



THE IG OBSERVATION

NATIONAL GUARD BUREAU OFFICE OF THE INSPECTOR GENERAL

READINESS-INTEGRITY-EFFICIENCY

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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 da-vid.e.echaker.mil@mail.mil

By Mr. Tony West
The Inspector General, NGB

READINESS-READINESS-READINESS

Leaders at all levels are telling us this is our primary line of effort as we conduct our duties each day. If you have been in the military for any length of time, either consciously or sub-consciously we have known this is our focus. But the question now is ready for what? Fortunately for us, The Secretary of Defense released an unclassified [Summary of the 2018 National Defense Strategy of the United States of America, Sharpening the American Military's Competitive Edge](https://www.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf). I encourage everyone in our Inspector General Enterprise to read this document as it brings strategic clarity to the threats to our national security and a pathway forward to gain a competitive edge over our adversaries. The document can be found online at <https://www.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>

This document very clearly defines the objectives for the Department of Defense which are “...*defend the homeland, remain the preeminent military power in the world, ensure the balances of power remain in our favor, and advance an international order that is most conducive to our security and prosperity.*” More specifically, “*Long-term strategic competitions with China and Russia are the principal priorities for the Department, and require both increased and sustained investment... Concurrently, the Department will sustain its efforts to deter*



“The security environment we find ourselves in now demands we be more innovative against more diverse threats from interstate strategic competitors, rogue regimes, and terrorists”—across every operating domain: land, sea, air, space, and cyberspace.”

and counter rogue regimes such as North Korea and Iran, defeat terrorist threats to the United States, and consolidate our gains in Iraq and Afghanistan while moving to a more resource-sustainable approach.”

On February 9th, the President and Congress provided a defense budget for the military investment to accomplish the objectives described above. This investment resources the equipment and people to ensure we are the preeminent military power on the planet however, it is up to us to train to prepare physically, mentally, emotionally, and spiritually to accomplish these objectives. We will endeavor to accomplish this strategy through time-tested military principals and doctrine, but to be truly preeminent – we must be innovative.

After the attacks of 9-11, I remember being in the audience when General Craig McKinley, former Chief of the National Guard Bureau, was speaking about the aerial attack at the Twin Towers and The Pentagon. He stated we “lacked imagination” to defend and prevent this attack. At this time terrorism on this scale was new to us, all of our air defenses in the homeland were facing outward from our borders.

Since the Cold War, we anticipated aerial attacks coming from outside our borders rather than from within. The security environment we find ourselves in now demands we be more innovative against more diverse threats from inter-state strategic competitors, rogue regimes, and terrorists – across every operating domain: land, sea, air, space, and cyberspace. To address these threats, we must “*foster a competitive mindset that will out-think, out-maneuver, out-partner, and out-innovate revisionist powers, rogue regimes, terrorists, and other threat actors.*”

Secretary Mattis summarizes at the end of the document, “This strategy establishes my intent to pursue urgent change at a significant scale.” And let me assure you the National Guard plays an important role in this strategy with General Lengyel’s mission triad of “Fight America’s Wars – Secure the Homeland – Build Partnerships.” Our role as Inspectors General, is to help our TAGs and Commanders at all levels be successful in accomplishing this strategy.

COMMAND IGs

Welcome

LT Col Rabel, David, WVANG
Maj Alexander, Lee, DC CMD IG
LTC Timothy Miller, ND CIG
LTC Kasi McGraw, ME CIG

Farewell

LTC Gordan Moon, CT, CIG (deploying)
COL Robert Duke, KS
COL Marshall Ramsey, VA

OUTBOUND IGs

MAJ Grant, Sarah, TX ARNG
MAJ Molinski, Matthew, OH ARNG
MSG Legear, Jefferey, IN ARNG
SGM Sean Baker, NGB IG
MSG Christi Huggins, NGB IG

Continue to Evolve and Improve

By Lt. Gen. Stayce D. Harris
Air Force Inspector General

I am absolutely honored to serve as your Inspector General. As our CSAF, General Goldfein, states our IG enterprise is the cultural conscious of our Air Force, meaning we are (through our roles and responsibilities) observant of the cultures that exist in our squadrons, groups, wings, and higher Hqs. Through the Air Force Inspection System (AFIS), the complaints resolution program, and the entire IG portfolio, I will continue to rely on your commitment to our AF Core Values in executing our responsibilities of inquiry into and reporting upon the discipline, efficiency, economy and readiness of our Air Force.

