

U.S. ARMY INSPECTOR GENERAL SCHOOL

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# HANDBOOK FOR COMMAND INSPECTORS GENERAL



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## Introduction

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Congratulations on your selection as a Command Inspector General (CIG). As a CIG, you have additional responsibilities as indicated in your title. You are the face of your IG staff section and responsible for all actions and products produced by the IGs you supervise. Additionally, you serve as the primary IG interface between the Soldiers, Family Members, Civilians, and IGs of your Directing Authority's command. You are a trusted agent to your Directing Authority and have unfiltered, unrestricted access to your Directing Authority.

Always keep in mind that you and your staff section represent the Army IG system to your Directing Authority and to the broader command. You are responsible for ensuring that your IGs follow Army IG policy and doctrine while ensuring that a sub-culture does not develop in your office that deviates from those rules and guidelines. Always remember that your primary mission is to enhance the readiness and warfighting capability of your command, a mission that you and your team must perform in the context of the guidance and direction you receive from your Directing Authority, whomever that person may be. Technical channels are your greatest resources, so do not hesitate to contact the Department of the Army Inspector General Agency for any assistance you may need.

Another great resource is The Inspector General Reference Guide issued to you at TIGS. Parts 7 and 8 of the guide provide you with methods organizing your IG office and an example of an IG office Standing operating Procedure (SOP). When used in conjunction with this handbook, this information will assist you and your IG office in adding value to your command and to your Directing Authority's overall mission accomplishment.

No handbook can account for every situation or spell out every responsibility. That fact is true for this handbook. However, the intent with this handbook is to assist you, the CIG, in understanding key aspects and concepts of your new role and to stimulate thoughts and ideas that will be useful in your tour as a CIG.

Good luck as a Command Inspector General. Always strive to be correct before taking action!

***Droit et Avant!***

## Chapter 1

### **Roles and Responsibilities of the Command Inspector General**

1. The purpose of this chapter is to describe the roles and responsibilities of Command Inspectors General.
2. The position of Command Inspector General is described in Army Regulation (AR) 20-1, Chapter 1, paragraph 1-6c, "Command Inspectors General." Each IG staff section assigned to a command or any of the several States contains a commissioned officer or Civilian who is designated as the Command Inspector General (CIG).
3. CIGs are qualified as inspectors general at The Army Inspector General School's Basic Course (TIGS) and responsible for the performance of the four IG functions in the command. The CIG is an Inspector General in role, responsibility, and function. Like all IGs, CIGs must be professionals and adhere to laws, policies, and regulations. CIGs occupy a position of increased responsibility within the IG system. They serve as the "face" of the IG system to their Directing Authorities as well as to the Soldiers, Civilians, and Family Members of the command. At a minimum, CIGs should strive to fulfill the following tasks:
  - Establish and maintain credibility by creating value and velocity. A good start to earning the Directing Authority's confidence is by demonstrating that your staff section is value-added to the command. Remember General von Steuben's guiding philosophy: "IGs assist commanders in improving readiness and warfighting capability." IGs do not make policy or "speak for the commander."
  - Earn a spot into the Directing Authority's "inner circle" of confidence. Consult with your Directing Authority often and maintain clear and open communications.
  - Educate the force. The IG function of Teaching and Training is important to the command's success.
  - Develop relationships. Find opportunities to earn the confidence of subordinate commanders, and the Staff Judge Advocate (SJA). Trust is essential for successful IGs and often takes a personal effort by the CIG to establish and maintain.
  - CIGs are responsible for their IG staff sections and must provide clear vision in order to keep the IGs focused on the mission. The IG functions of Teaching and Training and Inspections must be your priority; however, CIGs must not lose sight of the remaining two functions of Assistance and Investigations.
  - Embody the seven Army Values, especially the value of personal courage. There will be times you, as the CIG, will be challenged, but you must choose the hard right over the easy wrong.

