

## Chapter 63

# ROLE OF THE INSPECTOR GENERAL

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### Introduction

The mission of all Army inspectors general (IGs) is to “Be the eyes, ears, voice, and conscience of the Army across the spectrum of operations. Conduct thorough, objective, and impartial inspections, assessments, and investigations. Provide assistance and training. Advise and assist Army leaders to maintain Army values, readiness, and effectiveness in the promotion of well-being, good order, and discipline.”<sup>1</sup> Commissioned officers and warrant officers, including physician assistants (PAs), can be assigned as detailed IGs (Figure 63-1) in accordance with Army Regulation (AR) 20-1, *Inspector General Activities and Procedures*.<sup>2</sup> They must qualify for the detail under AR 614-100, Officer Assignment Policies, Detail, and Transfers.<sup>3</sup> Detailed IGs may serve in the capacity of deputy command IG or command IG at several locations where a general officer is commander (Figure 63-2); at the Department of the Army Inspector General office at the Pentagon (Figure 63-3); at any of the regional health commands; or at the Medical Command IG office in Fort Sam Houston, Texas (Figure 63-4). IGs provide relevant guidance to commanders on all topics affecting soldiers and Army civilians; however, PAs serving as IGs also provide expertise in issues related to health care and the health care system while conducting investigations, inspections, and training.

The Army IG’s motto is “*Droit et Avant*”: “Be right and then go forward” (see Figure 63-1). Being an IG is a unique opportunity for PAs to showcase their talents not only based on their clinical knowledge but also as professional officers. Commanders often seek guidance



**Figure 63-1.** The US Army Inspector General seal with the motto “Droit et Avant.”



**Figure 63-2.** Then-Major Dennison Segui (fourth from right) with Lieutenant General Nadja West, the 44th Army Surgeon General, in Sembach, Germany, 2018. Major Segui served as the RHC-E command inspector general. Left to right are Carlos Torres, Sergeant First Class Yomaira Adames-Santos, Lieutenant General West, Major Dennison Segui, Sergeant First Class Christopher Lane, Sergeant First Class Sheila Chase, and Master Sergeant Liza Shackelton.

from the regional health command IG office on profile limitations or adequate medical care for soldiers, and PAs in these positions may provide guidance to an entire region, educating both commanders and soldiers on medically relevant topics. The following are guidelines on the magnitude of the IG's responsibilities, as well as recommendations to help PAs transition to a generally nonclinical position that has tremendous impact on improving the Army.

## **How Does a Physician Assistant Become an Inspector General?**

1. Review availability of IG positions in the Assignment Interactive Module (AIM), the Human Resources Command web-based officer management system (<https://aim.hrc.army.mil/>).
2. Ensure the following are up to date: curriculum vitae, officer evaluation reports, and officer record briefs.
3. Have an outstanding record.
4. Interview for the position if required.
5. Once selected, take the IG Basic Course (followed by the IG Advanced Course after a year of IG service).

## **Inspector General Functions**

### ***Assistance and Investigation***

Soldiers, civilians, and family members reach out to the IG to seek assistance and investigate complaints. In order to provide these services, the IG must be skilled and well informed about issues affecting the command. Essential responsibilities are as follows:

- The IG must complete inspector general action requests (IGARs) in a timely manner and prepare accurate trend reports based on reported cases, to advise command on current and future courses of action. The IG Basic Course provides instruction on how to appropriately code IGAR elements. These codes are useful for reporting purposes, querying issues and allegations for trend reports and analysis, and providing guidance on IG-related complaints to a commander's area of responsibility.

- The process of documenting cases is a perishable skill when not used regularly or learned appropriately. Attending the IG Advanced Course will provide information on any updates pertaining to IGARs and timely topics that concern the Army IG.
- Also, the IG intranet (<https://pentagon-p1.ignet.army.mil>) is often updated and should be consulted regularly.



**Figure 63-3.** Then-Major Sharon Denson (right) with Lieutenant General David Quantock, the Army inspector general (IG), at the Department of the Army IG office in 2017. Major Denson served as a detailed IG and later competed for, and was selected as, the aide-de-camp for Lieutenant General Quantock in 2016.

