



THE IG OBSERVATION

NATIONAL GUARD BUREAU OFFICE OF THE INSPECTOR GENERAL

Effective Communication is Key to Building Trust

Inside the Observation

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The NGB IG Observer newsletter helps improve our lines of communication. Send any feedback or suggestions to Master Sgt. David Eichaker at david.eichaker.mil@mail.mil

By Mr. Tony West
The Inspector General, NGB

Gallup released a poll in June 2016 that listed the military as the most trusted institution in the United States; 73% of the respondents said they trust the military “a great deal/ quite lot,” while only 7% trust the military very little. They also reported the lowest level of trust for the military was in 1981, 50% responded they trust the military “a great deal/ quite a lot,” and 14% trusted the military very little. Even though there were fluctuations in the levels of trust from 1975 - 2016, the military remained the most trusted institution in the United States.



“Trust is the glue of life ... It's the foundational principle that holds all relationships.”

—Stephen Covey

Why is that important to the Inspector General Community? By charter, we are given independence to do the right thing – even when no one is looking. It is not possible for us to operate independently without TRUST in us as individuals and as a community. Commanders trust that we are providing accurate assessments affecting readiness and compliance; service members, their families, and civilian employees trust we will address their concerns correctly and with the proper amount of confidentiality; and our political leaders and the public trusts us to always do what is right.

Trust is earned through past experiences; as a community we have earned this trust and through your concentrated efforts to be trustworthy, we can greatly contribute to the continued trustworthiness of the military.

Integrity is not the only element in establishing trust for individuals and organizations. Stephen Covey wrote, *“Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.”*

Notice he mentions effective communications as a foundational principle that holds relationships – and ultimately organizations – together. Experience has shown me that ineffective communications leads to misunderstanding, or misinformation, which leads to mistrust and eventually a dysfunctional organization. By now, depending on how long you've been in your position, I suspect you've observed the same.

I believe IG Complaints occur when a lack of trust exists within an organization. As we all know, complaints may be founded or not, and it is up to IGs to make this assessment.

In most cases, the root cause of complaints comes from mistrust caused by ineffective communications. When someone fails to live up to performance expectations and corrective action ensues, trust breaks down between the supervisor and the rated person.

Often times, we find leaders have failed to communicate performance expectations and provide timely, honest performance feedback. If an IG

Inquiry or Investigation results from this situation, it has a detrimental impact on the morale and levels of performance for the individuals involved and the unit...and trust.

How can we as IGs help in the situation described above? First and foremost emphasize effective communications within your units; always be on the lookout for ways for you and your unit to more effectively communicate to internal and external customers. Vision, mission, and unit goals are always a great place to start.

Next, understand the avenues of redress for corrective actions and communicate them. Please read carefully the article in this newsletter on the ways to appeal OERs, NCOERs, OPRs, and EPRs – we have seen several cases where an IG Case has been initiated without first addressing the issue through the proper redress channels.

And finally once an IG Case goes to investigation, make every effort to complete the investigation correctly in the quickest time possible. As IGs, we do many functions – when you have an IG Investigation in your office, this should be your primary focus until it is closed. Trust in our IG Community suffers when an investigation lingers and worse, morale, readiness, and individual careers are impacted during this process.

Thank you for the great work you do each day. I TRUST you will do your part to uphold the reputation of our IG Community.



(Left) Capt. Justin Kreisler, F-16 Fighting Falcon pilot, 180th Fighter Wing, Ohio Air Guard, conducts a preflight inspection prior to a morning sortie, May 29, 2017, at Kecskemet Air Base in Hungary.

Army Guard Soldiers, SSGs Garret Cumming and Melanie Groff, JFHQ - N.Y., practice the fundamentals of shooting a M9 pistol on Camp Smith, Cortlandt N.Y., May 20, 2017.



Things to Consider

The 101 Critical Days of Summer

By SGM Sean Baker
Senior Enlisted Leader, NGB IG



The Memorial Day weekend is the unofficial start of summer and with higher temperatures and winter in the rear view mirror, we all should take time to consider the safety aspects of this busy time of year. The period between Memorial Day and Labor Day mark the 101 Critical Days of Summer. During the critical days of summer, many more people, civilians and military alike, participate in activities that could potentially be dangerous if precautions are not taken. As each of you begins to lean into the summer and make plans to travel, attend gatherings, and participate in water and other outdoor activities, we also need you to lean into safety, your personal safety, the safety of your family members, the safety of your fellow Battle Buddies and Wingmen. Take time to identify, assess and mitigate all risks, i.e., trip plan-

ning that ensures enough rest and preparation for contingencies; no alcohol while driving or participating in recreational activities; and use of appropriate protective gear in all activities, just to name a few. The best safety tool we have is being aware of our surroundings and understanding the hazards associated with our activities. Using risk management principles, both on and off duty, and exercising sound judgment have proven to be effective methods of decreasing accidents and injuries. Our States, Territories and the District of Columbia lead the way with an impressive array of safety initiatives designed to keep Soldiers and Airmen safe year around. As IGs, you can continue to add value to your organization by bolstering the TAG's/CG's summer safety initiative while circulating throughout your units. Remind your teammates to incorporate smart safety measures this summer and throughout the year – HooAH!