- CIGs are responsible for building and maintaining strong relationships with their Directing Authorities, providing leadership and vision for their IG staff sections, and ensuring their IG staff sections provide value to the Directing Authority and to the command.
- Review the force structure of the IG offices for which you have oversight. How are they manned? Have replacements been identified? What is the plan to nominate local personnel as a replacement source?
- Examine key processes in your office. Look for practices that require updating. Start with a review of the basic office SOP; the layout / functionality of the office; reoccurring staff involvement (calendar events), especially IG updates to the Directing Authority; your authority to direct and approve inquiries; your authority to approve case closures; what annual Inspection Plans are on file and formally approved by the Directing Authority; and the IG Information Plan / Campaign for the command. Does the office have one?
- Run open and closed case reports immediately upon your arrival as the CIG and continue to run these reports monthly. Review your open cases, and look for those cases that should have been closed. Also, look at closed cases that are still being actively worked (should be in reopen status). Determine and track your Investigating Officer (IO) workload and production to ensure they are performing up to standard. Maintain your situational awareness, and facilitate efficient assignment of new cases by attending and participating in regular "round tables" for all investigative cases. You can determine the frequency depending on case load--weekly, biweekly, etc. The Investigating Officer should be the Subject-Matter Expert (SME) and provide a detailed status of his or her case in addition to identifying challenges.
- Be aware of interpersonal office relationships affecting performance. Your IGs are human, too. Look out for actual or perceived "cliques" within your organization that can harm morale. Expect, demand, and enforce professionalism.
- Beware of the "Last IG" syndrome. Just because "we have always done it this way" does not make the process or procedure correct. For example, an out-of-date (or nonexistent SOP); "No need for an annual inspection plan; we never execute it anyway"; Inquiry direction / approval process (must be the DA, CIG, or officially designated Deputy); and so on. Treat the office environment like assuming command. Address potential problems early but in a positive manner.
- You are responsible for managing your office's budget. Things to consider are travel resources required to execute your inspection plan and to conduct SAVs on lower echelon IG offices for which you have oversight; replacement of recording devices and transcription services; office supplies; additional training opportunities for military and Civilian IGs, etc.

## Chapter 2

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### Communicating with the Directive Authority (DA)

1. The purpose of this chapter is to describe the CIG's role in communicating with the Directing Authority.
2. Establishing Communications. Communicating with one's Directing Authority is arguably more art than science but absolutely essential in a successful relationship. The intent of a successful CIG is "to assist commanders with improving readiness and warfighting capability" throughout the command, also known as the Von Steuben Model. As such, the CIG must gain the Directing Authority's trust and confidence. In doing so, the CIG must determine the best means, methods, and frequency to communicate with the Directing Authority. Each Directing Authority possesses a unique battle-rhythm and method of receiving information, and the CIG must become part of this battle rhythm.
3. Initial meeting(s) with the Directing Authority. As a CIG, you may have one or several meetings with your Directing Authority. Do not attempt to overwhelm or impress the Directing Authority with lots of slides or information. Focus on the most important information; be clear, succinct, and respectful of the Directing Authority's time.
4. Subsequent meetings with the Directing Authority. As a CIG, you must determine the frequency and method necessary to keep your Directing Authority informed. While there are numerous techniques to share information, the preferred technique is to conduct routine, face-to-face exchanges of information that are focused, prioritized, and useful. The recommended frequency to meet face-to-face with the Directing Authority is no less than once or twice a month. If you find that your information exchanges are largely through e-mail or a third party (i.e. Deputy CG or Chief of Staff), or your Directing Authority does not seem make time for you on the schedule, you must re-assess the relationship and the value you bring to the organization. If you are making a difference and assisting commanders in improving readiness and warfighting, the Directing Authority will want to hear from you.
5. Commander's Critical Information Requirements (CCIR). Establish the CCIR for Inspector General matters. What are the wake-up criteria for the Directing Authority? You have a direct line to the Directing Authority regardless of where he or she is in the world. Be sure that you use that access wisely, and keep your Directing Authority informed.
6. Direct line to The Inspector General of the Army (TIG). If the relationship between you and your Directing Authority is strained for some reason, keep in mind that you, as the CIG, also have a direct line to. Ask for help or advice from TIG or the Deputy TIG.

