



CIVIL AIR PATROL INSPECTOR

IG AUDIENCE

Volume 13 Issue 2

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PLEASE FORWARD THIS TO ALL UNITS IN YOUR WING!

From Col Jay Burrell, CAP/IG:



Hello my fellow IG's. We have a long and proud history of service to CAP with Integrity and Excellence in all we do.

When inspecting units, I encourage all of you and your inspection teams to start with Excellence. Ask what they can show you about their program that is above and beyond. Have them put their best foot forward. This relaxes the person being inspected and encourages dialog. Our members are doing great things and we need to encourage them to look for new, Innovative ways to bring Excellence into their program. To foster this spirit of Excellence, we will emphasize "Commendable" recognition with a twist. Awarding a Commendable will require objective data that clearly shows how the action impacted the program. Simply stating we implemented a program to talk to local High Schools about CAP is not enough for a Commendable. However, if you add this program directly resulted in increasing cadet membership by 20 people and added 4 new senior members which increased our membership by 50%! That would qualify as a Commendable! I think this is an important way to recognize those programs that go above and beyond what is acceptable performance and gives people a reason to seek Excellence.

The last IG Audience I discussed moving to a 4-tier grading system from the current 2-tier process. The 4-tier system will have the following grades: Highly Effective, Effective, Marginally Effective, and Ineffective. This will give commanders a clearer picture of the status of their wing. This 4-tier system will begin with cycle 7 in 2024 with some upcoming wing inspections as a test program to study the implementation.

Each of you have significant impact on the success of our overall program. Each of you are professionals in your role as IGs. Thank you all for taking on this often-thankless role as Inspectors General. I look forward to working with you as we continue to demonstrate Excellence in all we do!

**"Excellence is the gradual result of always
striving to do better".**

---Pat Riley



The Commanders' Corner

Items of Command Interest

Using the chain of command vs going directly to the IG

By Cheryl Fielitz-Scarborough, CAP/IGTA

This has always been a “touchy” topic as it can come across as “Restriction” vs allowing the commander the opportunity to deal with, address and possibly correct the issue at hand. Restriction is preventing or attempting to prevent members of Civil Air Patrol from making or preparing to make a Protected Communication (PC). There have been commanders who have made the mistake of saying, “before you go to the IG, talk with me first.” This comment is restriction whether the commander meant it to be. But by going directly to the IG without even mentioning the issue to your commander is shorting the commander’s chance to make a difference or a change to correct the problem.

There is a fine line as to how the commander communicates this to his/her unit (sub-unit, wing, or region). The member could be encouraged to go to the vice commander, chaplain, health officer, or other staff or senior officer or to the legal officer if they feel uncomfortable going to the commander.

The commander should not say, “I have an open-door policy” because this invites the perception of providing a PC – which the commander cannot do. Only a member of congress or his/her staff, DoD IG, CAP IG at wing, region or NHQ, CAP Legal officer, CAP General Counsel, or CAP Chaplain can provide a PC. The commander could tell the unit that they would appreciate knowing if things are happening that violate or appear to violate regulations or violate criminal law.

Under the new process as noted in the last IG Audience, the IG system allows for a commander to initiate a Commander Inquiry (CIQ) into a problem or an area that “just doesn’t seem right”. The IG Corps will conduct an Eagle Look for the commander to find out if it is something the commander can take care of such as:

- 1) systemic (more personnel or a change in personnel)
 - 2) more training
- OR
- 3) it could lead to potential violation of regulations = complaint analysis

We encourage you to go through your chain of command but realize there may be times this is not possible or the right process to follow. If that is the case, go online and fill out a CAPF 20.



The New Complaint Resolution System

by Lt Col Preston Perrenot, CAP/IGQ

In early 2020, the IG staff was given a mandate by CAP-USAF and MG Mark Smith to create a more streamlined complaint resolution system that provided a more professional and consistent method of processing complaints as well as providing a system of record. At the time, we knew we were facing some major changes in a system that had been in place roughly since 2001. What we didn't know was exactly how many details and workarounds were going to go into this.