Improving Communications with Wing IGs

By COL Kris Kramarich

IG Team,

Coming off a month of various IG conferences and training opportunities, a common theme emerged regarding Wing IGs. What is the interaction between the Wing IGs and the State IGs? In some cases, it may be none, in others, the relationship is more robust. What should it be? Some of the feedback we've heard is, "We don't hear anything from the State IGs" or "We didn't get the message about this Air Force IG training event." One Wing IG said they'd like to hear from the State IG, they're kind of out there on our own. Generally, I believe this is an oversight and definitely unintentional. I spoke with the Wing IGs in one state during a TDY, and the team was absolutely welcoming. They were busy,



engaged, but excited to discuss what they do. Regarding USAF announcements, a State IG may not be on respective distribution list to receive USAF IG announcements. The Air Force IG receives the IG listing from the NGB IG front office so it's key to keep your information updated. I encourage you to reach out to the Wing IGs and determine where there may be synergy, where they may need some assistance, and for general information sharing.

We will make every effort to disseminate information to the Wing level. We've already begun to discuss this as part of the Army Inspector General School. There are 54 different examples of what right looks like across the National Guard – we look forward to hearing your best practices.

California Guardsman Reels in Prestigious Inspector General Recognition

By SSG Edward Siguena
69th Public Affairs Detachment

In a month's span, Master Sgt. Brandon S. Morey ascended a ladder not many noncommissioned officers attempt to climb.

Morey, who is the Assistant Inspector General Non-Commissioned Officer-in-Charge of the California National Guard's Inspector General (IG) Office, attained not one, but two rare recognitions recently. He was named the National Guard Bureau IG NCO of the Year in March and went on to nearly being selected in the Department of the Army IG Noncommissioned Officer of the Year competition at Fort Belvoir, Virginia, in April.

Morey was only a few points shy of earning the Department of the Army title. A month earlier, he won the NGB IG NCO of the Year, an honor that placed him as NGB's sole representative in the Department of the Army competition.

"There are still challenges out there for senior NCOs," said Morey, of Dixon, California. "It was a team effort overall. I could not have won without the help of my IG team. We held five different mock boards, each with increased levels of questions and pressure."

The annual NGB competition is offered to all 54 state and territories IG offices and Morey was one of nearly a dozen finalists. To earn his place, Morey had to comply with a strict administrative process that included the submission of an IG NCO nomination packet, a written essay and a video teleconference. The video teleconference was the last step in determining the NGB's representative, and senior leaders got to interview Morey as if he were standing before them.

"(His) selection as the NGB IG NCO of the



Master Sgt. Brandon Morey, is coined by Gen. Joseph L. Lengyel, chief, National Guard Bureau, Arlington, Va., April 28. (Air National Guard photo by Master Sgt. David Eichaker)

Year and, then to be nearly selected as the DA IG NCO of the Year, identifies not only the extraordinary caliber of Morey as an Assistant Inspector General, but also identifies him as a truly professional Soldier and non-commissioned officer," said Col. Robert J. Lehman, California National Guard State Inspector General. "As part of a team, I believe that the success or failure of one of us represents the success or failure for us all. As a result, we should take tremendous pride in having Master Sgt. Morey, our fellow teammate, compete and succeed in representing not just himself, but all of us."

Up the ladder Morey went to the Department of the Army event that united winners from Active Duty, Army Reserve and Army National Guard. Again, Morey was one of nearly a dozen competitors. He did so well, at one point a board member asked if he could see a questionnaire from a distance because "I answered the question verbatim from what was written."

"Oh, he slam dunked it," Lehman added.

"The toughest part was the essay writing," Morey re-

plied. “A very strict grading criterion from the IG school was used to grade the essays. Going into the event competitors knew each word would be highly scrutinized.”

Morey’s NGB victory earned the acclamation of NGBs top leaders — Air Force Chief Master Sgt. Mitchell O. Brush, Senior Enlisted Advisor, and Chief NGB Air Force General Joseph L. Lengyel. Both rewarded Morey with coins. Morey was also coined by Sergeant Major of the Army Daniel A. Dailey.

A Florida Army National Guardsman — Sgt. 1st Class William Hughes — took last year’s title. The California IG’s representative, Sgt. 1st Class Michael Howard, placed in the top four.

“Competing demonstrates that you want to be the absolute best at what you do,” Lehman added. “It demonstrates a Warrior Ethos, something essential to our ability to fight and win on the battlefield.”

Added Lehman, “In short, it's critically important to our professional culture and ethic and it builds our esprit de corps. My hope is that everyone can appreciate what Master Sgt. Morey has done to represent us all.”

Morey traveled to the April event on the same day he celebrated his 18th wedding anniversary to spouse Karynne. Both competitions required a valiant effort from his family as well as his coworkers, Morey explained.

“I sacrificed a lot in preparing for both competitions,” he added. “I had the full support of my team and family, and I am truly thankful I had the opportunity to compete and represent the California National Guard.”



Top to Bottom: Master Sgt. Brandon S. Morey, is congratulated by Col. Robert J. Lehman, State Inspector General, Chief Master Sgt. Mitchell O. Brush, Senior Enlisted Advisor to the chief, NGB, and Mr. Tony West, NGB IG and Sgt. Maj. Sean Baker, Senior Enlisted Leader, NGB IG. (Photos by Staff Sgt. Eddie Siguenza/MSgt David Eichaker/SFC Lana Luciano)

Personnel Changes on the Horizon

By COL Kris Kramarich

Deputy IG, NGB

The National Guard Bureau IG team bids farewell and expresses sincere gratitude to four State Inspectors General who served as Regional Chairs for the last 18+ months. As Regional Chairs, these gentlemen served as additional sounding boards for IGs within their region, assisted the NGB IG in relaying critical updates and information, and took selfless service to the next level. We also welcome four new Regional Chairs and will be asking them for their recommendations for backups to become the next RC.