As we kick off 2018, let's continue to evolve and improve our IG enterprise to enhance readiness and promote the CSAF's Focus Areas: Revitalizing Squadrons, Strengthening Joint Leaders and Teams, and Enhancing Multi-Domain Command and Control. AFIS promotes revitalization of our squadrons as "the engines of innovation and esprit de corps"—the warfighting core of our Air Force. With AFIS, Airmen at the squadron have a voice to identify and report issues. The commander then uses AFIS to tailor and test a wing's lethality to the task at hand and report issues, successes and lessons-learned. The Wing Commander owns the readiness assessment and the innovation key to restoring readiness happens, "where the rubber meets the road," at the wings and not within the walls of the Pentagon.

The many lessons learned in the past 70 years reveal

that innovation breeds new concepts that can completely overhaul practices and provide small changes to those practices already working well, noting small changes can have major and lasting impacts. Use the opportunities within

AFIS to cross-tell the strengths of your organiza-

tions. Continue to promote initiatives that save time and resources, identify and challenge unclear guidance and recognize Airmen who search for progress.

Lastly, the feedback I've received on our IG enterprise is exceptional! Comments like, "the team did a great job for us, were good partners, were professional, and left us better than we were before" make me proud to serve on your team. I personally thank you for all you deliver every day for our Air Force and our Nation!



Lt. Gen. Stayce D. Harris

All the best,

Lt Gen Stayce D. Harris

Air Force Inspector General

Article Link (CAC enabled)

<https://www.my.af.mil/gcss-af/USAF/AFP40/d/sA4057E1F3A790E62013AD29829BA0DD1/Files/editorial/From%20the%20TIG.pdf?programId=t2D8EB9D639C56C14013AE1B60B2130BC&channelPageId=sA4057E1F3A790E62013AD29829BA0DD1>

Army swears in, promotes new inspector general

By Dustin Perry, U.S. Army Inspector General Agency March 14, 2018

(Retrieved from https://www.army.mil/article/202181/army_swears_in_promotes_new_inspector_general)

(Insert from story)

(Lt. Gen.) Smith acknowledged the responsibilities that will come with his new role and concluded by directly addressing the IG soldiers and civilians in the crowd, asserting his commitment to the job.

"I pledge my complete focus, dedication and drive as your 66th inspector general," said Smith. "I know you will do the same as we work on readiness, reform and taking care of our people each day."

The mission of the Office of the Inspector General is to provide impartial, objective and unbiased advice and oversight to the Army through relevant, timely and thorough inspection, assistance, investigations, and training. The OIG also works to promote and enable stewardship, accountability, integrity, efficiency and good order and discipline to enhance total Army readiness.

The 66th Inspector General of the U.S. Army



Secretary of the Army Dr. Mark T. Esper swore in Major General Leslie Smith as the U.S. Army's 66th Inspector General during a ceremony held at the Pentagon, Arlington Va Feb. 7, 2018. (Photo by John Martinez)

Professional Growth Through Continuous Learning

By COL Kris Kramarich
The Deputy Inspector General, NGB

In 2015, at the last TIGS course of the Fiscal year, I listened as some IGs introduced themselves as the Joint Force Headquarters – Arizona or JFHQ – North Carolina IG. I also heard some State IGs introduce themselves as the Texas or Massachusetts National Guard IG. Reporting into the NGB IG Office, as I assembled a quick reference book – I asked my office for a list of the states that have a Joint Force Headquarters, not realizing every state has a JFHQ. Since then I learned that there is a Joint Force Headquarters DoD instruction (DoD Directive 5105.83, 5 January 2011, “National Guard Joint Force Headquarters-State (NG-JFHQ-State)).”

Policy: There shall be 54 NG JFHQs-State, one established in each State (as defined in the Glossary), composed of the NG leadership of that State, to support the Federal missions ... and State missions when appropriate.

The National Guard Bureau (NGB) shall facilitate coordination between DoD Components, NG JFHQs-State, and the NG of the several States to enhance unity of effort.