Initially, we identified a few areas of concern:

- 1) There were approximately 130 people working complaints across the nation, 52 wing IGs, 8 Region IGs, National HQ IG staff and Assistant IGs at all levels. While the complaints were being handled, there were issues in the consistency of the product and the timeliness of case completion.
- 2) Wing and Region IGs were responsible for handling complaints within their respective regions but there was such a high turn-over rate among wing IGs that the Region IGs and the NHQ staff spent more time training new IGs than they did working cases.
- 3) Commanders had the authority to conduct Command Directed Investigations within their commands into any complaints they received. Commanders could appoint the investigator and set the parameters of the investigation. The problem was that there was a pamphlet that covered Command Directed Investigations but no regulation so there was no real control over how a Command Directed Investigation was conducted. That whole consistency thing again.

So, what did we do about it?

First, we created a team of investigating officers. We identified approximately 30 of the most qualified investigators in the country and appointed them as either a National Complaint Resolution Officer (NCRO) or an Associate National Complaint Resolution Officer (ANCRO). To be considered for appointment as an NCRO, a member must be a Master Rated IG, hold the grade of Lieutenant Colonel or Chief Master Sergeant, and must have completed two complaint analyses and two investigations. ANCROs are investigators who have not achieved the grade or master rating, but they must at least hold a Senior IG rating. Generally, we will appoint an NCRO to mentor and ANCRO through the initial stages of the complaint.

Another feature of the new system is the National Review Panel (NRP). NRPs consist of two colonels and a legal officer, and their job is to review the completed complaint analysis and the completed report of investigation. These officers are selected for their previous command experience and IG training. With the legal officer being part of the panel, we can combine the legal sufficiency and quality review stages into one process. This has saved us a great deal of time and has provided us with an invaluable commander's perspective on our documentation.

I should take a moment to remind everyone that the reporting chain has not changed. Even though the complaint resolution is being conducted by people outside the command and it is being directed by the national IG Office, the commander to which the findings will be reported is still the wing or region commander commanding the area in which the incident took place.

This team works out of the NHQ/IG office and can be assigned to a case anywhere in the country regardless of their assigned unit. This had the effect of separating the complaint resolution function from inspections. On one hand, this was good because a lot of people enjoy doing inspections, but not so many who like the complaint resolution side, so we are able to identify people who are dedicated to the complaint resolution process. On the other hand, it presented the challenge of separating the training process between investigators and inspectors. This was a welcome change to the wing and region IGs, particularly those wing IGs with a small staff. A complaint resolution assignment in the middle of the SUI season plays havoc with schedules and personnel assignments.

So, what happened to Command Directed Investigations? A wing, region or the National Commander can still order an inquiry into anything they need more information on. The difference is that they don't have to appoint an investigator. The IG office will do it for them in the same fashion that we do complaint resolutions. No conflict of interest or working for the CC.

So, how is it working?

The program has been running since December of 2020 and we have seen an across-the-board reduction in the amount of time it takes to complete a complaint resolution. We've also noted a tighter control over case documentation as well as that long sought-after consistency of product.

The graph below shows the time cases were open between July of 2020 and now.

DATE	CASES	AVERAGE DAYS OPEN
January 2021	9	81
February 2021	8	52
March 2021	7	56
April 2021	7	31
May 2021	9	11
June 2021	15	38
July 2021	6	10
August 2021	15	19
September 2021	5	53
October 2021	12	22
November 2021	13	13
December 2021	5	53
January 2022	11	30

January of 2021 was a transition month so most of the cases were being run under the old system. That number of 81 days was about the average for a case to close under the old system. As you can see, the case closure time under the new system has been dramatically reduced. One of the reasons for this is the dedicated and highly trained NCRO assigned to work the cases. Another reason for this is workload. In the old system, a wing or region IG may have had two or three cases open at a time working on all of them increased the closure time for all of them. Under the new system, the NCRO works one case at a time and can have an ANCRO assigned as an assistant investigator. There may be a lag time between CR initiation on a case while we wait for an NCRO to become available, but it is more than made up for by the rapid case closure rate on the other end.