Central Region: COL Robert “Eric” Duke (Arizona) replaces COL Nick Wittwer, (Minnesota)

North East Region: COL Stu Furner (Massachusetts) replaces COL Chuck Demery (New Jersey)

South East Region: COL Marshall Ramsey (Virginia) replaces COL Leroy Tunnage (Florida)

Western Region: COL Craig Short (Kansas) replaces COL Mick Fleetwood (Washington)

By LTC Catherine Cherry

Operations Division Chief/XO, NGB IG

Summer is upon us and this is one of the busier times of the year for the Operations and Support Division. With the transition of at least one-third of the 54 State Command IGs and office personnel, there is an increase in nominations, evaluations, awards, attendance at TIGS, and curtailment requests. MSG Benitt, SFC Lipscomb, and I will all depart for new assignments. CW5 Pablo will be the continuity for the division and he will spend more time in the Pentagon than at his desk in Arlington Hall Station. We have high performing personnel coming in to backfill our positions and there will be overlap.

Most of you have worked with MAJ Chad Price, Investigations Division Chief; he will move into the Operations and Support Division Chief and Directorate IG position that I am vacating mid-June. He will lead the new team well.

MSG Benitt has been selected to be the 42A Title 10 Career Manager for NGB and will be back-filled by MSG Joseph Wood who is coming to us in July from the NG Professional Education Cen-

ter, Little Rock, AR.

By the end of August, SFC Lipscomb will be returning to a position in the North Carolina NG while his backfill, SFC Jackie Lampert will be on board mid-July. Please give our new members a warm welcome as you start working with them.

As part of their departure planning, the team has been working on the Operations webpage on GKO. We recommend bookmarking this link for reference and welcome your feedback. You can always call or email the office, but you may be able to find what you’re looking for here. <https://gkoportal.ng.mil/ngb/STAFF/D01/B02/S01/SitePages/Home.aspx>

We are always open to suggestions, just let us know if there is anything in particular that we can add to assist you. Please feel free to email MAJ Price and me to ensure we are able to support the suggestions during the summer transition.

In closing, I want to thank you all for being such a great group of professionals to work with. The professionalism and integrity of the IG community we’ve been able to work with is unsurpassed. Be sure to look for me if you are in the GA JFHQ anytime over the next two years!

By CW5 Francis Pablo

Operations Division, NGB IG

Every summer we submit our forecasted budget requests for the states. The purpose of this article is to provide the 54 States/Territories, and District of Columbia Command Inspectors General (IG) planning guidance for your FY18 budget requirements. We will send you an example excel spread sheet which will also assist you with this process. I am working with the ARNG Program Manager to capture your requirements and address any issues. I recommend that you review

your FY17 forecast spend plan to help you with planning for the FY18 forecast.

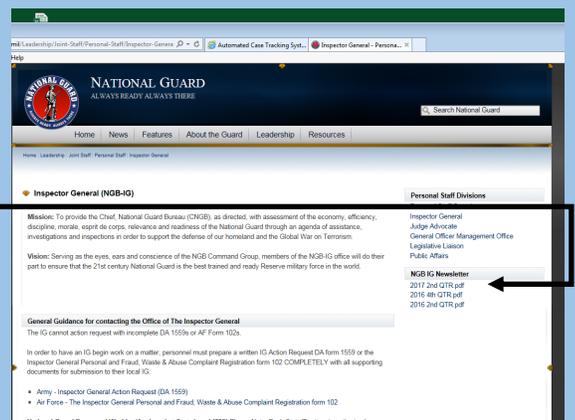
Once approved, Field Active National Guard (FANG) funding for FY18 will be sent to your State USPFO. The NGB-IG Resources Officer only manages the federal funds (Title 10 State IG travel). You will need to work within your State processes for T32 funding. It is very important to provide a realistic FY18 spend plan request. I will be sending out a memorandum of instruction and FY18 forecast spending plan template.

Things to consider as you plan your estimated FY18 budget forecast request are the following:

1. NGB-IG, Annual IG Workshop, RC, Arlington,
2. DAIG, World Wide Annual IG Conference, Fort Belvoir, VA
3. SAF IG, Conference, Lansdowne, VA Regional Chairs IG Conference
4. Investigations
5. Inspections
6. Army IG School (Advanced Course), Fort Belvoir, VA
7. Air Force IGQ School, Lansdowne, VA
8. DoD IG Whistleblower Reprisal Course, Mark Center, Alexandria, VA



**Previous newsletters are available
At the below link:**
[http://www.nationalguard.mil/
Leadership/Joint-Staff/Personal-
Staff/Inspector-General/](http://www.nationalguard.mil/Leadership/Joint-Staff/Personal-Staff/Inspector-General/)



NGB Assistance Division

By LTC Kristina Gray
Assistance Division

The NGB-IG Assistance Division is going through significant changes. I am rotating out of the position of Assistance Division Chief and am preparing for my new assignment at the ARNG as the Operations Officer for the Personnel Programs, Resources, and Manpower Division. It's been a pleasure serving the 54 States, Territories, and the District these last three years. I have been blessed with supportive leadership, collaborative co-workers, and an amazing Assistance team! I know I will miss working with all of you, however our paths will likely cross in the future. Thank you all for making a challenging assignment fun.

The incoming Assistance Division Chief, LTC Linda Gray, has been on board at NGB-IG since December 2016 and will take over as the Assistance Division Chief. Many of you met her at the IG Workshop in April. She brings with her a plethora of experience as a Financial Management officer and former Battalion Commander with prior IG experience in the Pennsylvania National Guard. NGB-IG is fortunate to have her join the team.