This is an example of no one knows everything, regardless of rank or time in service. Senior individuals may let pride get in the way of asking the questions they perceive as basic. I have been in this National Guard position for almost three years, and many times I talk to a State IG or someone on staff, and I think, “Wow, how am I not learning this or seeing this until now.”

Let me confess to another naïve moment – State of the State presentations to the CNGB, Air and Army National Guard Directors. Why are these states coming to the National Capital Region (NCR) on three separate trips, sometimes back to back? If the presentations had been termed State of the State,



State of the (INSERT STATE) Air Guard, State of the (INSERT STATE) Army National Guard, I may have understood the difference sooner. Initially, my IG senses lit up. It appeared the same group of General Officers

travelled to the NCR sometimes three times in one month – when in reality it was three distinct groups and forums.

It doesn't matter how long you have served, there's always something more to learn or refresh in our profession. If you get to the point where you apply the Air Force Instruction (AFI) or Army Regulation (AR) “25-O6”; otherwise known as “I'm right because I have 25 years of service and I'm an O6,” it may be time to take a step back. We have all run across the professionals who stop a discussion because “I've been doing this for 25 years.” The implied directive is, don't dare challenge my expertise. These individuals have obviously read every page of every policy and kept up with every change implemented over the past 25 years. How do you get past the “25-O6” or “30-E8” effect, and even more importantly the “pride” effect? It's critical to remain receptive to new initiatives like the Army and NGB SAVs.

The Army IG team conducted various State Staff Assistance Visits (SAVs) over the past year. The Army team also came to the NGB IG office. In turn, the NGB IG team began conducting State SAVs and the initial feedback from JFHQ IGs has been positive. Besides our few Civilian IG professionals, most of us have three years or less experience in the IG field. The NGB and “State”, correction “JFHQ” IG offices generally do not have the “25-06 Challenge.” Don't hesitate to ask the ‘basic’ questions you may have. The discussion will help us as an organization garner and share best practices.

Thank you for all you do and will do for our Airmen, Soldiers, and Civilians.

Resolution to Active Component Command IG Pay Issues

LTC Chad Price & MSG Joseph Wood

Operations Division

Over the last quarter the Operations Branch took several calls regarding pay issues for the Active Component JFHQ Inspectors General. Most of the calls were related to incorrect BAH based on previous duty station. MSG Wood and SFC Lampert researched the matter and determined the USPFO office as the best solution to this problem. The challenge the USPFO has, is they deal with this issue once every three or four years so there's a learning curve each time. One of our Regional Chairs is working on an SOP to document the process he followed for his successor. If any of our States already has a documented process, please share it with the Operations team so we can provide that in advance to inbound Inspectors General and to you. MSG Wood prepared the following information to assist anyone who may still have issues and to inform the State and Territory IG offices so they can assist with in-processing their new AC IGs.

Despite our best efforts in coordinating with multiple

local Finance Branches within our geographical location, it has become fairly troublesome for all those involved in providing adequate financial resolution to what is normally quite basic. We have found that the commonality in all problematic cases is the lack of face-to-face customer service between the Soldier and the "assumed" Office of Primary Responsibility (OPR). However, in our attempts to thoroughly research best practices, we identified a past practice, which has surfaced to be most beneficial. The way forward is new CIGs should process for pay at their local United States Property and Fiscal Office (USPFO) of their respective State. At this time, many of the USPFOs have experience with this process, however, there are a few that may be new and have less experience. Their experience with active component individuals transferring into their State, especially in an organization that is generally homogeneous with their personnel, is limited. However, the USPFO has been identified as the most appropriate and most effective OPR to provide the CIG with that "face-to-face" customer service, which also culminates in stronger tech channels and greater advocacies.

Please don't hesitate to call us if you need assistance or coordination with the USPFO or if this process does not work.

