



Inspector General Bullet in

Shooting You in the Right Direction

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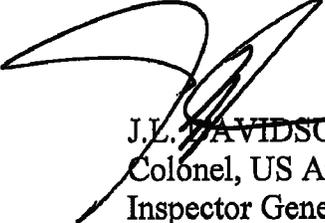
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Season's greetings from the Command Inspector General's Office! All of us in the IG Office want to wish all the Soldiers and Airmen of the Tennessee National Guard the very best in 2013 and hope everyone had a great holiday season. Additionally, we must sadly say farewell to MSG David Malone who has served with distinction in the IG Office for the last two years. MSG Malone worked diligently while assigned to assist Soldiers and Airmen in Tennessee and he has also provided significant assistance to command teams at all levels making numerous site assistance visits across the entire state. Luckily he is only moving down the hallway to the Operations Directorate where he will serve as the Training NCOIC. In this Quarter's IG Bullet-In there are several articles which discuss Commander's responsibility, welfare of the Soldiers, Open Door Policy, Command Inspections, etc....I want to use this forum to discuss not only command requirements, but requirements of all Soldiers and Airmen in regards to conduct. According to AR 600-20 and Section 3583, Title 10, United States Code (10USC 3583), the Requirement of Exemplary Conduct. All commanding officers and others in authority in the Army are required—

1. To show themselves a good example of virtue, honor, patriotism, and subordination.
2. To be vigilant in inspecting the conduct of all persons who are placed under their command.
3. To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them.
4. To take all necessary and proper measures, under the laws, regulations and customs of the Army.
5. To promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

"The rare quality of being an effective leader cannot be attributed to any single trait, practice, characteristic or "Golden Rule". Effective leadership is a delicate combination of integrity, perseverance, technical knowledge, mission awareness, a sense of fairness and genuine concern for one's Soldiers."

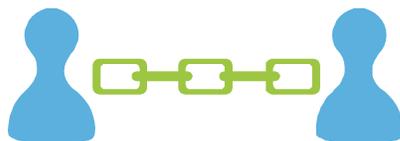
—SGM Sweeny


J.L. DAVIDSON
Colonel, US Army
Inspector General

Chain of Command

One of the questions required by the Inspector General to ask when a Soldier presents an issue for resolution is, “**Have you discussed this issue with your Chain of Command?**”

Normally the response from the Soldier indicates that he/she has only spoken to his first line supervisor or to no one at all. Unfortunately, the answer we normally receive from the Soldier reflects the fact that Soldier has: 1) not approached his Chain of Command with his problem and 2) doesn't understand where the chain of command really begins. The responsibility and authority of Command within the Army is so important that the Army devoted an entire regulation to the policies and responsibilities of command, which include the well-being of the force, military discipline and conduct, AR 600-20 Army Command Policy. Command is exercised by virtue of office and the special assignment of members of the United States Armed Forces holding military grade who are eligible to exercise command. A commander is, therefore, a commissioned or WO who, by virtue of grade and assignment,



exercises primary command authority over a military organization or prescribed territorial area that under pertinent official directives is recognized as a "command." Consequently the "Chain of Command" is the sequence of commanders in an organization who have direct authority and primary responsibility for accomplishing the assigned unit mission while caring for personnel and property in their charge. As a result, the chain of command begins with the Company Commander. Proper use of the chain of command is vital to the overall effectiveness of the Army. Commanders must acquaint all their Soldiers with its existence and proper function. Effective communication between senior and subordinate Soldiers within the chain of command is crucial to the proper functioning of all units. Therefore, Soldiers

will use the chain of command when communicating issues and problems to their leaders and commanders. In order to insure that Soldiers have access to the Commander, he/she must establish an open door policy within their commands. Soldiers are responsible to ensure that the commander is made aware of problems that affect discipline, morale, and mission effectiveness; and an open door policy allows members of the command to present facts, concerns, and problems of a personal or professional nature or other issues that the Soldier has been unable to resolve.

"The day Soldiers stop bringing you their problems is the day you have 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."