SFC Lana Luciano, who has served the 54 States, Territories, and the District in both the Operations Division and Assistance Divisions, is also rotating out of the IG office to her new assignment as the Human Resources NCO in the ARNG's Human Capital

LTC Linda Gray and MSG Ian Hammon receive the IG Oath of Office from Mr. Tony West.



Management Division. SFC Luciano has been an invaluable asset to NGB-IG. The Team will miss her as she moves on to her next level of career development and professional growth.

We welcome MSG Ian Hammon to the team!

MSG Hammon is a combat engineer from the Arkansas National Guard. He brings with him leadership, operations, and instructor experience. MSG Hammon graduated from TIGs on 19 May 2017 and will be replacing SFC Luciano.

Please join me in saying "Farewell" to those moving on to new chapters of their careers outside of NGB-IG, and "Welcome" to those who are starting new chapters of their careers as a part of the NGB-IG team!

I joined this Team in December 2016, supporting NGB-IG in various areas while getting to know the Team. I must say, I am proud to work with such a fine Team of professionals. Thanks to Mr. West and COL K for the opportunity to serve the NGB-IG Team; LTC Kristina Gray, who has built a knowledgeable Division; and NGB-IG as a whole for assisting with the seamless transition. I am excited about this opportunity, and look forward to serving NGB-IG, the 54 States, Territories, and the District.



Proper Procedures to Handle Congressional Inquiries

By MSG Christi Huggins

Assistance Division

Greetings! We want to ensure you are aware of the proper response to complainants who have filed Congressional Inquiries.

In accordance with AR 20-1 Chapter 6 para d. (1) (d), *An IG who receives the same complaint that a complainant submitted to a Member of Congress (MC) will inform the complainant in writing that the final response will come from the MC and not the IG.*

If the originating MC is no longer in office, the incumbent MC will provide the response. The Department of the Army Inspector General's Assistance Division will respond to the MC.

The Assistance and Investigation Guide Section 2-3-4 page I-2-3 states the following, *an individual*

may ask an Inspector General for assistance and at the same time seek help from a Member of Congress (MoC). Once a MoC intervenes, the complainant will not receive a response from the Inspector General. Rather, the MoC will receive the Inspector General response from DAIG Assistance Division (SAIG-AC).

The Inspector General must therefore inform the complainant that he or she will receive a response from the MoC and not directly from the Inspector General. It is important that when the local Inspector General discovers Congressional involvement, the Inspector General must immediately contact DAIG Assistance Division, which is the office of record for all Congressional correspondence for further guidance.

The point of contact within DAIG Assistance Division is Deputy Division Chief, Mr. Jay Smith, jay.q.smith2.civ@mail.mil, office: 703-545-1844.

LOD Procedures

By SFC Lana Luciano

Assistance Division

DoDI 1241.01, 19 April 2016 covers Reserve Component (RC) Line of Duty Determination for Medical and Dental Treatments and Incapacitation Pay Entitlements.

Army National Guard Readiness Center published the Implementation Guidance for ARNG Line of Duty (LOD), Procedures and Investigations (PPOM 17-022) dated 5 April 2017.

Effective 5 April 2017, all Soldiers have up to 180 days following the completion of their qualified duty to request consideration for a LOD determination.

(AGR) LOD investigations are not initiated by their unit if the date of incident occurred more than 180 days from last qualified duty status.

We anticipate receiving assistance requests as the NG enforces new policy.

Soldiers requiring treatment for a catastrophic emergency medical and/or dental injury or illness while in a qualified duty status are authorized an interim LOD determination (DA Form 2173) signed by (Unit Commander). For a catastrophic emergency, the condition must be reported within 10 days of the incident while the Soldier is still receiving emergency treatment.

If you have specific questions, the Army National Guard point of contact is Mr. Eric Scott, Chief, Medical Actions Branch at 703-607-9108.

Useful Links

Line of Duty Determination: <http://www.dtic.mil/whs/directives/corres/pdf/124101p.pdf>

Search 17-022: <https://g1arng.army.pentagon.mil/Policies/PPOMHRH/Pages/default.aspx>

10 U.S. Code 1074a– Medical and Dental Care: <https://www.law.cornell.edu/uscode/text/10/1074a>

Addressing Evaluation Complaints

By MAJ Chad Price
Investigations Division Chief

The NGB-IG workshop briefings were informative and reaffirmed the desire and need for ARNG/ANG personnel knowledge within the IG offices. We often receive complaints regarding evaluation reports.

According to AR 20-1, “When appropriate, IGs will direct Soldiers and DA civilian employees to the appropriate avenue of redress.” Also, “IGs will limit their involvement in matters that have established redress procedures to teaching and training and a due-process review once the Soldier or civilian employee has used that redress process but is still unsatisfied that he or she has received due process.”

The evaluation report is one of those areas. There are times when the matter is IG appropriate and many when it is not. The intent with this message is to offer references and points of contact to make a complainant whole.

For the ARNG, AR 623-3, *Evaluation Reporting System*, covers the initial redress procedures to appeal before and after the evaluation is permanent record. However, after three years (para 4-8, AR 623-3) the Soldier will have to submit the appeal to Army Board for Correction of Military Records (ABCMR) in accordance with AR 15-185. Soldiers may submit appeals online to the ABCMR at <http://>

arba.army.pentagon.mil. The point of contact at NGB is Mr. Timothy Manzie, Personnel Policy Division, Special Actions Branch at 703-604-8568.

For the ANG, AFI 36-2406, *Officer and Enlisted Evaluation Systems*, provides a detailed breakdown for correcting an evaluation before and after it becomes a permanent record. The point of contact at Andrews AFB for these matters is Lt Col Bernadette Maldonado, Chief, Officer Programs and Policy at 240-612-9128.