WELCOME NEW TIG Graduates

SSG Barr, Raymond, CAARNG

SFC Bielecki, Donald, ILARNG

MAJ Howard, Jesse, ALARNG

SFC Ladyman, Joshua, MOARNG

SFC Nagbe-Lathrobe, Nathan, RIARNG

MSG Patti, Phillip, OHARNG

MSG Portugal, Jodi, CAARNG

CPT Prather, Jason, MSARNG

MAJ Amendola, Steven, NYARNG

SFC Nagbe-Lathrobe, RIARNG

MSG Sanford, David, ALARNG

MSG Sailer, James, WAARNG

MAJ Patti, Phillip, OHARNG

SFC Cashion, Emily, TNARNG

LTC Bartran, Robert, MSARNG

SFC Cashion, Emily, TNARNG

MAJ Davis, Sean, MSARNG

SFC Fox, Jacqueline, INARNG

MAJ Garrette, Curtis, MSARNG

MSG Jones, Russell, MSARNG

1LT Morgan, Catherine, WVARNG

MAJ Patti, Phillip, OHARNG

MAJ Southworth, SCARNG

MSG Merrill, Ashley, PARNG

SSG Biacan, Philp, GARNG

MAJ Howard, Jessee, ALARNG

SFC Barr, Raymond, CAARNG

1SG Portugal, Jodi, CAARNG

MSG Jones, Russell, MSARNG

MAJ Garrette, Curtis, MSARNG

Top Three Intelligence Oversight Inspection Deficiencies for 2017

By Maj Jeffrey Labrune

Intelligence Oversight Division

We wanted to look back at last year's inspections and highlight the top deficiency from each of the three objectives. The three objectives for Intelligence Oversight inspections are: 1) Document Compliance; 2) Cognitive Understanding; and 3) Program Implementation.

Document Compliance

The Document Compliance objective fulfills the physical inventory of all documents, memorandums, checklists, procedures and publications required by CNGBM 2000.01, National Guard Intelligence Activities, enclosure N. The most common deficiency involves historical training records for all required personnel within a JFHQ. While many States are training senior leadership and support staff who require IO training, the IO program monitor often does not record and maintain the names and dates in the IO program continuity binder. Since NGB only inspects State IO programs every four years, this is a potential red flag that IO becomes emphasized only when a State is on our calendar for an inspection.

Cognitive Understanding

The Cognitive Understanding objective assesses IO program monitors' familiarization and working knowledge of the purpose, intent and tenets of IO Policy. The most common deficiency related to the second objective is understanding of the DoDM 5240.01, Procedures Governing the Conduct of DoD Intelligence Activities. Lack of understanding Procedures can potentially blur left and right limits for intelligence and intelligence-related activities to support State missions. This can lead to a loss in intelligence and intelligence-related capabilities as force multipliers. A couple examples are IO monitors unable to apply the categories of a U.S Person to their operating environment, or understanding the types of

support activities allowed within their mission and authority. Intelligence professionals can often provide more support than normally perceived when the correct Procedures are understood and followed.

Program Implementation

The Program Implementation objective assesses how well program managers integrate IO management requirements via established processes and procedures. We evaluate State IO policy and guidance for training, reporting, utilization of intelligence personnel and equipment, and marking and tagging of intelligence products. CNGBI 2000.01b, National Guard Intelligence Activities, enclosure A-4, states that IO is The Adjutant General's program and specifies the minimal requirements for IO policy content. The most common deficiency is that State IO policy lacks guidance for the entire scope of a State's intelligence and intelligence-related activities and capabilities. For example, a State's policy may only regurgitate DoD, Service or NGB policy requirements without providing guidance on how to implement and execute such requirements within the State or subordinate units. Policy can also provide guidance for a centrally managed program and streamlined reporting and training requirements.

Conclusion

What does this mean for you as an IG? As you conduct your IO inspections in the year ahead, be aware of these top three deficiencies and teach and train to get your units get back on the right track. While a checklist for a continuity binder is a good start, asking the 'How' questions are a good way to assess knowledge and program implementation. Reach out to our office for support when developing your State's IO inspection methodology and do not hesitate to bring on an intelligence subject matter expert to help you prepare and execute a meaningful inspection.

NGB IG Provides Regional Assistance

By LTC Linda Gray
Assistance Division Chief

The Assistance Branch has taken on a new initiative!

As mentioned during the Regional Chair monthly meetings, the NGB-IG Assistance Team will start providing Regional Assistance to the 54 States/Territories and the District of Columbia. Our goal is to assist in improving case backlog / case timeliness by assisting with difficult-to-close Assistance cases that are over 180 days. We are currently working with Mr. Crocker, DAIG's Chief, Information Resource Management Division, who is writing an IGAR program that will allow NGB-IG Assistance to generate Regional Reports. Once complete, the Assistance Team will begin reaching out to the States / Territories in their Regions to provide NGB Tech Channel support in regards to Assistance cases over 180 days. Although the Assistance Team is assisting with case timeliness, the Regional Chairs will remain a crucial tech channel for the 54 States / Territories.