— General Colin Powell

COL Jeff Davidson

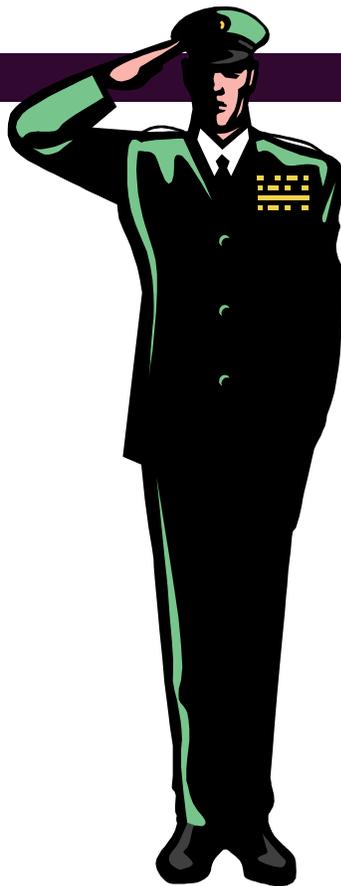
Command Inspections

This is an update of a previous article on command inspections, but it deserves discussion again. The TNNG Command IG recently provided feedback to the TAG on the Tennessee Army National Guard's compliance in regards to the Command Inspection Program during FY 2012.

Bottom Line Up Front: The majority of TN Army NG Commands are **still not** conducting Initial Command Inspections (ICI) in accordance with Army Regulation 1-201, Army Inspection Policy as well as JFHQ-TN-Regulation 1-201, Tennessee National Guard Inspection Policy. However there is some improvement.

Specifically 26% of the units checked had received an ICI within the required timeframe. This is an improvement from the previous year by almost 15%. An additional 18% had an ICI, however, it was conducted after the 180 day time requirement. This is encouraging but more has to be done.

I want to cover again what an ICI is and its importance to unit effectiveness. Command Inspections are one leg in the triad of the Organizational Inspection Program which includes Command Inspections, Staff Inspections, Assistance Visits, and IG Inspections. Command Inspections ensure units comply with regulations and policies and allow commanders to hold leaders at all levels accountable for this compliance. **Command inspections allow the commander to determine the training, discipline, readiness, and welfare of the command and are so important that the commander must be personally involved.** In addition, command inspections help commanders identify systemic problems within their units or commands and assist in the recognition of emerging trends. AR 1-201 states that a new company (or similarly sized organization) commander within the Reserve Component will receive an ICI



from their rater within 180 days of the assumption of command. Units of the Army National Guard serving on active duty will adhere to the 90-day timeline standard as applicable. The purpose of the ICI is to ensure that the new commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and all established standards. Only the inspected commander and that commander's rater should receive the specific results of the initial inspection. These results will serve as the basis for a goal-setting session between the incoming commander and his or her rater that will establish realistic goals to improve unit readiness. The incoming commander should receive a clear picture of the goals, standards, and priorities for the unit. These inspection results help set goals and may cause refinement in the DA Form 67-9-1 (Officer Evaluation Report Support Form). **The commander of the inspecting headquarters must participate for an inspection to be a command inspection.** By participating, the inspecting

commander sets the overall standard for the conduct of the inspection and closely supervises and engages in the inspection. This involvement allows the commander to gain first-hand knowledge of the strengths and weaknesses in key areas of concern and assists in developing realistic action plans to improve those weaknesses. At a minimum, the commander must attend the in-briefings and out-briefings, actively conduct part of the inspection, and provide the inspected commander with an assessment of strengths and weaknesses upon completion.

MACOMs and Battalion level units must produce written OIPs for this process to be successful. There needs to be a guide for units to be evaluated against, and consistent throughout the command. JFHQ-TN Regulation 1-201 in Appendix B has an example Battalion level OIP. The forthcoming Revision to JFHQ-TN Regulation 1-201 will have an updated Appendix C and reflect the current inspection checklists that can be used to conduct ICIs.

While recent OPTEMPO requirements may have taken precedence over Command Inspections, the current OPTEMPO indicates that ample time will be available for commanders to adhere to regulatory time requirements. Commanders must pay particular attention to the time/distance factors and the compressed training time available in the TNARNG. The Command Inspection must not consume valuable training time that could be devoted to mission-essential task list efforts.

If you have any questions about ICIs or the OIP in general contact the IG and we will be glad to assist in any way possible.