## Chapter 3

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### Communicating with the Staff and Subordinate Commands

1. The purpose of this chapter is to describe what you can communicate to the staff and to subordinate commanders. IG staff sections are a part of the Directing Authority's special staff in accordance with (IAW) FM 6-0, *Commander and Staff Organization and Operations*.
2. As described in Army Regulation (AR) 20-1, Chapter 1, paragraph 1-6g, "Assignment of Inspectors General," the first command echelon that normally has an assigned command IG is the division headquarters. As a result, the division IG staff section is the basic building block of the Army IG system's force structure.
3. The CIG must communicate and integrate with the staff and build relationships across the organization. These relationships will go a long way in establishing trust with the IG throughout the command. When directed by the Directing Authority, the CIG will brief information to senior leaders, staff members, and subordinate commanders. You can present trends and systemic issues that affect morale and readiness in an effort to assist the commander in maintaining a positive command climate. Take care to maintain the confidentiality of complainants, unit, or individuals.
4. The Staff Judge Advocate (SJA) is also a member of the Directing Authority's Special Staff. You must develop and maintain a special relationship with him or her. Develop tactics, techniques, and procedures (TTPs) for the assistance your office will need from the SJA with such things as legal reviews and advice with standards.
5. One-on-One briefings with subordinate commanders may be necessary, and the Directing Authority often encourages them. Keeping the chain of command informed and allowing commanders the opportunity to work through issues demonstrates two things: (1) the intent to work within the authority of the command and not outside of it; and (2) reinforces the confidence in both the IG system and the command. The Inspector General is here to help.
6. The chain of command is a powerful network. You should build rapport with the chain of command in your unit and outside your unit. Commanders make decisions, and your access to commanders allows you to understand the thought process behind those decisions. Additionally, commanders possess invaluable insights from their foxholes.
7. As a CIG, you will also know or meet members of other Army agencies that work to help Soldiers and Families. This network is not formal; rather, it depends on your efforts to get out and engage with these people. Granted, the people of this network are neither IGs nor commanders, but they have invaluable insights and experiences that will help you in assisting Soldiers and conducting fact-finding for your Directing Authority.

## Chapter 4

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### Role of the Senior Enlisted Inspector General

1. The purpose of this chapter is to describe the role of the Inspector General Senior Noncommissioned Officer.
2. The Senior Noncommissioned Officer (NCO), as the senior NCO in the IG staff section, must earn the Directing Authority's trust and also demonstrate that he or she is value-added to the command. The IG Sergeant Major (SGM) or Senior NCO is an excellent source of information, knowledge, and mentorship and a person with great influence. Use him or her to focus on NCO issues. He or she should meet regularly to discuss issues affecting the command and solicit the Command Sergeant Major's (CSM's) recommendations for potential inspections.
3. The CSM is allowed into the Triangle of Confidentiality when necessary and at the Directing Authority or CIG's discretion, except for matters concerning IG investigations. See the current AR 20-1 for more guidance. The tenet of confidentiality still applies. The IG Senior NCO can share assistance trends and issues occurring within the command; share observations and inspection reports (results and recommendations); and work with the CSM as another way to pass information to the Directing Authority.
4. The bottom line is that you both serve on the same team, work for the same person, and are committed to the same goal: to enhance the readiness and warfighting capability of the organization and its Soldiers.

