

2015 OKINAWA IGMC MTT

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INSPECTOR GENERAL

United States Marine Corps



★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: MRS. CYNTHIA EDWARDS, DIRECTOR OF ASSISTANCE & INVESTIGATIONS

SPECIAL CATEGORIES

SPECIAL CATEGORIES

- Military Whistleblower Reprisal
- Civilian Complaints
- Senior Officials
- Equal Opportunity
- Equal Employment Opportunity
- DADT Repeal
- Criminal
- Improper Mental Health Evaluation Referrals
- Congressional / White House Inquiries
- Media Matters
- Hazardous Work Conditions
- Allegations Against Members of SAPs & SAs



CIVILIAN COMPLAINTS

- Whistleblower Reprisal
 - Depends on status
- Grievances / Appeal Adverse Action
 - Refer to Human Resources/Civilian Personnel Office (*Office of Personnel Management*)
- Equal Employment Opportunity (EEO)
 - Refer complainant to Equal Employment Opportunity Commission (EEOC)



CIVILIAN COMPLAINTS - REPRISAL

- **Appropriated Fund Employees**
 - 5 USC 2302 (b)(8)
 - Refer to Office of Special Counsel (OSC) (800-872-9855)

- **Non-Appropriated Fund Employees**
 - DoDI 1401.3, Personnel Policy for Non-Appropriated Fund Instrumentalities (NAFIs)
 - Refer to DODIG Hotline (1-800-242-9098)

- **DoD Contractors**
 - 10 USC 2409
 - Refer to DoDIG Hotline (1-800-242-9098)

- **Local / Foreign Nationals**
 - Status of Forces Agreement (SOFA)



MERIT SYSTEMS PROTECTION BOARD (MSPB)

- An independent quasi-judicial agency established to protect federal employees against abuse by agency management
- Refer these issues to MSPB (<http://www.mspb.gov>)
- Some examples:
 - Removal, terminations
 - Suspension for more than 14 days
 - Reductions in grade or pay
 - Performance-based removals or reductions in grade
 - Denials of within-grade salary increases
 - Reduction-in-force (RIF) actions
 - OPM determinations in retirement matters
 - Denials of restoration or reemployment rights



SENIOR OFFICIAL ALLEGATIONS

- Defined
 - General Officer and BGen Selects (Active duty/Retired/Reserve)
 - Senior Executive Service (Current and former)
 - Presidential appointees (Current and former)

- CIG role: Immediately notify IGMC / Do not put anything in CMS

Why?.....IGMC has sole authority over Senior Official Investigations

IGMC has 5 Days to report Senior Official Allegations to DODIG from date that complaint was received



EQUAL OPPORTUNITY (EO) COMPLAINTS

- Equal Opportunity - Military
 - Sexual Harassment Allegations
 - Sexual Assault Allegations
 - Discrimination Allegations
- CIG Role
 - Refer to Equal Opportunity (EO) Office
- **EXCEPTION:** Any EO allegation against Senior Officials must be reported to IGMC



EQUAL EMPLOYMENT OPPORTUNITY (EEO) COMPLAINTS

- Equal Employment Opportunity - Civilians
 - Sexual Harassment Allegations
 - Discrimination Allegations
- CIG Role
 - Refer to Equal Employment Opportunity (EEO) Office
- **EXCEPTION:** Any EO allegation against Senior Officials must be reported to IGMC



DADT REPEAL

- No monthly reporting requirement to IGMC
- Investigate the allegation NOT orientation



CRIMINAL ALLEGATIONS

- Defined as Offenses Punishable by Fine or Imprisonment
- IGs don't investigate Felony allegations
- Consult with your SJA
- Report criminal allegations to the subject's command for possible JAGMAN or Command Investigation
- Contact NCIS, PMO, CID to refer or obtain declination
- Maintain case in open status until investigation is completed