The NGB Tech Channel leaders for each Region are on the next page.

As you'll also read in the NGB-IG Investigations input, DAIG conducted a SAV of NGB-IG last fall. Assistance Trends and discussion from DAIG's FY17 Staff Assistance Visit are detailed below:

DAIG SAV Trends:

1. Majority of IG offices appropriately identified issues IAW the A&I Guide, Part 1, Section 2-3-1
2. Most IG offices properly acknowledged the complainant IAW the A&I Guide, Part 1, Section 2-3-4-1
3. All IG offices obtained consent/non-consent to release information IAW the A&I Guide, Part I, Section 2-3-4-2



4. Most IG offices identified cases appropriate for IG action IAW AR 20-1, para 6-1d(2)(j), however several IGs struggled with analysis and pursued issues (and allegations) that were not IG appropriate
5. Most IG offices provided the appropriate level of assistance

DAIG SAV Discussion:

All IGs should familiarize themselves with AR 20-1, para 6-3, which discusses matters inappropriate and generally inappropriate for the IG system. Many IGs are not familiar with the provisions of this paragraph. Handling IG inappropriate cases creates additional work for the IG. It also deprives commanders and appropriate agencies the opportunity to resolve matters within their purview. Inspectors General must remember that it is often inappropriate to substantiate a subject/suspect for a matter deemed IG inappropriate (e.g., handled by law enforcement).

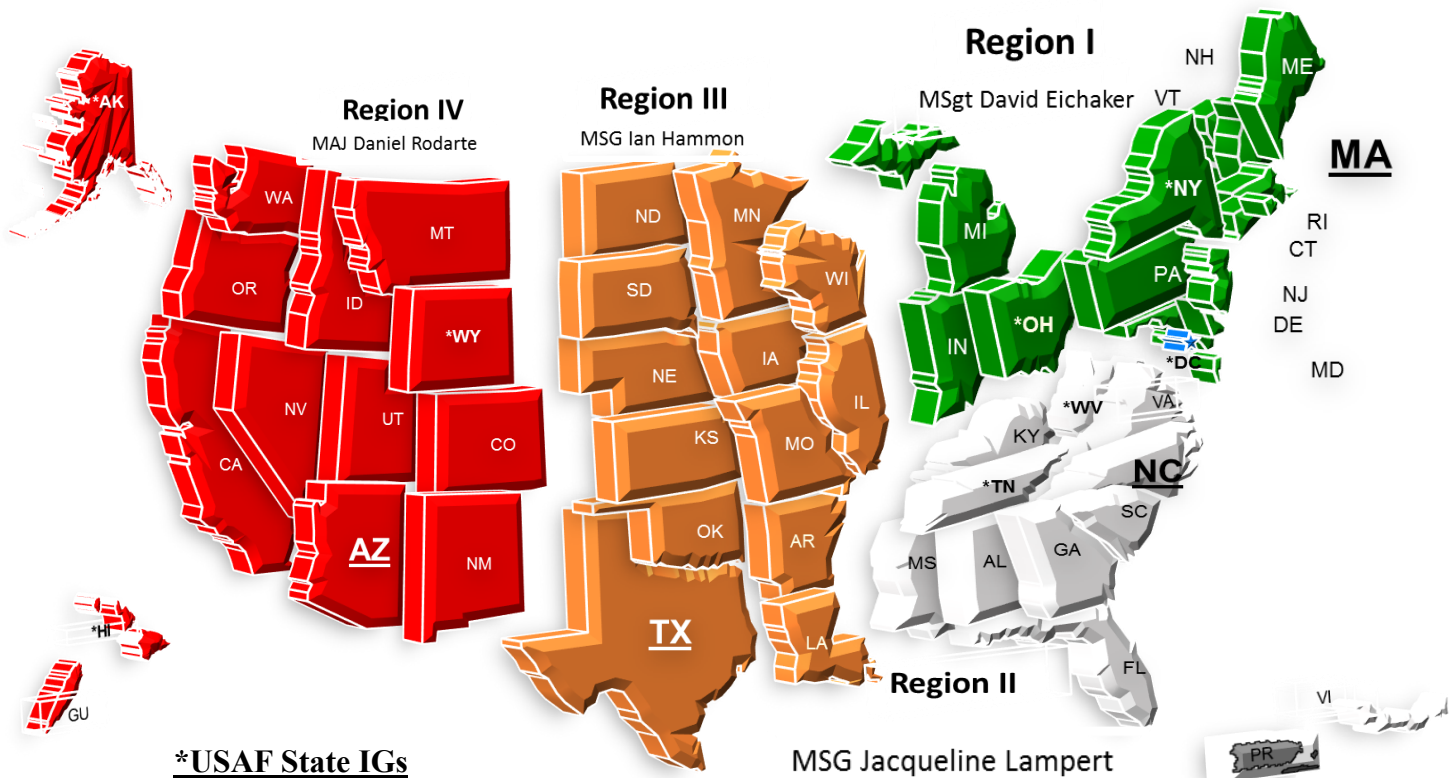
DAIG SAV Recommendations:

1. Maintain appropriate level of IG involvement with complainants.
2. Always ask the complainant the 5 questions taught at TIGS on the DA 1559.
3. Each IG office should periodically conduct familiarization training concerning handling matters that are IG inappropriate and generally IG inappropriate. Part I, Chapter 3 of the A&I Guide is a very useful resource in this arena.

As always, the Assistance Team is here to support!

Assistance Division**THE IG OBSERVATION**

Northeast Region I	MSgt David Eichaker	703-607-3270	davd.eichaker.mil@mail.mil
Southeast Region II	MSG Jackie Lampert	703-607-2513	jacqueline.m.lampert.mil@mail.mil
Central Region III	MSG Ian Hammon	703-607-2489	ian.r.hammon.mil@mail.mil
West Region IV	Maj Daniel Rodarte	703-607-2489	daniel.r.rodarte.mil@mail.mil
Branch Chief	LTC Linda Gray	703-607-2519	linda.s.gray8.mil@mail.mil



AK– Col David Meissen

DC– Maj Anthony Lee

HI– Lt Col Anthony Jiovani

NY– Col Matthew McConnell

OH– Col Kristin McCoy

TN– Col Jason Mercer

WV– Lt Col David Rabel

WY– Maj Colin Hess

Regional Chairs

AZ– COL Craig Short

MA– COL Stuart Furner

NC– COL James Hunt

TX– COL Brian Hammer

Changes to DoD Hotline Cases Underway

By LTC Russell (Jerry) Davis
Investigations Division

The end of 2017 saw the start of several new changes in DoD Hotline Action Cases. The main change is that you will have 6 months to complete the action. However, keep in mind that the Hotline Completion Report (HCR) is due to DAIG 30 days prior to DoD's suspense date so you must back plan accordingly. Additionally, the HCR has a new format.

We, NGB-IG, are here to help and assist the 54 with investigations. We are diligently working to review WBR and HLA ROIs prior to submission to DAIG. This will enable a smooth review by DAIG prior to submission to DODIG. One area of concern is the legal review; we have observed a few legal reviews that did not explain the legal opinion with an argument or facts from the ROI. This is cause for concern from DAIG. Additionally, we recommend you send your ROIs for peer review to us, NGB-IGQ, prior to legal review and directing authority signature.

DAIG's SAV of NGB-IG, included investigations. DAIG shared their FY-17 SAV trends with us, and we thought we would include that information in this quarter's newsletter. The trends and discussion that DAIG SAV team encountered in FY-17 are as follows:

DAIG SAV Trends:

1. Most IG offices notified SAIG within 5 working days of receiving allegations IAW the A&I Guide, Part II, Section 9-1, para 5a. NGB-IG Note: Refers to WBR allegations (see Discussion below)
2. Most WBR allegations were separated from other non-WBR issues and allegations IAW AR 20-1, para 7b(1) and A&I Guide, Part II, Section 9-1, para 5a. (6c WBR Interim Change)
3. Most IG offices ensured complainant interviews were conducted prior to forwarding to WI-OB - A&I Guide, Part II, Section 9-1 para 5 and

Guide to Investigating WBR and Restriction Complaints, Chapter 2, para 3c.