Discrepancy History

Col Steve Miller, NHQ/IGIA

When inspectors conduct Wing Compliance Inspections or Sub-Unit Inspections (SUIs), they go over each applicable worksheet for the unit inspected. The questions on those worksheets come from each OPR at NHQ. Aerospace Education questions come from the NHQ Director of Aerospace Education. Cadet Programs come from the NHQ Director of Cadet Program and so on.

Everyone may not agree with the value of some of the questions on worksheets, however, the inspectors must ask the questions. Many years ago, the thought was “If you find something, keep digging. You will find more.” Inspections are no longer run that way. They haven’t been for years.

For the inspections, we do not deviate from the worksheet questions. Should we come upon an obvious violation of a regulation, we discuss it with the interviewee and advise him/her of the issue. Additionally, we go over the find with the unit commander. We do not ever write up a violation of the regulation that is not specifically referenced on the worksheet. The violation never makes it to a final inspection report.

A bit of discrepancy history.....

We are 16 inspections into Cycle 6 of Compliance Inspections (CIs). A cycle of CIs takes 4 years. Thirteen wings are inspected each year of a CI cycle.

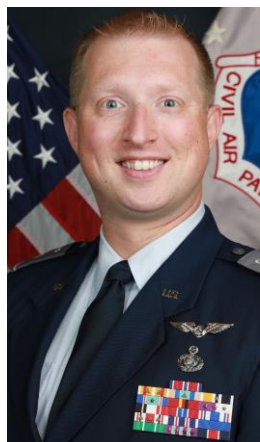
Below is a table of the top five discrepancies found in the **16 Wings** inspected in Cycle 6.

Tab	Ques #	Question	# of DISC	Rank	Discrep %
C-1	3	wing mission records are not maintained properly (loaded into WMIRS)	9	1	56.3%
B-1	7	units in wing don't have 2 or more Grads of TLC	8	2	50.0%
C-3	5	wing failed to ensure all flights flown had a proper flight release	7	3	43.8%
C-2	3c	wing annual comm effectiveness after-action report not submitted	5	4	31.3%
C-4	1	wing/region failed to publish a supp to 66-1	4	5	25.0%
C-4	5e	wing/region failed to ensure Weight & Balance forms were accurate in all req locations	4	5	25.0%

This table lists the top five discrepancies for **ALL** of Cycle 5 (**52 Wings**).

Tab	Ques #	Question	# of Disc	Rank	# of Insps with ?	Discrep %
C-1	3	wing mission records are not maintained properly (loaded into WMIRS)	31	1	52	44.2%
D-7	7a	wing failed to ensure Wing or Reg CC approved acquisitions	25	2	49	42.9%
D-9	3	wing failed to comply with annual Internet Ops review requirements	23	3	40	57.5%
C-3	5	wing failed to ensure all flights flown had a proper flight release	22	4	52	36.5%
E-3	7a	inspections weren't conducted with at least two qualified inspectors	20	5	52	26.9%
B-1	7	units in wing don't have 2 or more Grads of TLC	20	5	49	38.8%

Quick summary: Three of top five discrepancies in Cycle 5 & 6 inspections were the same.



What Is That Worksheet Looking For?? – Part 2

Lt Col Edward Bos, ORWG/IG

The worksheets that we use for Compliance Inspections at the Wing and Subordinate-Unit levels are as transparent, and intuitive as the rest of the Civil Air Patrol publication universe. So it's easy to understand that there might still be some confusion about what the worksheets (also known as "Tabs") might be asking for.

This article is one of a series that describes what we've been inspecting in the Oregon Wing, in the hopes to provide clarity to what's been unclear and share what have seemed to be successful practices to us. Not claiming to be all-knowing (Yet!) I'm sure someone else may have recommendations on how to improve the process. Those are totally welcome, and the good stuff will be shared in continuing articles, along with updates to worksheets that are published. All this, assuming there is continuing editorial and reader interest.