Please visit our site on GKO for the guide titled *ABCMR Applications Guide 2005* at <https://gkportal.ng.mil/ngb/STAFF/D01/B02/S02/SitePages/Home.aspx>.

This guide explains the process, identifies avenues of redress, and contains frequently asked questions. In addition, *Personnel Policy Operational Message (PPOM 16-019)* located on GKO at <https://g1arng.army.pentagon.mil/Policies/PPOMHRH/Pages/default.aspx> further explains what the 2005 guide does not.

The A1/G1 personnel offices that attend next year’s conference are not scheduled as of yet. If you feel there is a certain personnel area affecting all, please let us know and we will work to schedule them for a brief.

PERSONNEL CHANGES

By MAJ Chad Price

Change is ever present in the IG office, and the investigations division is no exception.

MAJ Adam Ray is leaving us after three years to serve as the National Guard Bureau J-1 executive officer. He has done a great job and will be missed. His backfill, MAJ Shawn Pratt is already on board and working investigations.

MAJ Pratt comes to us from the G3 with 5 years police experience and prior DA level IG experience.

I am moving over to serve as Mr. West’s executive officer as LTC Catherine Cherry moves on to serve as a battalion commander in the Georgia ARNG.

I will be dual-hatted until my backfill arrives in August. That name will be announced once staffing is complete. In the meantime, Majors Wilson and Pratt will be your news points of contact.

Expecting the Inspected

By LTC David Eldridge
Inspections Chief

What's that old saying, "expect what you inspect." And who doesn't love a good inspection? The pressing of uniforms, the painting of rocks, the endless hours away from your "real" job just to impress a bunch of strangers you'll never see again, should Lady Luck smile upon you. As we look over the past few months, there's been no shortage of inspection ideas or actual inspections.

Since the last issue of *The IG Observation*, the Inspections and Analysis Division (NGB-IGI) completed the Student Loan Repayment Program (SLRP) inspection. The SLRP is one of the most frequent IG assistance request. For this inspection we conducted interviews with the ARNG's Incentives Branch, eighteen Military Entrance Processing (MEPs) stations, eleven state SLRP managers, and visited three states. Our findings and observations should be no surprise to those familiar with the program: Soldiers are not submitting their student loan documentation, more training is needed for all involved, the Guard Incentives Management System (GIMS) is a great system but there's still room for improvement. NGB-IGI will forward our inspection report to State IGs via the regional chairs once approved by the CNGB.

As we finalize our SLRP report, we're also prepping for the Suicide Prevention Program (SPP) inspection. As many already know, DAIG is conducting a multi-component inspection of the program to include eight states. Our inspection will combine DAIG's Guard-specific results with the

results of our five-six state visits to build a more comprehensive inspection report. Following the SPP inspection is the Suspension of Favorable Actions, commonly referred to as "Flagging." We anticipate starting this inspection in September.

On the coordination front, DAIG completed their "Casualty Assistance/Survivor Outreach," "Command Maintenance Discipline Program" (CMDP), and "Suicide Prevention Program" inspections. They start a Command Supply Discipline Program (CSDP) and a Personnel Readiness Reporting inspection this summer (July and August, respectively). NGB-IGI will forward DAIG documents to the affected states when we receive them. States not affected by these inspections may still request a copy of the paperwork should they plan on conducting similar inspections. Previous DAIG inspection reports can be found on IGMET at <https://intranet.ignet.army.mil/mainhome.aspx>, although it often takes one-two years to post the inspection results. Click on the upper right "Reports" and scroll down to inspections.

Finally, this will be MAJ Aycock's final newsletter. She's transitioning in June to a new assignment at the HQDA G1. MAJ Aycock has been a rock of continuity for the Inspections Division. We appreciate her service to the NGB-IG's office and know she will continue to "teach and train" as she successfully navigates her future assignments.

Utah Army National Guardsman Sgt. Peter R. Wiedmeier dives into a water pit in the obstacle course event May 16 during the 2017 Army National Guard Region 7 Best Warrior Competition May 15-19 at Camp San Luis Obispo, California. (U.S. Army National Guard photo by Staff Sgt. Eddie Siguenza)



Responsibilities of NG Intelligence Activities Updated

By CPT Waylon Bailey
Intelligence Oversight Division

Before August of 2016, Intelligence Oversight (IO) was governed primarily by 15 Procedures located in DoD 5240.1-R, Procedures Governing the Activities of DoD Intelligence Components that Affect United States Persons. As you may remember, DoD Manual 5240.01, Procedures Governing the Conduct of DoD Intelligence Activities, was published 8 August 2016, and updated Procedures 1-10. Procedures 11-15 were retained in DoD 5240.1-R, Change 1. On 26 April 2017, the Deputy Secretary of Defense signed DoD Directive 5148.13, Intelligence Oversight, which updated Procedures 14-15. Procedures 11-13 will remain in DoD 5240.1-R, Change 2, until they are incorporated into their respective DoD policies.

Why does this matter to the States? DoDD 5148.13 outlines new IO training guidance and reporting

timelines and content for Questionable Intelligence Activities and Significant and Highly Sensitive matters. New quarterly reporting guidance consistent with this directive will be out to the 54 in time for the July quarterly report.

Additionally, The Chief signed CNGBI 2000.01B, rescinding CNGBI 2000.01A, which outlines and updates responsibilities related to the management and oversight of NG Intelligence Activities.

Please take a few minutes to dive into both of these documents and don't hesitate to ask us any questions you may have concerning these publications.