MAJ Doug Gale

Protecting Personal Identifiable Information (PII)



Information about an individual that identifies, links, relates, or is unique to, or describes him or her, for example, a social security number (SSN); age; military rank; civilian grade; marital status; race; salary; home/office phone numbers; other demographic, biometric, personnel; medical; and financial information, etc. Such information is also known as PII (that is, information which can be used to distinguish or trace an individual's identify, is linked or linkable to a specified individual). This information can be in hard copy (paper copy files) or electronic format, stored on personal computers, laptops, and personal electronic devices such as blackberries and found within databases. This includes but is not limited to, education records, financial transactions, medical files, criminal records, or employment history.



We all play a very important role in safeguarding and protecting our information from unauthorized disclosure. A breach of PII can be very harmful, embarrassing, inconvenient or unfair to those whose information has been compromised. Additionally, a breach can lead to identity theft which can be extremely costly to the Government and the individual.

So what are our specific responsibilities?

DO NOT collect personal data without authorization.

DO NOT distribute or release personal information to other employees unless they have an official need-to-know.

DO NOT be afraid to challenge "anyone" who asks to see Privacy Act information for which you are responsible.

DO NOT maintain records longer than permitted under records disposal.

DO NOT destroy records before disposal requirements are met.

DO NOT combine information about different individuals in the same file.

DO NOT transmit personal data without ensuring it is properly marked. Use "**FOR OFFICIAL USE ONLY – PRIVACY SENSITIVE.**"

DO NOT use interoffice envelopes to mail privacy data.

DO NOT distribute recall rosters to those who do not have an official need-to-know.

DO NOT place privacy data on shared drives, multi-access calendars, the Intranet or Internet that can be accessed by individuals who do not have an official need-to-know.

DO NOT create a new system of records without first consulting your Privacy Officer.

DO NOT hesitate to offer recommendations on how to better effectively manage privacy data.

If you are going to collect PII, you must protect it! Always think privacy!

- Think about ways to ensure that PII is properly protected.
- Think about your computer, blackberry, or data storage device and what PII information you store on it. What would you do if they were stolen?
- Think about emails – if you receive emails that contain PII – are they properly marked alerting you to treat them as "**FOR OFFICIAL USE ONLY – PRIVACY SENSITIVE**" – Do you properly mark your emails?
- Think about privacy when you create documents, do you need to include the entire SSN or will the last four digits work?
- Think privacy and do not include PII in the subject line of an email for all to see.
- Think privacy and do not place PII in public folders for others to see.

Remember, take privacy protection seriously. If you suspect an inappropriate disclosure of PII, immediately notify your supervisor and the Privacy Act Officer. It is all of our responsibility to protect and respect the privacy of employees. Failure to comply with the Privacy Act may result in civil and criminal penalties and/or disciplinary action.

Connie Witherow

Ammunition Stewardship



As uniformed service members, we have the obligation to properly use the resources that have been provided to us by the American taxpayer. According to the Code of Federal Regulations - Title 5 (5 C.F.R. 2635.704), we have the duty to “protect and conserve Government property and shall not use such property, or allow its use, for other than authorized purposes.” By definition, such resources include any form of real or personal property in which the Government has an ownership. For the purposes of this newsletter, that includes weapons and ammunition.

Over ten years of war, ammunition begins to seem as plentiful as printer paper. In fact, estimates put the amount of small arms ammunition used by the Pentagon each year in excess of 1.8 billion (Tennessee’s slice of that is in the neighborhood of four million rounds of small arms ammunition). The four million number sounds like quite a bit of ammunition, but when one divides that by the number of people required to qualify with a weapon each year, the number doesn’t look so big. Now consider that our budget is likely going to be smaller each year as overseas deployments will continue to have priority of funding in this shrinking economy. Hopefully by

now it is apparent that even the smallest round of ammunition is a taxpayer funded resource that we cannot take for granted. Unfortunately, due to bad habits developed during years of plenty (fiscally speaking), taking ammunition for granted is just what has happened in many cases.

Anyone who has ever been responsible for a weapon qualification range or in the ammunition supply chain it involves knows that it is much easier to use the ammunition than to turn it in. In many cases, commanders at different levels prepare plans to properly use such excess ammunition safely and in a way that has a legitimate training value. However, there are times that schedules are conflicted or the weather just doesn’t cooperate and a unit is left with crates of unused ammunition at the end of the long training period with no time left in the FY to schedule a follow-on range.

