not, do you wish to be dis-enrolled from the program?
- Had you been assigned a mentor to help you in this program?
- What are some of the reasons causing you to have shown no progress after 2 years?



Key findings from the survey:

1. 156 responses were received and surprisingly found that only 39% of those enrolled were actively pursuing the Technician rating while 61% decided they no longer had any interest or they were still interested but could not show progress at this time due to other assignments such as Command.
2. Several commented they didn't even know they had been enrolled.
3. 40% indicated they did wish to be dis-enrolled while the other 60% wanted to remain enrolled with the intention of renewing their progress towards the Technician rating.

4. Only 19% of the respondents indicated that they had been assigned and/or had requested a mentor. A sizable portion of the other 81% indicated that having a mentor would have helped them make progress or at least understand the complexity of the requirements for advancing through this specialty track.

The steps required for completion of each of the three ratings are well-documented in the publication ***CAPP 40-20 Specialty Track Guide – Inspector General***. After the discussions of the three components for each rating (Academic, Knowledge and Service) you will find a separate evaluation and certification worksheet for each rating. These must be completed, signed and dated by both the evaluator and the approving authority. Note the requirements for being an evaluator – a Senior/Master rated IG for the Technician rating and a Master-rated IG for both the Senior and Master ratings. For the Master rating, the completed, signed and dated worksheet must be sent to CAP/IGT for validation before the CAP/IG will approve the Master rating. Yes, you heard it right. Only the CAP/IG can approve the Master rating.

Contact your Wing/Region IG to get a mentor assigned and begin working toward advancing in your ratings.



Myths.....and Other Urban Legends

by Lt Col Les Manser, CAP/IGT

When CAPR 20-1, *Inspector General Program*, was released on 15 January 2018, it contained the most specific information on the education, training and qualification for those in permanent duty positions (IG/IGAs – “staff”) and those in temporary positions (IAs - Inspection Augmentees and IOs - Investigating Officers – “non-staff”) supporting the IG program.

In effect, a “line in the sand” has been drawn - once and for all - making it crystal clear what is required of personnel pursuing these positions. Going forward from 15-Jan-18, there is no question whatsoever what specific training is required and what records (proof) exist – now all residing in eServices - supporting both training completion and qualification.

Early in the IG training system development, IGC and IGSC students were being told that they were “grandfathered” for whatever qualifications resulted in from completing lower designated courses. For example if you took the IGSC you were supposedly “grandfathered” for the Basic Course. Unfortunately “grandfathering” has never been addressed in the IG regulations. As a result, there has been confusion for the past 10-15 years regarding WHO was qualified to do WHAT in the IG program based on WHEN a course was taken for meeting requirements for conducting complaints resolutions and/or inspections.

It may help to provide a brief history of the formal IG training system to understand its evolution. It was developed at the start of the 21st Century. Training conducted prior to this time was deemed acceptable for that time and is now considered OBSOLETE/NOT APPLICABLE. Too many changes have occurred over the years for that outdated training to be of any use in today’s IG program.

The approach to the IG training program was to develop the system “top down” so as to get wing/region IGs working on implementing their IG programs ASAP after taking IGC.

- The IG College (IGC) was implemented first in 2000 and no underlying courses existed. Those that graduated from this IGC were told that they were highly qualified so that they could go back to their wings and set up their wing IG program and functions.
- The IG Senior Course (IGSC) was implemented just after the 2000 IGC and became the prerequisite for the follow-on IGCs; however, the underlying basic-level course was still being developed.
- The IG Basic Course (IGBC) was implemented in 2003 to complete the 3-level IG training system. The IGBC was comprised of 3 parts – IG System, Complaints and Inspections. This course became the initial requirement for IG/IGAs and also became the prerequisite requirement for any non-IG/IGA who wanted to serve as an Investigating Officer (IO) or SUI Inspector.
- Some of you may remember in 2009 when there was a request from CAP/IGT to send in certificates supporting completion of the IGBC given at the wing level. At the time, CAP/IT was in the process of creating data fields to capture the completion of all IG training courses in eServices.
- In mid-2010, an online version of the 3-part IGBC was implemented, first using Blackboard then the Learning Management System (LMS) and eventually the classroom version was replaced. Completion of all 3 parts in Blackboard/LMS was recorded in eServices as IGBC. Completion of the IG Structure and Complaints parts (only) was recorded as IO Certification. Completion of the IG Structure and Inspections parts (only) was recorded as SUI Team Certification.

It was never the intent that those who took IGC and/or IGSC early on in the 2000s to be the only courses ever taken. Some have stated “I took IGC/IGSC 15 years ago and I was told that it qualified me for everything - FOREVER!” Not true. Then, as it is today, the IGC and IGSC courses are not the courses specified for qualification as an IO or IA.

What is a Comma Worth?

by Lt Col Don Barbalace, CAP/IGQA

It could be worth five million dollars. That is the amount that a Maine company must pay its workers after a court ruled the lack of **one Oxford comma** in a list of tasks legally exempt from overtime pay meant that those tasks were not exempt, but were covered by a law requiring overtime pay, according to a report in TIME February 26, 2018, page 6.