DoDD 5148.13: <http://dodsioo.defense.gov/Library/>

CNGBI 2000.01B: http://www.ngbpcdc.ngb.army.mil/pubs/CNGBI/CNGBI_2000_01B_20170404.pdf

DoD Policy Governing Intelligence Oversight

<u>Procedures</u>	<u>Policy</u>	<u>Updated Policy</u>
Procedures 1-10	DoD 5240.1-R	DoDM 5240.01, Sections 3.1. - 3.10.
Procedures 11-13	DoD 5240.1-R, Change 1	DoD 5240.1-R, Change 2
Procedures 14	DoD 5240.1-R, Change 1	DoDD 5148.13, Section 2.4.
Procedure 15	DoD 5240.1-R, Change 1	DoDD 5148.13, Section 4.

NGB IGs Find Mentorship at IG Workshop

By Master Sgt. David Eichaker
Assistance Division

ARLINGTON, Va.—The National Guard Bureau Inspectors General Office recently held a Guard-wide workshop, bringing together IGs from across the 50 States, Territories and the District of Columbia to discuss policy changes, updated IG regulations and specific issues affecting Guard members.

"We're really excited about this workshop," said Tony West, the NGB inspector general. "This allows us to have a diverse group of IGs from throughout the country come together to establish future courses of action for program enhancement."

The two-day workshop focused on variety of topics while affording opportunities to hear from key speakers with the Department of Defense, Army, Air Force and National Guard inspectors general offices. Attendees also had opportunities to interact directly with fellow IGs and ask questions for clarification on key topics.

"We have a direct pulse with the National Guard Bureau IG staff to get any issues that we need re-

solved," said Air Force Col. Paul Johnson, inspector general with the Tennessee National Guard. He added that having Guard IGs together in one room allowed him to put names with faces and people with places while furthering relationships with IG counterparts from throughout the country.

"IGs work alone at times and it is good to know there is such a great support network," he said.

Others agreed.

"This [workshop] was very beneficial for me because I am new to the IG field," said Army Maj. Robert Warden, deputy inspector general for the Utah National Guard, adding that it has been helpful seeing other IGs working with similar issues he has encountered.

"It made me feel like I wasn't alone with some of the issues that I have faced," he said.

The workshop also allowed attendees to learn more about the differences between the Guard and active components and the difference challenges Guard members can face.



Tony West, The National Guard Inspector General, speaks with National Guard Inspectors Generals during the NG IG workshop.



Army Lt. Gen. Daniel R. Hokanson, Vice Chief of the National Guard Bureau, speaks with National Guard Inspectors Generals during the NG IG workshop.

“[Most of] our service members are [part time],” said Army Col. Ivan Beckman, with the Mississippi National Guard’s inspector general office. “It’s a little bit different than the active component so it’s been very beneficial to look at the IG issues from a reserve component perspective.”

Briefings throughout the workshop provided additional tools for improving IG job efficiencies at the local level.

“The focus is designed on how we can do our jobs better as state IGs,” Beckman said, “It’s been very beneficial and all of the topics that we’ve discussed have a very distinct focus on the state level.”

The workshop allowed IGs to improve upon the performance of their mission to assess the efficiency, discipline, morale, and readiness of the National Guard.

“IGs play an important role in the readiness and discipline within the National Guard,” said West. “I could not be more pleased with the outcome of this workshop. The positive impact from sharing best practices will be of tremendous value to not only the adjutants general but also to Guard members throughout the country.”



Lt. Gen. Anthony J. Rock, (top) Inspector General of the Air Force, and MG Leslie C. Smith, Deputy Inspector General of the Army, speak with National Guard IGs during the NG IG workshop.



National Guard IGs gather for a NG IG workshop, at the Herbert R. Temple, Jr. Army National Guard Readiness Center, Arlington, VA., April 20, 2017. The NG IG workshop provided an opportunity for NG IGs from the 50 States, 3 Territories and District of Columbia, to collectively establish future courses of action for program improvements. IGs were also briefed on updated IG regulations, policy changes, and NG specific topics. (Air National Guard photo by Master Sgt. David Eichaker/released)

Commanders Must Own Their Inspection Program

By Lt Gen Anthony J. Rock
Air Force Inspector General

(article from www.my.af.mil) Full link below.

In our Air Force, excellence is our standard and expectation—it's an AF core value, and we take pride in a job well-done. Most of us are very busy in achieving that excellence in our day-to-day endeavors at every level—in the field, at MAJCOM HQ, or at the Pentagon. Most of us don't appreciate having someone tell us how we can do our jobs better nor do we look forward to having someone grade our homework. Yet, that's the ultimate goal of our Air Force Inspection System—making things better.

You've seen or heard my take on a Commander's role in the inspection process. Bottom line—Commanders must “own” their inspection program; this is the essence of a well-run Commander's Inspection Program (CCIP)! In line with that “ownership” philosophy, the Air Staff is working very hard to get away from over-prescribing guidance. Indeed, our CSAF has renewed the initiative to decrease the number of requirements imposed on units by Higher Headquarters instructions. Think of this: there are more than 1,100 AFIs containing over 130,000 compliance items for all of us to follow. However, Wing Commanders can waive almost 25 percent of those compliance items and your MAJCOM Commander can waive an additional 35 percent. Of course, this must be done in a deliberate and disciplined manner carefully considering how much risk we can absorb.