- Additionally, IGs should keep up to date on S1 NET ([https:// www.milsuite.mil/s1net](https://www.milsuite.mil/s1net)), which provides information on human resources personnel updates; news from the Army Times; and local, national, and global news.

### ***Inspections***

The IG must develop and conduct systemic inspections that:

- Identify trends in performance and, if performance lags, identify the root causes.
- Identify the agent or proponent responsible for corrective action and provide recommendations on how the root causes of problematic issues should be addressed.
- Plan and conduct appropriate follow-up inspections to ensure continued compliance.



**Figure 63-4.** Then-Major Amelia Duran-Stanton (third from right) with Lieutenant General Patricia Horoho, the 43rd Army surgeon general, and the Medical Command (MEDCOM) inspector general (IG) team (left to right: Giovanni Veniciano, Sylvia Marchan, Colonel Jennifer Robinson, Lieutenant Colonel Jeffrey Marks, Lieutenant Colonel William Amsink, Lieutenant General Horoho, Urszula Nazarewicz, Major Duran-Stanton, Joyce Lugo-Beltre, and Sergeant Major Anthony Stevens). Major Duran-Stanton served as deputy chief of the MEDCOM IG inspection branch. Photograph courtesy of Sergeant Major (Retired) Anthony Stevens.

- Provide feedback to leaders at all levels.
- Teach and train Army systems, processes, and procedures.

The IG also assists the command G 3/5/7 (operations, readiness, plans, and training offices) with the unit's organization inspection plan. In writing inspection plans and reports, the IG must understand and apply critical thinking; must be able to apply, analyze, and evaluate information and create insightful summaries of this information; and must gain confidence in editorial decisions and edit for impact.

### ***Teach and Train (During Investigations, Assistance, and Inspections)***

The IG must teach and train unit personnel on policy and procedures at every opportunity; teaching is incorporated into all aspects of an IG's duties. The IG also needs to teach lessons learned and best practices observed during inspections, assistance visits, and teach-and-train sessions. Finally, the IG must ensure that leaders and their soldiers know how IGs contribute to mission accomplishment.

## **Working with the Commander**

As the “eyes, ears, voice, and conscience” of the commander, the IG must maintain a direct relationship with the commander (see Figure 63-3). The IG needs to know the commander's guidance as well as his or her philosophy, vision, mission, policies, and directives. The IG must follow the commander's preferences for communication, reporting, and priorities. It is key to meet the commander as soon as possible after the role of IG is undertaken. A common operating picture of information requirements should be properly conveyed. The IG should find out the following:

- How will the IG be used? What will the role of the PA be in the IG office?
- What are the commander's expectations?
- What kind of access will the IG have to the commander?
- How often will the IG meet with the commander? How should the commander be updated and in what format?
- Who else needs to know the information the IG will be providing?
- What are the commander's critical information requirements? Some

examples are allegations against senior officers; chain-of-command abuse allegations; government misuse of funds; warrior transition unit concerns; suicide information (ideation, attempt gestures, completions); and reported sexual assaults. The IG must ask themselves, “Is there anything else that the commander or directing authority prefers to know?” This is why initial and routine meetings with the commander are critical.

- What inspections should be carried out in the current fiscal year, for example, barracks inspections, flagging actions, physical or combat fitness tests?

The IG also needs to discuss the IG administrative information flow with any aides, staff officers, and the commander’s secretary. However, confidential IG matters are discussed only with the commander (conveying these matters to subordinate staff could derail trust and confidence in the IG system). The IG must have a working knowledge of who has access to the directing authority (the commander), especially when the command is not co-located with the IG. The IG will need to manage email, face-to-face communication, and video teleconferences with the directing authority and get access to the command calendar when away from the office. IGs must know their team (this may vary per location and may consist of the deputy IG, assistant IGs, the assistance and investigation team, and the inspection team) and their responsibilities.

## **Time Management**

The IG should have a “battle rhythm” based on weekly, monthly, quarterly, and annual meetings to discuss issues and trends. A consistent schedule will help ensure that the IG presence is known. Examples are as follows:

- Weekly: commander’s update brief, IG office huddle, newcomer’s brief.
- Bi-weekly: commander/IG update meeting, command and staff call.
- Monthly: training, such as payday activities (eg, monthly checks on uniform, pay inspections, professional development opportunities, usually conducted the first Friday of the month) and unit status

report; sexual assault review board (trends and training statistics); commander's call; medical readiness reporting.