MENTAL HEALTH EVALUATION (MHE) REFERRALS

- DoDI 6490.1 - *Mental Health Evaluations of Members of the Armed Forces*, 1 Oct 1997 and **4 Mar 2013**
- DoDD 7050.6 - *Guide to Investigating Reprisal and Improper Referrals for Mental Health Evaluations*, 23 July 2007
- DODI 6490.04 defines MHE as: *A psychiatric examination or evaluation, a psychological examination or evaluation, an examination for psychiatric or psychological fitness for duty, or any other means of assessing the mental health of a Service member.*



DoDI 6490.4

- Does not apply to:
 - Voluntary self-referrals
 - Required pre and post deployment assessments
 - Responsibility/competency inquiries for CM
 - Family Advocacy Program interviews
 - Drug/Alcohol abuse rehab programs
 - Clinical referrals by healthcare providers w/consent
 - Evaluations under law enforcement or corrections procedures
 - Evaluations for Special duties or occupations



MHE REFERRAL

- Who has the authority to refer a Service member for an Involuntary MHE under the new rule?

Commanders and **Supervisors**

- A Supervisor is:

A commissioned officer within a Service member's chain of command, or a civilian employee in a grade comparable to a commissioned officer, who exercises supervisory authority over the member; and is authorized due to the impracticality of involving the commanding officer.



NON-EMERGENCY REFERRALS

- Commanders and supervisors who in good faith believe a subordinate Service member may require a MHE are authorized to direct an evaluation
- Requirements
 - Provide the member the name and contact info of the mental health provider
 - Inform the member the date, time, and place of the MHE
 - Explain that there is no stigma associated with obtaining mental health services
- What is not required anymore
 - A written memo
 - Right to contact an IG and/or attorney
 - 2 business days between notice and MHE



EMERGENCY REFERRALS

- Any situation in which a Service member is found or determined to be a risk for harm to self or others:
 - A member, by actions or words, such as actual, attempted, or threatened violence, intends or is likely to cause serious injury to himself or others
 - When the facts and circumstances indicate the member's intent to cause such injury is likely
 - When the commanding officer believes the member may be suffering from a severe mental disorder
- Communicate to the mental health provider the circumstances and observations that led to the referral prior to or during transport
- What is not required anymore
 - Memo outlining the member's rights and reasons for the referral



MHE FOLLOW ON ACTIONS

- Rights of the Service Member
 - *The member has the right, as soon as condition permits, after admission, to contact anyone the member chooses (eg. Relative, friend, Chaplain, Attorney, IG)*

- MHE Findings and Recommendations
 - Mental Health Providers advise Commander/ Supervisor
 - Information and recommendations to understand the member's condition in order to make reasoned decisions about safety, duties, and medical care requirements
 - How the commander/supervisor can assist member's treatment
 - Member's fitness and suitability for continued service and whether separation from Service is recommended



CIG ROLE IN IMHE

- Receive and analyze complaints from Service members that allege a command-directed MHE was conducted in reprisal for a protected communication
- DoDIG, IGMC and CIG may still receive complaints about procedural errors but those can be referred to the command and do not require IG involvement
- IGMC has to report Improper Mental Health Evaluation complaints to DODIG within 10 DAYS of the complaint



CONGRESSIONAL & WHITE HOUSE INQUIRIES

- Congressional
 - IG receive Member of Congress (MoC) inquiries
 - Directly from MoC – contact OLAC
 - From Office of Legislative Affairs
 - OLA will respond to MoC – MOC will respond to the complainant
- White House
 - IG receive White House inquiries
 - White House Liaison Office (WHLO)
 - Office of Legislative Affairs
 - Responses go to the WHLO
- Privacy Act Considerations



2010
2009
2008
2007
2004
1991
Born

 **Stephen Danbom** shared CNN's photo.
December 29 at 1:26pm · 🌐

I admire the daily crap I take more than those domestic terrorists



CNN

Who do you admire the most? Barack Obama is the most admired man in the world and Hillary Clinton the most admired woman, according to Gallup's annual poll:
<http://cnn.it/1Aeasqn>

Like · Share

👍 8 people like this.