This article will focus on the first worksheet (by virtue of its alphanumeric code) of the Subordinate Unit Inspection program: A-1, Aerospace Education.

A-1, Item 3: *Does the unit have an external Aerospace Education program?*

Similarly, to Item 2, all units are expected to have an external Aerospace Education program. This includes outreach and provision of CAP Aerospace Education collateral. CAPP 50-1 has details for anyone who is interested in learning more, but this program can include a wide variety of activities and external stakeholders.

A-1, Item 3 Validation: *Unit will submit examples of cooperative events with either schools or community organizations, such as civic or youth groups, which resulted in the promotion of Aerospace Education. NOTE: If unable to provide documentation, then provide*

documentation of attempts to establish cooperative events to promote Aerospace Education.

Compliance for this item is also verified with any contemporaneous documentation, or documentation prepared for the SUI (such as a memorandum for record). As a matter of technique, if a unit provides documentation of unsuccessful attempts to establish cooperative events to promote Aerospace Education, this would not be a discrepancy, but it would be annotated as an Observation for the wing commander and headquarters staff to be aware of the challenges for the external Aerospace Education program in the area that unit operates in.

A-1, Item 4: *Did the unit complete an AE Annual Activity Report IAW CAP regulations?*

Submission of the AE Annual Activity Report is completed using the eServices “AE POA and Activity Report” utility. The latter part of this item asks whether this was done in accordance with (IAW) CAP regulations, which specifically means no later than 30 October for Squadrons, and 30 November for Groups.

A-1, Item 4 Validation: *Unit will submit a copy of the AE Annual Activity Report.*

The unit is expected to provide a copy of this report as part of their pre-inspection documentation upload. If this does not occur for any reason, the report can be found in eServices, using the “View Unit Activity Report” tool.

A-1, Item 5: Are AEOs assigned to the duty position enrolled in the AE specialty track, unless they have already achieved the AE master rating?

This item is slightly complicated to address as strictly “Yes,” “No,” or “Not Applicable,” on the worksheet. If we refer to the regulatory requirement this item is based on (CAPR 50-1, Paragraph 7.2.), the words, “will,” “shall,” or “must,” are not apparent in this paragraph. Furthermore, CAPR 35-1, Paragraph 1-2.b. specifies that a member will only be required to be enrolled in the specialty track of what they (and presumably their leadership) believe is their primary duty, if they are assigned to multiple positions in the unit. Conceivably, a member could be the primary or only Aerospace Education Officer in a unit, but that could be secondary to another duty (unit deputy commander, for example). This would mean that the plain language answer to this item would be a negative response, but the inspector should enter “Yes,” or “Not Applicable,” instead.

A-1, Item 5 Validation: *Unit will provide a list of AEOs enrolled in the AE specialty track from Member Reports.*

In addition to a list that contains unit Aerospace Education Officers and their specialty track status, it may be important to include whether the position is that member’s primary or collateral duty position (not to be confused with the person who is the primary Aerospace Education Officer, versus an Assistant Aerospace Education Officer).

A-1, Item 6: *Did the AEO and the commander discuss future AE activities for the upcoming year?*

There is no set requirement for the topics this discussion should include, but if such a discussion did not include points relevant to both the internal and external Aerospace Education

programs, that might be justification for an Observation to share with the wing commander and headquarters staff.

A-1, Item 6 Validation: *AEO will provide notes or audio/video record of discussion between AEO and CC about future AE activities.*

The reference for this requirement specifies that this discussion is recorded using, “the AE Notebook or digital record.” This leaves a wide array of options for documentation, with creativity on the part of the unit being the deciding factor.

Conclusion

This article is based on the worksheet for Aerospace Education published 18 January 2021. Obviously, as the inspection worksheets are refined, the recommendations for executing a successful and straightforward inspection will need to be adjusted. Please be sure to use the worksheets, and the references in the regulations that the worksheets are based upon to verify the measures the inspection team is scrutinizing.