- Quarterly: training (IG-specific), Company Commander/First Sergeant Pre-Command Course (PCC), Battalion Commander PCC, Executive Officer/S3 Course, other courses on post.
- Annually: trends and reports.

## **Administrative Recommendations**

- Know installation regulation and policies; and Department of Defense, Headquarters, Department of the Army, and higher headquarters regulations, directives, and policies.
- On a lower level, know staff policies, standard operating procedures, and guidance.
- Find out about operational law and how it affects the command.
- Read the IG bulletins.
- Meet the chief of staff, the command sergeant major, and subordinate unit commanders.
- Meet the staff judge advocate, the legal team, and the ethics counselor or advisor.
- Do outreach with local constituents; be proactive, informative, and visible (attend events, meetings, ceremonies, graduations).
- Provide avenues for input via telephone, email, interactive customer evaluations, bulletins, or flyers.
- Attend meetings and events with units (Officer Professional Development, Non-commissioned Officer Professional Development, Commander/First Sergeant Course, Basic Officer Leader Course, Captains Career Course, newcomers' briefings).
- Emphasize the organizational inspection plan.<sup>4</sup>
- Write and publish articles (have them reviewed for accuracy by the staff judge advocate and public affairs officer).
- Facilitate sensing sessions.

## **Lessons Learned Summary**

- Maintain firm oversight of ongoing cases and investigations and the planning and execution of inspections.
- Set expectations early and maintain initial and periodic counseling with the directing authority and with any subordinates.



- Use staff experience within the office and regularly talk through the case with other staff.
- Be prepared for complainants to want to speak to an IG of the same race or gender.
- Be prepared to change the mindset of commanders, noncommissioned officers, and junior enlisted in relation to communicating with IGs. Many military personnel are unsure about what the IG can do for them and may be apprehensive.
- Be available to all commanders in the organization.
- Be aware and prepared that soldiers and family members may feel more comfortable coming to the IG instead of the chain of command.
- Be prepared to train other IGs on operation orders and staff action standards. Do not be afraid to delegate, but verify information gathered by others.
- Be prepared for cases to take longer at higher command IG offices, including the Department of the Army IG and Department of Defense IG.
- Have a good working relationship with the staff judge advocate.
- Use command products (unit-specific documents based on established policies and procedures that may vary depending on unit custom or the preference of the current command) whenever possible, but ensure that they address allegations completely before completing the report of investigation or report of investigative inquiry (ROI/ROII). IG reports must be worded and prepared properly in accordance with AR 20-1 and must be maintained even when using command products.
- Make sure investigating officers who serve as subject matter experts during IG investigations do their job correctly.
- Always offer help and tell commands and agencies what the IG can do for them.
- Do what is right by the standard.

### **Pitfalls to Avoid**

- Undue influence (provide options, not orders).
- Always bringing bad news (bring positive news too).
- Incomplete electronic IGARs and DA 1559s (IGAR forms).
- Taking shortcuts (in preliminary analysis and fact finding).
- Looking the other way (will make the IG lose credibility).

- Failing to maintain training standards.
- Lack of timeliness (will be perceived as laziness).
- Failing to document (document everything you and other IGs do).
- Jumping to conclusions and failing to perform due diligence in researching information before providing guidance; prematurely or uncritically agreeing with a complainant (get all the facts first and make no promises; there is more than one side to every story).

## Conclusion

The IG is expected to embrace and exemplify the highest standards of conduct, ethics, and professionalism within Army organizations. Maintaining these standards ensures the effectiveness of the IG system. IGs must display sensible character attributes and provide sound advice, assistance, and feedback to their directing authorities and fellow IGs every day. An IG is expected to “be right and then go forward” to support Army commanders, soldiers, and civilians. IGs must:

- Support the commander and chain of command.
- Provide assistance for soldiers, civilians, family members, and retirees.
- Conduct thorough inspections that recognize excellence and identify systemic deficiencies.
- Conduct investigations that meet the standard of thoroughness and fairness.
- Teach and train at every opportunity.

## References

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