4. Most IG offices had adequate transcripts or summaries of witness testimony IAW the A&I Guide, Part II, Section 9-1.

5. Some IG offices completed reports within 180 days IAW DODD 7050.06 ENCL 2(1f), Guide to Investigating WBR and Restriction Complaints and the A&I Guide, Part II, Section 9-1, para 3b(7b WBR Interim Change)

Some IG offices responded to SAIG requests for information in a timely manner IAW the A&I Guide, Part II, Section 9-1, para 5b(3b).

DAIG SAV Trends Discussion:

During FY17, IGs were investigated and substantiated for failing to take action on incoming WBR complaints and failure to notifying DAIG that a WBR complaint had been received

WBR complaints are reportable to DAIG within 5 working days of receipt. At a minimum, IGs must complete a DOD Reprisal/Restriction Notification Form and submit a DA Form 1559 signed by the complainant, along with all available supporting documents (including the mandatory WBR Questionnaire). After the initial notification to DAIG, IGs have a maximum of 30 days to conduct preliminary analysis and make recommendations to either investigate or dismiss the complaint.

In order to prevent additional delays in forwarding cases to DOD IG for approval, it is imperative that ACOM/ASCC IGs conduct thorough oversight reviews prior to submission to DAIG. Some of the ROI's received from the field required extensive amount of time to review, correct, and or amend the findings because the evidence did not support the conclusion.

This SAV was very helpful and informative to NGB-IG Investigators. The DAIG SAV staff also shared some trends they observed in FY-18 SAV visits. The FY-18 trends are as follows:

Case Notes should reflect results of preliminary analysis and "be detailed, chronological listing of everything pertaining to the case", IAW A&I Guide, Part I, Section 2-3-3.

Each closed standard case should incorporate the 4 part format **synopsis** IAW A&I Guide, Part I, Section 2-8-2.

Uploaded documents should be labeled IAW A&I Guide, Part III, Section 2-1.

Ensure to follow the A&I Guide when uploading documents into IGARs and apply the proper naming convention. (In short, ensure that your case file, in IGARs, is understood and accessible. Ask yourself,

when you leave your IG position; “Will my predecessor be able to understand where to find documents?”)

Limit email correspondence in case notes. It’s okay to add an email as long as it is part of the story for, someone not familiar with the case, to understand it. The synopsis should be clear, concise, and understood by someone not familiar with the case.

Inspections Division

The Art of the IG

By MAJ Edward S. Angle
Inspections Division

By MAJ Edward S. Angle
Inspections Division

The US Army Inspectors General (IG) traces their roots back to French, Prussian and ultimately British military systems. The IG developed to answer a need: first Kings and later Commanders wanted standard drill and discipline, material accountability and a process to insure units were following the rules. The way to enforce accountability is to conduct inspections and compare performance against a standard. While this lineage was influential in our development, the value and concept of inspections very likely originates much earlier in military history. Sun Tzu is among the most famous military strategists whose writing has influenced leadership across all organizational venues. “The Art of War” written around 512 BC, is the acme of his work. There are at least two references in The Art of War that show a reference to inspections as an important tool in the military function of the time.

“If you know the enemy and know yourself, you need not fear the result of a hundred battles.” Sun Tzu, (~512 BC)

In the quote above, Sun Tzu’s reference “...If you... know yourself...” implies introspection and self-analysis to understand your organization. Commanders come to know their organization in many ways,

but one primary tool available is the Inspectors General. As the “eyes and ears” of the Commander, we provide comprehensive, focused, and objective assessments of both processes and organizations through inspections. IG inspections communicate senior leader priorities, highlight and reinforce best practices, and proactively resolve unit issues through teaching and training.

“Now the general who wins a battle makes many calculations in his temple ere the battle is fought. The general who loses a battle makes but few calculations beforehand. Thus do many calculations lead to victory, and few calculations to defeat: how much more no calculation at all! It is by attention to this point that I can foresee who is likely to win or lose.”

The calculations Sun Tzu referred to represent an infinite number of planning considerations necessary for any military operation. Those “calculations” can also be represented by inspections. We are taught as leaders to inspect what we expect from our soldiers. A general who inspects his units, knows where to apply their strengths and what weakness needs addressing.