What is a unit to do with that extra ammo? You can’t bury it because the brass needs to be accounted for (not to mention all the federal regulations that would violate). You can’t horde it at the armory and keep it for use in the next FY. Since turning such ammunition into the ASP is such a difficult procedure, and for fear of a loss of allocated rounds next year, many units conduct something similar to a “Mad Minute” - quickly and indiscriminately expending any and all remaining ammunition.

In addition to the obvious safety issues to which such an activity puts the operator at risk (including unintended discharges or “cooking off”), expending ammunition in such a way damages weapons and wastes ammunition. But don’t take my word for it. AR 710-2 specifically states, “Ammunition will be expended for intended purposes only. Ammunition will never be abandoned, destroyed, fired indiscriminately, or otherwise disposed of in order to avoid any inconveniences of returning the item(s) to an SSA.”

“The Result of Indiscriminate Firing”



This statement goes beyond conservation. This is a clear reminder of our duty to use ammunition and other resources properly. With 5.56 rounds alone costing close to \$0.50, you can see that it doesn’t take many rounds before that “Mad Minute” turns into a waste of thousands of taxpayer dollars. Although we recently avoided the “fiscal cliff,” our fiscal future is still unclear and our responsibility to be good stewards of taxpayer funding remains as strong as ever.

MAJ Tim Roberts

IG Appropriateness

I'll just go tell the Inspector General. How often have you heard someone use this phrase? A few hundred times maybe. Contrary to popular belief, —telling the IG does not necessarily mean you have an issue that is IG appropriate. People want quick responses and resolutions regardless of how old or new their issues are when presented to the IG. When individuals make contact with the IG, they expect immediate changes - sometimes that happens, but, in most occurrences, it does not. The role of the IG is not to order resolution, but rather make recommendations. Complaints must be presented to an IG in a timely manner in order for the IG to resolve them effectively.



Just how does the Inspector General determine if the issue you present is IG appropriate? The IG conducts a preliminary analysis of the information received. The preliminary analysis is a thought process to determine who (what agency) will resolve the problem and how to resolve it. This preliminary analysis could take a few minutes, a few hours or a few days. Hearing this is not what most people care to hear.

Most issues presented to the IG are command issues. Again, not what most people want to hear. The IG is an extension of the eyes and ears of the commander; therefore, the IG encourages everyone to utilize the respective chain of command and resolve issues at the lowest level before elevating to the next higher level per AR 600-20. Inspectors General always try to work through the chain of command to ensure the IG system is viable and involved. A Soldier failing to provide support to a family member is a command responsibility. The role of the IG in this instance is to inform the command of the regulatory requirements and ensure the command takes appropriate action.

Issues involving officer and enlisted evaluations are not appropriate for IG intervention because redress is available through other channels (e.g. appeals boards). However, the IG can inspect the unit to ensure counseling is being performed and rating schemes are posted IAW AR 623-3. A complaint that a commanding officer has wronged a Soldier is not appropriate for IG intervention. However, the IG can review the issues to determine if the Soldier has a viable case based upon reprisal.

Complaints involving sexual harassment, racial and sex discrimination are not IG appropriate issues, but Equal Opportunity (EO) issues. Legal advice pertaining to administrative separation boards, chapters, and divorces will be referred to JAG. The IG does not offer any legal opinion. Challenge of physical profiles, quarters, and medical boards by commanders based on AR 40-501 are command and Deputy Surgeon issues. The IG will ensure you are aware of the appropriate agency to contact for redress assistance.

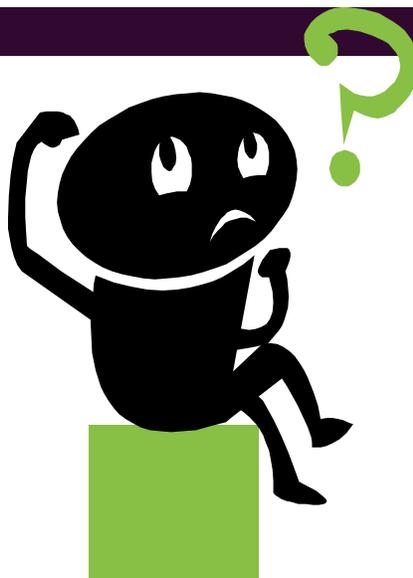
Based on information you present, the IG determines if an established policy, Standard Operating Procedure (SOP), regulation, or standard was violated by formulating who improperly did or did not do what in violation of a standard (example: That 1SG Doe improperly mismanaged DA Form 6 in violation of AR 220-45).