Here's where CCIP can help the Commander succeed at all levels of leadership: a well-run CCIP will reveal those areas that are not in compliance and provides the Commander an opportunity to assess risk at the right levels. If appropriate, the Commander can implement or request a waiver based upon experience, judgment and the overall impact to mission and people. It can be a balancing act, but common sense and discretion are key. Use your Commander's Inspection Management Board (CIMB) to develop and articulate an attack plan on non-compliance issues. If you ignore it, it won't go away, but if you address the challenges in this way, it will establish a road map for eventual compliance or elimination of unnecessary requirements. Add to this a level of transparency when it comes to reporting shortcomings and keep your

leadership informed through your Commander's Inspection Report (CCIR).

We have seen success in units that follow these principles; you can call it “embracing the red,” but it is really no more than understanding what is going on in your unit and accepting the risk at the appropriate levels. Commanders who “own” their inspection programs create a synergy that becomes contagious throughout the unit. Symbiotic leadership practices will breed subordinate leaders who aspire to be part of your team and emulate excellence inspired by a confident, but humble, approach to executing the mission and taking care of people. As defined in AFI 1-2, *Air Force Standards*, Commanders have the responsibility and authority to act, an authority with a foundation in Title 10.

You can maintain high standards of performance through this culture of critical self-assessment that overcomes the pitfalls of complacency and mediocrity often bred by the status quo. Self-assessment creates data-driven identification, corrective action priorities, and resolution of issues. Don't rely on critical negative events to induce change or insular internal practices that preclude transparent identification of problems. We can't fix what we don't detect. Failing to see problems for what they are precludes an opportunity for improvement and could ultimately lead to a high-consequence event.

AFIS depends on Commanders being responsible and accountable for their unit's mission readiness, the care of the people in their unit, and honestly self-identifying and reporting where requirements exceed resources. Simply put, AFIS helps commanders focus on the mission and the people who perform that mission. As a Commander, make that your passion...and you'll see this passion become infectious in a very positive way.

All the best,

Lt Gen Anthony J. Rock



Lt. Gen. Anthony Rock

NG IGs Seek Professional Development At SAF IG Conference



Mr. Tony West, COL Kris Kramarich, and SGM Sean Baker speak with National Guard IGs during the Secretary of the Air Force IG Worldwide Training Conference, Lansdowne, Va., May 11, 2017. The 3-day conference offered a unique opportunity for IGs across the Air Force, National Guard, Sister Service and Department of Defense IGs to continue professional development in this field. The conference focused on changes to the complaints resolution system and evolving Air Force issues.

NG IG Workshop Images April 20-21:

<https://www.dvidshub.net/news/232414/national-guard-igs-attend-workshop>

By Mr. Matthew Williams
SAF/IGQ

U.S. AIR FORCE CONGRESSIONAL INQUIRY BRANCH

The Congressional Inquiry Branch provides liaison between the U.S. Air Force and Congress by specifically handling constituent inquiries submitted by Members of Congress, the White House, the Office of the Vice President, governors and other executive agencies.



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- Congressional staff member's name, e-mail address, phone number and district office address (please note if the final response should be sent to a Congressional staffer other than the one who submitted the initial inquiry);
- Constituent's full name, unit of assignment, duty station, Social Security number, military rank (if applicable) and military status (active duty, Reserve, Guard, separated or retired, if applicable);
- Brief description of the constituent's issue, circumstances or unique situation;
- The specific action, information or response requested;
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- A Privacy Act Release Form completed and signed by the constituent (not applicable if the constituent is a deceased military member); and
- If the inquiry concerns health records or treatment information, a Health Insurance Portability and Accountability Act (HIPAA) Form completed and signed by the constituent.

Inquiry submissions made via E-mail are preferable and are processed most efficiently.

Please note that Air Force-related inquiry submissions sent by traditional mail or addressed directly to the Air Force Legislative Liaison offices on Capitol Hill, the Office of the Secretary of the Air Force or the Office of the Secretary of Defense may be significantly delayed.

E-mail: usaf.pentagon.saf-ll.mbx.saf-llmi-workflow@mail.mil

Website: <https://community.apan.org/wq/saf-llmi/>

Phone: 703-695-7364

Congressional Inquiry Branch contact info is for the use of Members of Congress and their staff members only.

- **If an Air Force-related constituent is suicidal or may pose a hazard to self and others, please immediately call 911 and then our office. A health and welfare check will be initiated on members currently in service in a time-sensitive manner.**

By Mr. Matthew Williams
SAF/IGQ

RESOURCES

Army Congressional Inquiry Division/Constituent Casework

703-697-8381

usarmy.pentagon.hqda-ocll.mbx.congressional-inquiries@mail.mil

- Handles all inquiries related to the activities of the U.S. Army and the uniformed service of its members, as well as matters concerning the Army Air Corps and Army Air Forces

Department of Veterans Affairs (VA)

(202) 225-2280

ocla-cla@va.gov

- Handles all inquiries concerning VA disability claims, including those related to Post Traumatic Stress Disorder and Agent Orange exposure, as well as the health records of veterans who served on or after May 1, 1994

National Guard Bureau Congressional Inquiries Branch

703-607-5525

Ng.ncr.arng.mbx.ngb-congressioonal-inquiries@mail.mil

- Handles all inquiries regarding the activities of the Air National Guard and the uniformed service of its members

National Personnel Records Center (NPRC)

314-801-0514

Congressional.Status@nara.gov

- Handles all inquiries related to the personnel records of veterans who served between September 24, 1947 and September 30, 2004

** The personnel records of those currently serving on active duty or who were discharged, died or retired from active duty on or after January 1, 2014 are maintained by the Air Force.*

Air Force Makes XFDL Files Obsolete

By Mr. Matthew Williams

SAF/IGQ

The Air Force Departmental Publication Office (AFDPO) has recently converted all AF Forms from an .xhdl format to a .pdf format. The AF Form 102, IG PERSONAL AND FRAUD, WASTE AND ABUSE COMPLAINT REGISTRATION, in .pdf format, is now available on the AFDPO ePublishing web site.