## Chapter 5

### The IG Staff Section Force Structure and Requirements

1. The purpose of this chapter is to describe the IG staff section force structure requirements.
2. IG sections vary. They are not standardized due to the mission and functions of the supported commanders. Commanders determine the size of their IG staff sections in accordance with AR 71-32, *Force Development and Documentation* and other applicable regulations. CIGs must be familiar with the modified table of organization and equipment (MTOE) and the table of distribution and allowances (TDA) documents for their IG section. Contact Mr. Kent Elliott, Operations and Support Division (SAIG-OP), for information specific to your IG section and reporting requirements: [kent.m.elliott2.civ@mail.mil](mailto:kent.m.elliott2.civ@mail.mil), 703-695-9480, DSN 865-9480.
3. Twice a year (October and April), CIGs are required to submit a force-management report for their staff section to DAIG's Operations and Support Division as part of their force-management requirements. Likewise, any changes to the MTOE or TDA that affects an IG space (Civilian or military) must be coordinated through SAIG-OP. This requirement applies to all components.
4. Army Civilian IGs are not included in a unit's MTOE or TDA. Generally, the Army Civilian IG is authorized on the Senior Commander's Augmentation TDA, and the Senior Commander determines the placement of the Army Civilians. Army Civilian IGs, as 1801s, are part of the Career Program 55 (CP55) community.
5. CP55 was established in April 2011 as part of the Army Civilian Workforce Transformation and provides CIGs with the ability to forecast, attract, and retain quality candidates. CIGs and their Command Career Program Managers are responsible to communicate with Commanders and assist in the life-cycle career management of that workforce. A tool to assist with effectively managing those careers is the Individual Development Plan (IDP) located on the Army Career Tracker (ACT) portal.
6. The IDP provides a developmental action plan that builds on strengths and overcomes weaknesses as employees improve job performance and pursue career goals. Ensure that all civilians in the IG staff section document education and training requirements in their respective individual's IDPs and update them annually.

## Chapter 6

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### IG Tech Channels

1. The purpose of this chapter is to describe IG Technical Channels and provide a quick reference to useful points of contact for IGs at the Headquarters, Department of the Army, (HQDA) level.
2. IG technical channels are described in Army Regulation (AR) 20-1, Chapter 1, paragraph 1-6i: "Inspector General technical channels." IGs may request, and are expected to provide, assistance to others within the IG system using IG technical channels. Technical channels guarantee the effective functioning and value of the IG system to each IG's command and to the Army as a whole. IGs must be prepared to assist others within the IG system as well as other IGs outside the system. IG technical channels are for mutual assistance and information-sharing purposes, and IGs within the vertical command chain are not to use IG technical channels to task or otherwise interfere with a subordinate command's commander-IG relationship. A vertical command relationship for IGs does not exist; IGs work for their commanders and not other IGs.
3. As a CIG, you also have other networks that are critical for your success and will provide you with invaluable information, insight, and expertise. You must understand that these networks are NOT in the IG channels; therefore, the members of those networks are not authorized access to IG records. Your mission is to protect confidentiality.
4. Take the time to build strong connections within your IG technical channels and networks, such as the chain of command or Army agencies. However, ensure that you fully understand your obligation to protect IG confidentiality and how the IG Triangle of Confidentiality functions. One of the leading allegations against IGs is the unauthorized release of IG records or the failure to maintain IG confidentiality. You are responsible for your actions.

## Chapter 7

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### Final Thought

By now, you should have numerous ideas for your Directing Authority, the unit, and your IG staff section. Teaching and Training and Inspections are the IG system's proactive functions and are best suited for preventing severe readiness issues. The IG functions of Assistance and Investigation are reactive but important and relevant to the credibility and utility of the IG system. Collectively, the implementation of these functions at the real level enhances the Army's overall readiness.

General Colin Powell is credited with saying, "The day the Soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership." Army leaders and IGs must recognize the importance of this quotation. IGs are Army leaders, so when you assess the actions and products of your IG staff section, consider what the Soldiers are saying or not saying, and ensure that you accurately convey your assessments to your Directing Authority.

We welcome all input and feedback that will make this handbook better. Please provide specific recommendations to TIGS's Dean of Students via email or by phone at (703) 805-3904.

## Appendix A

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### Command IG Checklist

1. The purpose of this appendix is to offer a list of items a CIG should consider / assessed to facilitate a cohesive, productive, and effective IG staff section, as well as the accomplishment of the IG mission. The list is neither comprehensive nor prescriptive but is intended to promote thought by the CIG and to serve as a basic guide.

#### 2. General.

- IGs serve as an extension of the Directing Authority's eyes, ears, voice, and conscience.
- IGs assist the Directing Authority in improving readiness and warfighting capability.
- IGs are value-added and respected by the Directing Authority, commanders, staffs, and Soldiers.
- IGs perform the four IG functions.
- IGs are effectively and appropriately safeguarding IG records and protecting the Triangle of Confidentiality.
- CIG has a positive relationship with, and unimpeded access to, the Directing Authority.