For non-standard situations identified by an inspection team that cannot map neatly onto a worksheet item, we can use labels to categorize information we want to share with leaders. In Oregon Wing, we use:

- Observations – Typically clarifying information or something that is neutral to mission accomplishment.
- Area of Concern – A situation that is not a discrepancy but may warrant discussion or consideration by the chain of command so that it does not negatively impact mission accomplishment.
- High Headquarters Area of Concern – A situation where mission accomplishment is potentially negatively impacted by action or inaction at the wing level or higher.
- Commendable – Per the instructions on the worksheet:
 - Apply directly to one or more of the already vetted mission-critical worksheet questions
 - Be process-oriented (that means it is based on a fully implemented continuous improvement-type cycle)
 - Include results over time from designated process points (ex: input-output; before-after) that are measurable and quantifiable (i.e. performance metrics)
 - Clearly substantiate the improvements made by instituting the process in terms of money, manpower/man-hours saved and present benefits to members and/or mission
- Because we do not inspect individuals as part of the SUI program, we use different tools to share when our CAP Airmen do exceptionally well. Superior performers are discretely mentioned to unit leaders as people that might be considered by their commander for recognition using the awards program (for instance, an Achievement Award for someone that instituted a Commendable practice). They are also identified by-name during the out-brief as having demonstrated commitment, skill, and/or some other aspect of their meritorious work.
- In situations where the unit may not be meeting the standard set by the SUI worksheet, we can take tremendous advantage of our role on the inspection team to provide advice,

support, coaching, and/or mentoring at the end of the inspection interview and during the out-brief. Obviously if we see something that is unsafe or otherwise unacceptable, we should bring it to the attention of that unit's commander right away, and such coaching might not be appropriate in such a situation.

Training update

By Col Ed Burns, CAP/IGT

The IG Master Course will be a virtual event for 2022. The 20 IGs who are required to complete this level of training are all opting to follow the Inspection path. As such we will present the course with only that curriculum. Rather than a schedule of webinars followed by 2 days of face-to-face training, the course will be presented virtually over several months, culminating in October 2022.

The priority attendee list will be the IGs requiring the course per CAPR 20-1, followed by any IGAs who qualify and have at least a Senior rating in the IG specialty track. There will be a maximum of 40 total seats being offered this year. Registration procedures will be announced in the next month.



This section of the newsletter addresses questions submitted by our readers through the surveys at the end of the quizzes. If one person has a question, there must be others wondering why things occur the way they do. Questions posed by readers also provide the staff with a 'new look' about procedures/processes, etc.

1. Q: Why is it important to complete the survey in order to get credit for each respective audience?

A: It helps out the NHQ IG staff to gather questions and issues from the field that need to be addressed

2. Q: I do not see the need to be required to take refresher training on complaint resolution when I'm only an SUI inspector. Waste of time and Resources. What is the reason?

A: SUI Inspectors or Inspection Augmentees (IAs) are not required to take refresher training. Only IGs and IGAs. It is good to have some training and knowledge of CR in case you are asked about it during an inspection.

3. Q: More transparency towards current Master rated Wing IG's and their process of becoming both NCRO & NCIO's in their current duty positions as Wing IG's?

A: If you are interested in becoming an NCRO or NCIO, work with your region IG for recommendations.



Upcoming Wing/Region-Level Compliance Inspections

WING	CI DATES	CYCLE/INSP #
MN	31 Apr – 1 May 22	6-18
MA	21 – 22 May 22	6-19
UT	4 – 5 June 22	6-20
ND	9 – 10 July 22	6-21

LMS/AXIS - IG Point of Contact

**LEARNING MANAGEMENT SYSTEM and AXIS COORDINATOR
FOR IG COURSES IS COL ED BURNS at igt@capnhq.gov**

Contact me if you notice any discrepancies/issues with the IG course materials in LMS or AXIS. We are in the process of moving all IG courses from LMS to AXIS.

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