 **Christopher Alexander O'Quin** you want a shitstorm. This poll is how you generate a shitstorm
December 29 at 1:35pm · Like · 👍 1

 **Stephen Danbom** #fact haha
December 29 at 2:17pm · Like

 **Randy Clinton** Hey bud, not sure if you want to make such a public scene about calling the president a terrorist next to you wearing your blues. It's a public post. Not sure if you really want this to go viral.
December 29 at 2:21pm · Like · 👍 3

 **Stephen Danbom** Hey "bud", first, I don't know you. And second I still have rights and am free to express my beliefs. The very ones I have fought for and I will express them freely. Because this is America and I will not be shush ed into a corner because everyone else is scared of the dictator in charge. Not me. Not today satan
December 29 at 3:32pm · Like



SOCIAL MEDIA

- 96% of people under age 30 have joined a social network
- Social media is accepted and used throughout DoD to recruit, link families, and push information
- Everything you publish online has the potential to be seen by everyone – not just your family and friends
- Misuse of Social Media has a detrimental impact on the individual Marine and readiness of the unit
- Marines should use their best judgment at all times and avoid inappropriate behavior that could bring discredit upon themselves, their unit, and the Marine Corps. This includes posting any defamatory, libelous, abusive, threatening, racially or ethically hateful or otherwise offensive or illegal content. (MARADMIN 365/10)



SOCIAL MEDIA

- 3-5 social media sites purport to depict Marine Corps culture
 - Participants bill themselves as a movement to defend Marine infantry culture
- Online community of approx. 20,000 committed followers
 - A mix of active duty Marines, former Marines, and civilians
 - Exact breakdown difficult to determine due to anonymity of many postings
- Sites display sexist content in two forms:
 - General – misogynist images and posts
 - “Fire missions” - targeted attacks against individuals
- Sites are drawing negative attention from Congress and the media
- Perception is that Marine Corps is not doing enough

"The 'humor' expressed on this page and similar pages ... contribute to a culture that permits and seems to encourage sexual assault and abuse." – Rep. Speier to CMC, 08 May 2013



SOCIAL MEDIA – CURRENT APPROACH

- Current efforts are reactive
 - USMC acts only in response to specific complaints
 - Removal of offensive material can take days/weeks
- Inappropriate personal online activity is prohibited by policy
 - Some offenders have been punished under UCMJ (Arts. 92, 93, and 134)
- Web hosts have shutdown sites in response to complaints
- Despite efforts, continued presence of sites gives perception USMC is not doing enough
- Marines are responsible for all content they publish on social networking sites, blogs, or other websites (MARADMIN 365/10)
- Report to IGMC events and incidents likely to attract media interest!



HAZARDOUS WORK CONDITIONS

- Command Safety Program
- IG **will not** work
- IG May look into a systemic issue
- Teach and train



ALLEGATIONS AGAINST MEMBERS OF SAPs & SAs

- Allegations against
 - Members of special access programs (SAP)
 - Members of sensitive activities (SA)
- Contact IGMC Office for Intelligence Oversight (IO) Mr Vogt (edwin.vogt@usmc.mil / 703-604-4518)



ISSUES WITH OTHER FORMS OF REDRESS

- Refer Complainant to agency
- Teach and Train complainant about other forms of redress
 - Claims
 - Financial Liability Investigation of Property Loss (FLIPL)
 - Evaluations
 - Enlisted Reductions
 - Fitness Reports
 - Non-judicial punishment
 - Separations
 - Security clearances
 - Military Board of Corrections



QUESTIONS?



