**The Rear Division-Installation IG**

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 With major combat operations in Afghanistan coming to an end with the withdrawal of U.S. forces in 2014, the Army will begin a period of review to determine what lessons might emerge from over a decade at war. A specific area of focus for Inspectors General should be the Rear Division-Installation IG, specifically the manning and operation of the IG staff section when the Command IG and most IG personnel are deployed.

 The planning and preparation that takes place prior to deployment is critical to the success of both the forward and rear IG office. My experience comes from my time as the Deputy and later Rear Command IG for the 10th Mountain Division and Fort Drum, New York. Everything in this article is based on the challenges we faced and how we addressed those challenges. As with everything in the IG world, "it depends." What worked for us may or may not work for you. However, these experiences are a good "how-to guide" for single-Division posts such as Fort Drum.

 Tempo: The first thing to remember is that the workload for the IG office will not slow down just because the Division Headquarters and a Brigade or two have deployed. Modularity has created deployment scenarios that cover just about everything you can imagine at Division level. A Division headquarters can usually count on deploying with its Sustainment Brigade and maybe one other brigade from within the Division. In 2010 and 2011, 10th Mountain Division Headquarters deployed with three brigades: a Brigade Combat Team (BCT), the Sustainment Brigade, and the Aviation Brigade. What remained included a couple of BCTs and all of the separate, tenant, and post units. On top of the units that remained, we had hundreds of temporary single-parent households counting on the post for support and help. In fact, we usually experienced a 30- to 60-day spike in general Assistance and non-support cases following every deployment.

 Manning: Manning is the first and perhaps most important factor when preparing for deployment. Addressing manning early and with great emphasis is critical to a successful rear-detachment (Rear-D) IG office. An MTOE or a TDA authorizing the IG office a specific number of billets and then using those documents to ask Human Resources Command (HRC) or Civilian Personnel Advisory Center for personnel is not enough.

 Fort Drum had a very robust TDA for the IG office. They were authorized three DA Civilian IGs (GS-12s), a secretary, three NCOs, and a major as the Deputy IG / Rear-D Command IG. But, as mentioned above, having billets authorized is very different from having them filled. Filling the TDA was a challenge. Priority went to the MTOE billets (1 x O-5, 1 x O-4, 1 x E-8, 4 x E-7, and 1 x E-4) for deployment, and we filled those positions first. In order to fill all billets, we relied on locally nominated NCOs, who filled roughly 50 percent of our NCO positions. We contacted CSMs around the division asking for good NCOs who were coming out of platoon-sergeant positions and wanted to remain at Fort Drum. We then screened their records, assembled nomination packets, and worked with their branches at Human Resource Command (HRC) before sending them to DAIG for approval. The downside to a local nomination is that we could only guarantee the position for two years, unlike three years for DA-select personnel. The upside, however, was a full office for deployment.

 A recommended course of action to assist with manning is making sure that your administrative assistant is school trained. A school-trained administrative assistant is very helpful to the installation IG office when most of the office is deployed. He or she can handle numerous assistance cases during the deployment, freeing up others for inspections in addition to helping maintain timeliness in assistance cases. Remember: the administrative assistant attends TIGS on a space-available basis and then receives approval from TIG to serve as an Assistant IG for a specific period of time. The Command IG must request, in writing, TIG approval for the administrative assistant to serve as an Assistant IG. The key lesson learned with manning is to start early to make sure there is time to get people to school and in the office prior to the deployment.

 Terms of Reference: Who is responsible for what? The answer is not as clear-cut as it sounds. When the post Senior Commander deploys, he or she does not leave all responsibility behind with the Rear-D. Though an acting Senior Commander is assigned and given many of the responsibilities that go along with the title, the Senior Commander remains the one ultimately responsible for the post. Working with the SJA to establish, in writing, what responsibilities will and will not remain with the Senior Commander is important.

 The Terms of Reference are important to the IG because they will define the role of the Rear-Division / Installation IG and the Command IG on various issues that may arise during the deployment. This definition of roles is most critical for determining the "who and how" for IG Investigations and to determine which types of allegations require the attention of the deployed Senior Commander so he or she can decide on a possible IG investigation. The nature of the allegation(s), or the rank and / or position of the subject / suspect, is typically the deciding factor on determining who investigates. The Terms of Reference go well beyond the IG role. They also help define the role and authority of the Mission Support Element (MSE) Director and Staff during the deployment.

 Communications: An established communications plan between the deployed and rear IG offices is essential. We had three categories of communications in 10th Mountain Division. First, we had regularly scheduled communications. Second, we circulated Assistance cases, Inspection reports, and other information that was more or less continuous. Third, we passed critical, immediate, need-to-know information to the deployed IG office as necessary.

 Prior to the deployment, the Command IG (CIG) determined the communication schedule. We would communicate by phone every two weeks to review cases and issues and maintain situational awareness between the deployed and rear IG offices. Once a quarter we would meet via VTC to "drill down" on specific cases or issues and discuss trends. This meeting included all office members, and we would discuss manning, budget, inspection coordination, and other topics as necessary.

 Another important thing to work out is the flow of Assistance cases. The 10th Mountain Division IG office sent nearly all Assistance cases that dealt with deployed Soldiers and units to the deployed IG office and let them handle the case as the office of record. The exception was Family member non-support. The Rear-D IG office would handle non-support via the Rear-D Commanders. The intent was to allow the Rear-D commander not only to be aware of possible support issues in the command but also to work directly with the Families and deployed commanders to resolve the issues. The flow of critical information is actually fairly simple. The important thing to remember is the time difference and the fact that the deployed IG will not have enough people to conduct 24-hour operations while deployed. The 10th Mountain IG had a set time every day when the deployed and Rear-D Command IG (or a designated representative) would be in the office to answer the phone and check e-mail. That may sound overly simple or may even be unnecessary, but the deployed environment is unpredictable and that pre-arranged time proved vital on several occasions. Prior to the deployment, the Command IG and the Terms of Reference defined critical information. The Command IG and the Rear-D Command IG would pass critical information telephonically to one another.

 "When the Rear-D IG, Be the IG": This saying may appear simplistic, but it is critically important for the Rear-D IG. When you are designated the Rear-D Command IG, you are the Command IG for your Installation. You work for the Acting Senior Commander as a member of his or her personal and special staff. Make sure you conduct a solid in-briefing with the Acting Senior Commander; do not assume he or she knows what you do and how the IG works. Learn how the Acting Senior Commander wants to communicate, and clarify how you bring issues to him or her. The Commander-IG relationship is very important; the Command IG must gain the trust of the Commander from the very beginning.

 The Rear-D Command IG must also work to establish a good relationship with the Director of the MSE (rear Chief of Staff), subordinate commanders, and the MSE primary staff. The IG office must remain involved and continue to be a critical member of the command. An IG representative should attend all critical staff meetings and any meetings the Acting Senior Commander attends.

 In the end, the IG office must continue to perform all functions when the headquarters deploys. A solid transition plan, based on the factors listed above, must be in place and put into action to ensure the office is manned and ready to provide IG services without interruption. If this plan is crafted properly and executed prior to the deployment, the results will most likely be a smooth transition to the Rear-D IG office with no degradation of IG capability.