All IGs at all level should ensure complainants use this form when filling out an AF Form 102. IGs at all levels should NOT attach any more AF Form 102s to ACTS casefiles that are in the .xhdl format. AFDPO provides a conversion tool that allows users to convert .xhdl forms to .pdf.

Here is a link to the tool:

<https://cs3.eis.af.mil/sites/OO-SC-AF-64/XFDL2PDF/Forms/AllItems.aspx>. It is likely that at

some point in the future the .xhdl format will be completely unsupported.

We are going to automatically convert all previous .xhdl forms currently attached in ACTS to .pdf format. We will leave the old format forms attached in ACTS and automatically upload a converted form into the same case folder. The converted forms will contain all the data from the original form (i.e. the complainant's information). This may take some time.

Additionally, all .xhdl forms attached in ACTS, e.g. AF Form 707 OFFICER PERFORMANCE REPORT (LT THRU COL), AF Form ENLISTED PERFORMANCE REPORT (AB THRU TSGT), will be converted to the .pdf format.

All users should check their alerts in ACTS and submit any case in an open edit session to ensure all .xhdl attachments in ACTS are captured for conversion.



Army Spc. Tyler Studd, with the 152nd Engineer Support Company, New York ARNG, fires his M4 carbine during the SGT Henry Johnson Individual Combat Rifle Match as part of the 38th Annual The Adjutant General's Combat Sustainment Training Exercise, Camp Smith Training Site, N.Y., June 3, 2017. (Army National Guard photo by Sgt. Harley Jelis)



Air Force Tech. Sgts Michael Beam (left) and Jacob Altmann (right), 145th Maintenance Squadron, work on a C-130 Hercules aircraft engine gear box at the North Carolina Air National Guard Base, Charlotte Douglas International Airport, June 3, 2017. (Air National Guard photo by Tech. Sgt. Julianne Showalter)

2017 IGTC Training Dates

By Mr. Nolan Corpuz

Chief, Training Division, SAF IG

The FY17 SAF/IGQ training schedule is finalized! Once again, SAF/IGQ will offer six, one-week training courses, with training conducted at the National Conference Center in Lansdowne, VA. Additionally, the 2017 SAF/IG Worldwide Conference, will be held 9-11 May 2017, is also at the National Conference Center. Registration messages will be sent to the field asking for nominations for all courses, as well as the Worldwide conference.

The 2017 IGTC dates are listed below:

- IGTC 17E: 17-21 July 2017
- IGTC 17F: 21-25 August 2017

All IGQ courses listed above will be held at the National Conference Center in Lansdowne, VA. Please contact your MAJCOM POC to sign up or email me

at nolan.r.corpuz.mil@mail.mil. Additionally, DoD IG Whistle-blower Reprisal Investigations periodically offers a 3 1/2 half day investigating officer course at the Mark Center in Alexandria, as well as various locations around the CONUS and overseas.

Please contact Mr. Rich Leatherman at richard.leatherman@dodig.mil for a schedule and registration instructions.

Finally, if you're assigned to a Joint Command, you may consider signing up for one of DoD IG's three-week Joint IG courses offered in FY17.

The tentative dates are below:

- August 2017

Please contact Mr. Will Thomas at Wilfred.thomas@dodig.mil if you'd like to attend.



The Texas Military Department Office of the Inspector General from all three TX Air National Guard wings, and the TX State Guard met to discuss IG hot topics and emerging issues during a TX IG conference, at the TXANG HQ, Camp Mabry TX. (Air National Guard photo by 1st Lt. Phil Fountain)

The NGB-IG office needs images of your National Guard IG teams in the field. The intent is to feature Army and Air Guard members from the IG community performing their duties in the IG Observation quarterly newsletter. You can enlist the assis-

tance of your local public affairs if needed. Remember OPSEC\COMMSEC when taking photographs. Email photographs directly to david.e.eichaker.mil@mail.mil

Seven Principles of Highly Effective Inspectors General

By Mr. Nolan Corpuz
Chief, Training Division, SAF IG

IG Colleagues,

During our 2017 SAF/IG WW Training Conference, Mr. Fine (acting DoD/IG), our keynote speaker, gave us his “Seven Principles of Highly Effective Inspectors General.” Those principles are: remain independent; be tough but fair; tell the good with the bad; provide potential solutions; strive for timeliness; don’t cut corners; and don’t expect to be popular.

Mr. Fine gave a similar speech to the Association of Inspectors General last November, and penned the below article based on that speech:

http://www.dodig.mil/IGInformation/archives/SevenPrinciplesofHighlyEffectiveInspectorsGeneral_20170601103859.pdf

Please feel free to share with all your subordinate IGs. The .pdf file has also been added to our AF Portal as the “DoD/IG Perspective” in the 2017 WWTC downloads, and to our SharePoint under “Tools, Policy, and Guidance.”



Guard Soldiers on the Southwest Border familiarize himself with the challenges and unique missions involved in securing the homeland on the Arizona and Texas borders, March 5-6, 2017. (Army National Guard photo by Staff Sgt. Michelle Gonzalez)

The 7 Principles of Highly Effective IGs:

1. Remain independent
2. Be tough but fair
3. Tell the good with the bad
4. Provide potential solutions
5. Strive for timeliness
6. Don’t cut corners
7. Don’t expect to be popular

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