LAW OF WAR VIOLATIONS

- Law of War – International law that regulates the conduct of armed hostilities
- DoDD 2311.01E, “Law of War Program”
- CJCSI 5810.01D, “Implementation of the DoD Law of War Program”
- Reportable is any possible, suspected or alleged credible Law of War violation, that occurred during armed conflict or military operations
- Allegations are reported through the chain of command
- IG’s chain of command reports the allegations to the Secretary of the Army, Executive Agent for Law of War violations
- Handling Law of War violations
 - IG reports violations to the chain of command
 - IG does not conduct an investigation
 - *Violations are inherently criminal and not normally appropriate for Joint IG action*



PRIVATE INDEBTEDNESS OF MILITARY PERSONNEL

- Members of the Military Services are expected to pay their financial obligations in a proper and timely manner
- DoD Components have no legal authority to require members to pay a private debt or to divert any part of their pay for satisfaction of a private debt
- Some State laws limit creditors contacting a debtor's employer
 - **Check with legal**
 - **Refer to Command**



NONSUPPORT OF FAMILY MEMBERS

- Service members are expected to provide adequate support
- Commander's responsibility -- not Joint IG's
 - Counsel / interview Service member
 - Check with legal
 - Respond to complainant
- IG's responsibilities:
 - Ensure chain of command is informed
 - Ensure family's immediate needs are met
 - Do not offer opinions, do not take sides
 - Obtain Privacy Act Statement to release personal information
- Document action taken
- Teach and train





INSPECTOR GENERAL

United States Marine Corps



★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: LTCOL MICHAEL SUTHERLAND

REPORT WRITING

AGENDA

- Hotline Completion Report (HCR)
- Memorandum For the Record (MFR)
- IG Product



INITIAL THOUGHTS

- Often perceived as the most difficult phase of the process
- Write report at the *appropriate level* for the audience
- “Don’t reinvent the wheel”
- Timely means relevant, increases the credibility in the IG system, and often results in more meaningful command action
- IGMC can provide mentorship and guidance



WHAT IS PLAIN LANGUAGE?

- Government Mandates
 - Clinton memorandum on Plain Language in Government Writing, 1998
 - President Obama signed the Plain Writing Act of 2010 in October 2010
- It is communication with your audience so they may understand the first time they read or hear it
- <http://www.plainlanguage.gov/>

Ref.:DODI 5025.13



WRITING TIPS

- Simple sentence structure
- Clear ideas
- Relevant facts enable good discussion or analysis
- Break the report into manageable pieces (standards, allegations, Findings of Facts, etc.)
- Peer review



TECHNIQUES FOR PLAIN LANGUAGE

- Logical organization with the reader in mind
- "You" and other pronouns
- Active voice
- Short sentences
- Common, everyday words
- Easy-to-read design features

Ref.:DODI 5025.13



AMBIGUOUS WORDING REWRITTEN

Before:

During December 2013 Ms Hays testified that SgtMaj Bean moved out of the family home.

After:

Mrs. Bean testified that SgtMaj Bean moved out of the family home during December 2013.



AMBIGUOUS WORDING REWRITTEN

- Before
 - This regulation governs disaster assistance for services to prevent hardship caused by fire, flood, or acts of nature that are not provided by FEMA or the Red Cross.

- After
 - This regulation governs disaster assistance that
 - consists of services to prevent hardship caused by fire, flood, or acts of nature; and
 - is furnished by a provider other than FEMA or the Red Cross.



HEADLINES GONE BAD

- Iraqi Head Seeks Arms
- Something Went Wrong in Jet Crash, Expert Says
- Police Begin Campaign to Run Down Jaywalkers
- Enraged Cow Injures Farmer with Ax
- Farmer Bill Dies in House
- British Left Waffles on Falkland Islands
- Teacher Strikes Idle Kids
- Miners Refuse to Work after Death
- Juvenile Court to Try Shooting Defendant



GETTING READY TO WRITE

- Organize your information (IP, force-field diagram, evidence matrix, documents, etc.)
- Verify transcripts
- Read prior reports
- Follow a deliberate process
- Pre-brief with your legal advisor



IMPORTANCE OF THE HOTLINE COMPLETION REPORT

- Written report provides
 - the Directing Authority with the facts, analysis and conclusions
 - the basis for the Directing Authority to take action
 - may have policy implications at local command or higher
- Should be a stand alone accurate, and impartial document that can withstand scrutiny



