

Army Inspector General Mission and Functions (Applications for Arlington County)

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Introduction

- **Army Command Inspector General (2007 – 2009)**
Installation Management Command
– *“the City Managers for the Army”*
- Retired 2009
- **Chief, Operations and Support Division (2009 – Present)**
Office of the Inspector General, Department of the Army



Mission & Functions

Mission: Provide **impartial, objective, and unbiased** advice and oversight to the Army through relevant, timely, and thorough inspections, **assistance**, investigations, and training. Promote and **enable** stewardship, accountability, integrity, efficiency, and good order and discipline **to enhance** total **Army readiness**.

Be the eyes, ears, voice, and conscience of the Army.

4 Functions: Teach and Train, Inspections, Assistance, Investigation



Why do we have IGs?

1. Identify and resolve problems adversely affecting the **County** systems, functions, and programs.
2. Determine the state of the **County's** discipline, efficiency, economy, morale, training, and readiness through the four functions.
3. Communicate the **County Board/Manager's** vision, goals, intent, philosophy, and guidance. *(Important Question: Who does the IG work for?)*

The Makings of an Effective IG:

- Sustains a special, non-insulated relationship w/**County Board/Manager**.
- Can speak truth to power.
- Holds great credibility in the organization - a trusted agent.



The 4 Functions

- **Teach and Train:**
 - Instruct **County** Staffs on **VA/County** policy, processes, and procedures
 - Assist in the planning, management, and preparation of a **County Inspection Program**
- **Assistance:**
 - Assist the **County** leaders in resolving employee/resident problems. Ombudsman
 - Serve as the **County Board/Manager's** "eyes and ears" in seeking out systemic problems (not individual issues!)
- **Inspections:**
 - Ensure the health of critical **County** systems and programs.
 - Confirm or deny your instincts and impressions of ground truth.
 - Assist **County** staff in assessing readiness
- **Investigations:**
 - Resolve, through detailed fact-finding and analysis, allegations of impropriety involving non-criminal matters in which adverse action is not anticipated
 - Conduct initial fact-finding for allegations that are sensitive in nature and that may ultimately go to the **County/Police** for investigation and final resolution.



Thoughts on Oversight!

- **Assess County Oversight**

- Arlington Commissions
- County Auditor/ Audit Committee
- County Management
- Others?

- **Considerations:**

- Do you have the right amount and the right mix.
- Approach: Compliance or Assistance or Both
- Too Much: Expertly overseeing failure; Drag on productivity; Usurp proper channels/County managers/leaders.
- Too Little: Problems not solved before they become a problem; Identification of a problem by protest, press, litigation, or external authority.
- Develop an Overarching Plan