As IGs writing a Complaint Analysis (CA) or a Report of Investigation (RoI), we strive to write so that our work will stand up in a court of law, should that ever be necessary. At the very least, we want our work to be viewed favorably by our superiors, and it is always better if you don't need to explain what you meant to say. That is why quality reviews and legal reviews are both included in the 10-step process for investigations.

In the IG College end-of-course reviews, one student objected that grammar changes, as if that makes it hard to write correctly. Oh, really? Does grammar change? Certainly, vocabulary grows, new words being added every year, and sometimes word meanings (or even spelling) change though not very quickly. *But do the fundamental rules of language change?* Consider rules like these:

1. The need to have subject and verb agree in number (singular subject requires a singular verb). *John goes* to school. *John and Mary go* to school.
2. Use a noun or pronoun in the nominative (subject) case when it is the subject of the verb, and in the objective case when it is the object of a verb or preposition. *He* is the subject of the action,

but the book was given to *him*.

Do those rules ever change? Well, consider this:

I have done a bit of language study (Latin, German, French, Greek, and Hebrew). I am not familiar with eastern European languages, so I consulted a native Armenian speaker who also speaks Russian and found they have the same rules, except there are 7 or 8 cases for noun/pronoun declension while English only has 3. Then I consulted a native Polish speaker and he confirmed that the same rules exist in Polish.

Now I can assure you that the rules I used as examples are the same in all those languages and have been since ancient times. It seems likely that they hold throughout the western hemisphere. Does grammar change? Perhaps, but so far, the basic rules by which language operates have not changed in thousands of years, regardless of the language being examined. As a result, “He don’t” and “Her and I” are grammatically incorrect in every language, and always have been. A common error is still an error.

If you want your work to reflect well on you, and to stand up in court if necessary, you need to pay attention to grammar, spelling, and punctuation. Really try to understand the rules of language and apply them to your writing. Fortunately, you have some help readily available in the IG College Textbook, in the chapter “An English Primer.” It is short, clear, and even humorous.

Editor Note: Anyone wishing a copy of the primer mentioned in the article can contact Lt Col Barbalace at dbarbalace@cap.gov.



Tracking IG Training using the IG Course Completion Report

by Lt Col Les Manser, CAP/IGT

One thing that is of concern at the wing level is a stagnant training “pipeline” for those pursuing ratings in the IG specialty track and the IG courses required by the ratings or required by assignment as an IG or IGA. Indications of a stagnant pipeline include:

- IG courses in LMS started but not completed
- IG courses not taken but specifically required by regulation for IG/IGAs,

IAs and IOs

- Lack of IA qualified personnel for SUIs
- Lack of personnel ready to move up to be an IGA or IG
- Annual Refresher training for assigned IG/IGAs not accomplished

The one report in eServices that can be used to keep on top of IG training, qualification and compliance is the IG Course Completion Report (selected from Member Reports). It is the “one-stop shop” for capturing the dates of all completed IG courses.

The report should be run by Wing/Region IGs at least once a month (as a minimum) and more frequently for larger wings, usually because they have more senior members in the IG training pipeline.

The approach for discussion will be done column by column, left to right. Note that those members currently assigned as IG/IGAs (on the date the report was run) are identified as such for comparison to the dates in each column (or no date - “None”) – which makes it very easy to check IG Training compliance items.

IG Annual Refresher

CAPR 20-1 paragraph 8.1.4 states the requirement for IG/IGAs to stay “current” each year and identifies what IG activities are applicable for meeting this requirement. The year 2018 is not yet complete so there must be at least a 2017 date shown for every IG/IGA. A scan down this column also makes it evident when an IG/IGA has a date from older years.

IG Basic

This is now just a “historical” column of dates since the IGBC course is no longer identified in the current IG regulations as a requirement for any IG position or prerequisite for an IG qualification. The IGBC in LMS was “turned off” in mid-2014. This was due to the IA and IO courses being identified as the follow-on qualification courses to complete for Inspection Augmentees and Investigating Officers, respectively.

Intro to Insp

Introduction to Inspections (II) is the newest IG course. It was implemented in July 2017 as the prerequisite for the new IAQ course. Additionally, II is:

- Identified (along with IAQ and IO) as a required course for a member to complete before being appointed as an IGA. Reference CAPR 20-1 paragraph 7.6.
- Identified as an academic requirement to accomplish for the IG Technician rating. Reference CAPP 40-20, *Inspector General Specialty Track Study Guide*.

It is highly recommended that IG/IGAs complete this course - if for no other reason than to review current inspection procedures and see what prospective IA Trainees are completing as a prerequisite for IA Qualification. Additionally, taking this new course will give you credit for IG Annual Refresher Training.

IA Qual (IAQ)

NOTE: Unfortunately, CAP/IT only dedicated a single data field in the member record for each CAP course. As a result, dates that could already be listed in this column are ones when the previous course was titled “SUI Cert” (2010-2014) and “IA” (2014-2017). IAQ was implemented in July 2017 and replaced the IA course. The reasons for the conversion from IA to IAQ was addressed in 2017 IG Audience articles. If SUI Cert or IA was previously accomplished, there is no need to take the new IAQ. In fact, doing so will alter the record (overwrite of the original date) and may cause confusion when reviewed by inspectors during a CI.