HOTLINE COMPLETION REPORT

Type	Did CIG Investigate?	HCR Req from CIG?	Legal Review Req?
1. Action Ref	Yes	Yes	Yes
2. Action Ref	No	Yes	No
3. Information Ref	Yes	Yes	Yes
4. Information Ref	No	No (MFR)	No

Required when tasked by DoDIG



HOTLINE COMPLETION REPORT - REPORT STRUCTURE

1. Name of Official Conducting Inquiry
2. Rank of Official
3. Duty Position and Telephone Number
4. Organization
5. Hotline Control Number
6. Scope, Findings of Fact, Analysis, and Conclusions
7. Criminal or Regulatory Violations Substantiated
8. Disposition
9. Security Classification
10. Location of working papers



HOTLINE COMPLETION REPORT - LETTERHEAD



UNCLASSIFIED//FOR OFFICIAL USE ONLY (FOUO)

YOUR COMMAND'S LETTERHEAD HERE

IGA
5000/5041
DATE

From: YOUR NAME GOES HERE

To: YOUR CG'S (OR BASE COMMANDER) NAME GOES HERE

Subj: HOTLINE COMPLETION REPORT FOR DODIG CASE # FOLLOWED BY
CMS CASE NUMBER; ex: DoDIG Case# 20150000-
00000-CASE-00 / IGMC Case# 12345



HOTLINE COMPLETION REPORT – ADMIN INFO (1-5)

1. Name of Official Conducting Inquiry: Michael J. Sutherland
2. Rank of Official: Lieutenant Colonel/USMC
3. Duty Position and Telephone Number: Deputy Director for Assistance and Investigations: (703) 604-4515
4. Organization: Assistance and Investigations, Inspector General of the Marine Corps (IGMC), Headquarters Marine Corps
5. Hotline Control Number: DoDIG Case# 20150000-00000-CASE-00 / IGMC Case# 12345



HOTLINE COMPLETION REPORT – PART 6

Scope (Part I)–

Origin and summary of the complaint

Type of investigation/inquiry

The authority for the investigation

Applicable Directives/Standards

Limitations (Constraints/Restrictions)

Actions taken by Investigating Officer

Other matters

Scope of investigation



HOTLINE COMPLETION REPORT – ALLEGATIONS

- Scope (Part II)–
 - *Identify all allegations: who, did what, in violation of what and when?*
 - *Properly framed allegations using language of the standard*



HOTLINE COMPLETION REPORT – ALLEGATIONS

- A Complaint from Ms Smith, wife to SSgt Smith that he committed adultery with Ms Brown, wife to GySgt Brown

- SSgt Smith committed adultery in violation of 1165 from January to June of 2012



HOTLINE COMPLETION REPORT – ENCLOSURES

A list of documents used to support the findings of fact in the investigation/testimonies

Annotate how enclosures obtained

(3) Enclosures:

- (a) Mrs. Bean complaint to the IG dated February 15, 2014
- (b) Statement of Mrs. Bean dated February 20, 2014
- (c) SgtMaj Bean's MCTFS DEPN print out
- (d) Statement of SgtMaj Bean dated March 30, 2014



HOTLINE COMPLETION REPORT – FINDINGS OF FACT

- Each allegation will have its own findings of fact
- Each finding of fact will relate to the allegation of that section
- Each finding of fact will be supported by a referenced enclosure



HOTLINE COMPLETION REPORT – FINDINGS OF FACT

Examples:

1. SgtMaj Bean was married to Mrs. Bean on 14 February 2013. (Encl 1)
2. Mrs. Bean testified that SgtMaj Bean moved out of the family home during December 2013. (Encl. 2)
3. SgtMaj Bean testified that he is still married to Mrs. Bean and she is still listed as his dependent. (Encl. 3,4)



HOTLINE COMPLETION REPORT – ANALYSIS

The IO must methodically examine the Findings of Fact (based on physical and testimonial evidence) relating to an allegation to reach a conclusion.