BLUF: Not all issues you present to the IG are IG appropriate and you will be referred to the appropriate agency. So the next time you think about —telling it to the IG, make sure you have given your chain of command or the appropriate agency the opportunity to resolve the issue. Issues are handled at the lowest level.

MSG Cindy Wilson

Did Ya Know?

Did ya know that my time as an Assistant Inspector General has come to a close? Almost two years ago, MSG Rodney Whaley called me and told me that I was needed in the IG Office and asked if I could come down and answer a few questions. As you might expect I immediately began to ask myself what I had done wrong. Luckily I couldn't come up with an answer so I decided that leaving the country would not be necessary. I met with MSG Whaley and was introduced to the Command Inspector General, COL Jeff Davidson. I guess they eventually got bored of keeping me in suspense and asked me if I would be interested in being assigned to their office as a fellow IG. To be honest I didn't have an immediate answer. I gave it some thought, asked several of my peers and supervisors and decided that it would be a good learning opportunity and even better career move. I can honestly say it was an incredible experience and I am sincerely grateful for the opportunity to have worked in the IG Office. Being an IG has allowed me to deal with issues that may not have come across my desk in any other job. No one calls the Inspector General's Office when



they're having a good day or to just say everything is working great. The IG gets calls when things are not working or people are just misinformed. Looking back on the numerous calls that were fielded by everyone in the office it sometimes surprises me how many issues could have been solved before contacting the IG if the Soldier had gone to their Chain of Command (the actual Chain of Command—see COL Davidson's article if you have any questions about that). I am in no way saying the issues and complaints were not legitimate. Often times the Commander had no knowledge of the problem or issue. My most enjoyable function as an IG was the opportunity to conduct Site Visits and Special Inspections. Although MAJ Doug Gale and I traveled every week (give or

take a week), it afforded me the opportunity to visit nearly every Armory in the State of Tennessee and meet the full-time support staff and traditional Soldiers assigned to those units. This was an opportunity not afforded too many in the National Guard and I thoroughly enjoyed it. I know many units dreaded every time we pulled into the parking lot. I witnessed numerous regulatory violations and had the chance to teach and train everywhere I went, but I also witnessed extremely proficient NCO's train the Soldiers below them as their replacement. As I leave the Inspectors General office, I will take with me a broader knowledge of how things are supposed to work and will always remember that the way things have always been done may not be the right way. I will remember that as an NCO I am the keeper of standards and should always strive to be what right looks like. No matter where I end up after each assignment, I will always try and be able to ask **“Did ya know?”**

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Inspector General

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About The Inspector General:

- Acts as impartial fact-finder and honest broker
- Is a problem solver; recommending solutions to Commanders
- Maintains open communication through non-attribution, but cannot guarantee absolute confidentiality
- Participates in regular staff planning and functions
- Shall not recommend adverse or punitive action
- Does not compare units for favorable or unfavorable recognition (inspections)

IG Mission:

Extend the Eyes, Ears, Voice and Conscience of The Adjutant General. Identify problems or Issues; determine their Root Causes; teach systems, processes and procedures; identify responsibility for corrective action and promote and spread innovative ideas.

IG Vision:

Professional, competent special staff element that lives by the Army Values, has fun and gets the job done while demonstrating caring and concern in every action.

Before You Contact the Inspector General:

- Be sure you have a problem, not just a peeve (are the cooks turning out lousy chow or was it just one bad meal?)
- Give your chain of command a chance to solve the problem (many problems must be addressed to the chain of command for resolution anyway)
- If IG assistance is needed, contact your local IG first. (IG's at higher commands will normally refer the case to the local IG for action)
- Be honest and don't provide misleading information (IGs will discover the truth quickly in most cases and there are penalties for knowingly providing false information)
- Keep in mind that IGs are not policy makers (if a policy is flawed, you can submit proposed changes on a DA Form 2028)

We're on the Web

<https://tn.ngb.army.mil/tnmilitary/IG/Default.htm>