The Art of the IG lies in providing senior leaders and commanders accurate and complete assessments of their units and processes through an effective Organizational Inspection Program (OIP). In the next IG Observation, we will discuss OIP in depth.

2018 NGB IG Workshop

31 July - 2 August 2018 (travel days are 30 July and 3 August)

On behalf of Mr. Tony West, the Inspector General of the National Guard Bureau, you are invited to attend the upcoming 2018 National Guard Inspector General (NG IG) Conference.

The conference will be held at the Double Tree in Crystal City, Virginia from 31 July - 2 August 2018 (travel days are 30 July and 3 August). Presently, registration is open to all 54 States, Territories, and District of Columbia for the command inspector general and an additional IG office member.

Please know our maximum capacity for this event is 108 from the 54, but we will monitor registration to allow for additional IG personnel to attend if seats become available. Let us know as soon as possible if you would like for more members of your staff to attend.

The NG IG conference provides an opportunity for the NG IG community to convene at the national level to discuss the latest updates on policies and regulations, issues, solutions, best practices, and

trends affecting both Army National Guard (ARNG) and Air National Guard (ANG).

The anticipated benefits to the conference attendees are professional development and technical networking opportunities to NG IGs throughout the 54 States / Territories. Additionally, the event will provide opportunities for NG IGs to interact with NGB directorates, and advisors about issues specific to their States, while collectively establishing future courses of action for program enhancement and resolution to ongoing issues.

Register: Contact MSG Wood 571-256-7390
joseph.s.wood2.mil@mail.mil

We look forward to seeing you there!

If you have any questions, please contact NGB-IG Operations Branch (LTC Chad Price (571-256-7393), MSG Joseph Wood (571-256-7390), and SFC Stephanie Valle (571-256-7391).



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. (Photo by Master Sgt. David Eichaker)

TRAINING

NGB

2018 National Guard Inspector General Conference

When: 31 July - 2 August 2018 (travel days are 30 July and 3 August)

Where: Double Tree in Crystal City, Virginia

DoD/IG Whistleblower Reprisal Course

25-29 June, Mark Center, Alexandria, VA

10-14 September, Mark Center, Alex

Army TIGS

18-5: 4-22 June

18-6: 9-27 July

18-7: 6-24 Aug

18-8: 10-28 Sept

19-1: 26 Nov-14 Dec

From SAF IG Training- Below is the IGTC schedule for the second half of FY18, the first half of FY19, and the dates for Worldwide. All training events are held at the National Conference Center in Lansdowne, VA. Normally I request inputs for each class approximately 30 days prior to each class start date. These dates have also been published on the "Training" tab on the SAF/IGQ AF Portal site.

IGTC 18D: 18-22 June 2018

IGTC 18E: 23-27 July 2018

IGTC 18F: 20-24 August 2018

IGTC 19A: 22-26 October 2018

IGTC 19B: 21-25 January 2019

IGTC 19C: 18-22 March 2019

NOLAN R. CORPUZ, GS-14, DAF

Chief, Training Division

Secretary of the Air Force Office of the Inspector General

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IG Advanced Course 2017/2018 Fort Belvoir

Army IG Advanced Course Schedule:

A-19-02: 15-19 Oct 2018, Fort Belvoir, VA

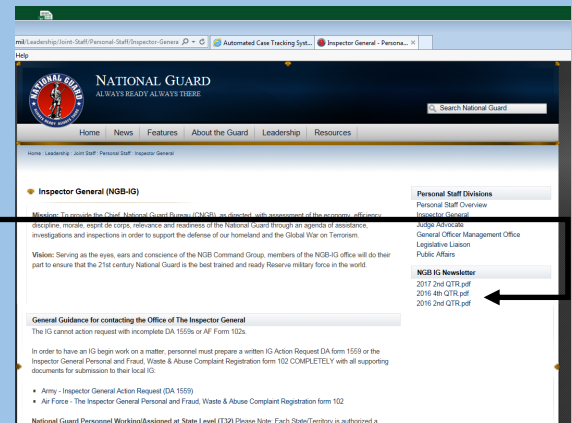
A-19-02: 29 Oct - 2 Nov 2018, Fort Belvoir, VA

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