#### 3. Administrative.

- Understand your MTOE and TDA.
- Contact your G-1 to ensure requisitions for vacant IG slots are valid.
- Contact DAIG's Operations and Support Division (SAIG-OP) to confirm the status of an IG nomination packet that has already been submitted.
- Conduct developmental counseling in accordance with applicable regulations and policies.
- Ensure you and your NCOIC are on the appropriate DAIG email distribution lists used by TIG and TIG's SGM.

#### 4. By IG Function.

##### Teaching and Training.

- IGs have insight, foresight, and oversight of issues and recommendations to improve the readiness and warfighting capabilities of the unit.
- IGs engage with commanders, staffs, Soldiers, and Family Members to educate and inform.

##### Inspections.

- Inspections are proactive, helpful, and not disruptive. IGs adhere to the approved Inspection Plan of the Directing Authority.
- Inspections adhere to the Principles of Army Inspections found in

AR 1-201.

- Commanders have effective Organizational Inspection Programs (OIPs).

Assistance.

- CIGs oversee and manage the open cases to keep them moving forward and to prevent backlog.

Investigations.

- CIGs oversee and manage the open cases to keep them moving forward and to prevent backlog.
- CIGs understand the variety of special investigations and the restrictions and reporting requirements.
- CIGs have informed the Directing Authority on the variety of special investigations and the restrictions and reporting requirements.

Personnel / Staff.

- The IG section is a cohesive and effective organization.
- CIG works closely with G-1 to ensure IG vacancies are filled.
- CIG works closely with DAIG's Operations and Support Division (SAIG-OP) when adjustments to the MTOE / TDA are needed.
- CIG has a current staff estimate and communicates the IG plan to commanders and staff (e.g., Annex U of OPORD or OPLAN).

## Appendix B

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### TIG Guidance to Command Inspectors General

1. Inspections are the top IG priority! Inspections directly improve the readiness of the IG's individual command and the Total Readiness of the Army.
2. Organizational Inspection Programs (OIP) are the framework within which the Army conducts inspections to improve Total Readiness.
  - The OIP helps commanders / TAGs / program managers / directors manage Command, Staff, and IG Inspections that improve the Army's readiness and warfighting capability.
  - IGs must actively advise commanders at all levels on the OIP, AR 1-201, and the practical implementation of the OIP.
3. Resolving Soldier issues through Assistance improves individual and collective Soldier readiness.
  - Case notes must be clear and capture the essence of the IG's Assistance Inquiry.
  - IGs must actively monitor open cases in IGARS and improve the "velocity" of closing cases in accordance with AR 20-1 and the IGAP.
4. Investigations are not the primary IG function, but IGs must conduct effective Investigations when called upon to do so.
  - IGs should first refer allegations to the commander, especially if adverse action is probable.
  - If the IG does investigate, the IG should try to avoid the UCMJ as a standard. Save the UCMJ for the commander!
5. Report all allegations against senior officials!
  - If a commander or IG receives the allegation, he or she must report that allegation to DAIG's Investigations Division (SAIG-IN).
6. Whistleblower Reprisal (WBR) investigations are time-sensitive, and many commanders do not fully know or understand the WBR law.
  - IGs must train commanders on WBR Reprisal -- what it is; how to avoid it; and how it can lead leaders into serious, serious trouble!
7. Protect IG records in accordance with AR 20-1. Remember: TIG is the release authority.
  - IGs must guard against the intentional and unintentional release of IG records.
  - IGs must understand the Triangle of Confidentiality and educate their Directing Authorities accordingly.
  - Directing Authorities must comply with AR 20-1; *they cannot comply selectively!*

8. IGs must understand their roles, capabilities, and limitations -- the art versus the science of being an IG.

- Be a strategic and critical thinker; analyze information, situations, and systems.
- Do not allow your office to turn into an Operations Cell or "Quick-Reaction Force" -- be a strategic thinker who looks ahead to potential problems looming on the horizon.
- "Absolutes" for certain standards do exist, but the IG must know when to apply an "absolute" and when to act in the spirit and intent of the "absolute"

*Droit et Avant!*

*Take pride in being an IG and contributing to the Army's Total Readiness!*