CAPR 20-1 paragraph 8.7 states “Before a CAP member can be assigned temporary duty as an IA, they must first complete the Introduction to Inspections and IAQ courses found in the Learning Management System (LMS).”

The CI E-3 (IG) Worksheet specifies the use of the IG Course Completion Report for CI Inspectors to use for verifying what members are shown as IA qualified (or not) when compared to those listed as SUI Team Members on SUI Reports.

If a date does not appear for a member in this column, then they cannot be participating as a SUI Team Member unless they are an IA Trainee and documented as such in SUI Reports.

Remember that all IGAs are expected to be SUI Team Chiefs; however, not all Team Chiefs need to be IGAs. Wing IGs are directly responsible for determining if an IA is experienced and capable enough to become a non-IG/IGA Team Chief.

IO Cert (IO)

CAPR 20-1 paragraph 8.6 states “A CAP member assigned to temporary duty as an investigating officer (IO) must have completed the Investigating Officer Course prior to assuming duties as an IO.”

The IO Certification course in LMS has been relatively stable over the past 8 years and is routinely updated to reflect current Complaints Resolution Program operations per CAPR 20-2.

If a date does not appear for a member in this column, then they cannot be appointed as an Investigating Officer.

IG Senior Course (IGSC)

CAPR 20-1 paragraph 8.4 states “Region and wing IGAs must have completed the IGSC. Region or wing IGAs may be appointed and placed in the IG Specialty Track (in accordance with paragraph 7.6) without having completed the IGSC; however, the appointed IGA must attend an IGSC within 6 months of being appointed.”

The next step for any IGA with a “None” in this column would be to check their Member Report (or run the wing Duty Position Report) and see when the 6-month clock started. Then check the CAP/IG Education and Training web page to see IGSCs that are already scheduled. If there isn’t one that is close enough or won’t fit into an IGA’s schedule, then contact your Region IG to explore options.

NOTE: The “Mistake Proof” approach for this requirement is simply don’t assign someone as an IGA until they have already completed the IGSC.

IG College (IGC)

CAPR 20-1 paragraph 8.3 states “Wing IGs must have completed the IGC and obtained at least a Technician rating in the IG Specialty Track prior to appointment. A wing commander may appoint an IG who has not completed the biannual IGC; however, the appointed IG must attend the next IGC. Waiver for this requirement must be reviewed and endorsed by the CAP/IG.”

The next step for any wing IG with a “None” in this column would be to check their Member Report (or run the wing Duty Position Report) and see when they were assigned. If they were assigned before the June 2018 IGC, then there must be a waiver from the CAP/IG on file in the wing’s IG records. If they were assigned after the June 2018 IGC, then they must make plans to attend the 2020 IGC.



“Complaint of the Half” Exercises started with the first one in this issue. This will give IG/IGAs more practical training on the complaints side. The “proper” Complaint Analysis will be provided in the January 2019 issue. This cycle will continue so that two complaints per year can be used as exercises to improve on the execution of this critical task and should result in staying proficient in this area.



Upcoming Inspector General Training

October 2018

NER IG Senior Course at NJWG Headquarters, McGuire AFB, NJ on 27-28 October – contact Lt Col Carl Anthony at p21c@aol.com.

November 2018

SER IG Senior Course at GAWG Headquarters, Dobbins ARB, GA on 3-4 November – contact Lt Col Vince Murray at vmurray@sercap.us.

What to do if you want to host an IGSC:

1. **Measure Interest:** 12-20 students
2. **Plan When:** Adjacent to, but not during, a Wing/Region Conference
3. **Plan Where:** Wi-Fi, Power for Computers, Projector, Desks or Tables
4. **Contact** the CAP/IGT (igt@cap.gov) to get an IGSC Instructor and schedule the class
5. **Write** a class “Promotion Piece” (Flyer) for region/wing distribution
6. **Recruit** students (20 max)



Upcoming Compliance Inspections

WING	CI DATES	CYCLE/INSP#
MO	15-16 Oct 18	5-23
PR	3-4 Nov 18	5-24
FL	8-9 Dec 18	5-25

IG Audience/LMS-IG Points of Contact

SEND **ARTICLE SUBMISSIONS** FOR THE IG AUDIENCE DIRECTLY TO LT COL LES MANSER at igt@cap.gov

With your article, please submit 3-5 good, multiple-choice questions and a wrong-answer feedback explanation for each question.



LEARNING MANAGEMENT SYSTEMS COORDINATOR FOR IG COURSES IS COL ED BURNS at eburns@cap.gov

Contact Col Burns if you notice any discrepancies/issues with the IG course materials in LMS.



Do you have something to share with the rest of the IG community? An anecdote connected to your work in the IG world? A better way of doing an IG-related task? Anything that might help a new IG get energized quicker in a new role?

If so, send it into IGT@cap.gov for placement into a future addition of *The Audience*.