HOTLINE COMPLETION REPORT – ANALYSIS

Example

The review of documents provided by SgtMaj Bean, Mrs. Bean, and DFAS revealed that SgtMaj Bean has a current financial obligation to Mrs. Bean beginning on December 2013 to present.



FINDING OF FACT OR ANALYSIS?

Maj Williams admitted that he received falsified documents in order to receive additional money from DFAS.

The testimony from the witnesses during this investigation corroborated the complaint by PFC Smith that he was hazed during a promotion ceremony by Maj Sun.



HOTLINE COMPLETION REPORT – CONCLUSION

- Restate the allegation with the one of the three acceptable findings at the end

- Only three acceptable findings for the conclusion:
 - **Not Substantiated** – Not supported or established by a preponderance of the evidence
 - **Substantiated** – Supported or established by the preponderance of the evidence
 - **Unfounded** – No basis in fact



HOTLINE COMPLETION REPORT – CONCLUSION

Example

Maj Betty White improperly used Marines to conduct a car wash to raise money for the Marine Corps Ball, in violation of MCO 5100.31, on 1 November 2013 is **SUBSTANTIATED.**



HOTLINE COMPLETION REPORT – 7 THROUGH 10

7. Criminal or Regulatory Violations Substantiated:
8. Disposition: Include results of punitive and/or administrative sanctions, value of property or funds recovered, or other actions taken
9. Security Classification: Specify any security classification of information
10. Location of Working papers: Where the enclosures and other documents are kept



HOTLINE COMPLETION REPORT – ENDORSEMENT

- Directing Authority Approval
 - Must sign and state concurrence or non-concurrence
 - If non-concur, must write addendum
 - Must clearly explain rationale
 - Maintained with original HCR
- Actions By the Directing Authority
 - Approves
 - Modifies
 - Disapproves
 - Directs additional action



RULES FOR A GOOD HOTLINE COMPLETION REPORT

- The HCR must be a stand-alone document
- Topics must be systematically arranged and
- the report must be logically written
- Written as if the reader had no prior
- knowledge of the case
- Analysis of each allegation must be factual, short, and
- clearly stated
- Includes a legal sufficiency review and command
- endorsements



GOOD REPORT WRITING

- Facts are facts – Discussion is analysis
- Specify the elements for each standard
- Do not introduce facts in the Analysis section that have not previously been presented in the fact section
- Do not introduce a new standard in the Analysis section



GOOD REPORT WRITING (CONTINUED)

- Avoid adverbs; refer to witnesses' perceptions, not your own
- Do not discuss or analyze evidence in the fact section
- Do not state, "the majority of witnesses" stated "x"
-
- Instead... Quantify similar testimony – "...5 of 8 witnesses stated..."
- Do not state "witnesses testified that" when you are only referring to one witness



NOT SO GOOD REPORT WRITING

Rebuttal versus objective reporting

Ensure a comprehensive report – run down all the leads/witnesses

Analysis and/or conclusion does not match

Findings of Fact

Lack of accountability



NOT SO GOOD REPORT WRITING

CIG fails to read entire report and find IO errors prior to forwarding to IGMC

Allegations not formatted properly

Subject and/or complainant not interviewed

Combined analysis for two separate allegations



MEMORANDUM FOR THE RECORD (MFR)

- Required when...
 - To summarize actions taken for an assistance case
 - Dismiss a case
- Can be used as....
 - Interim Reports



IG PRODUCT

- Purpose: to ensure that all of the components of an IG report are contained in the final submission
- Final submission must contain all of the ten components of the HCR
- Use the HCR format to capture those components not previously captured

“Findings of Fact: Findings of Facts are incorporated in the Command Investigation (Encl XX) conducted by Capt Smith, dated 21 Oct 14”



QUESTIONS?





INSPECTOR GENERAL

United States Marine Corps



★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: CYNTHIA EDWARDS, DIRECTOR ASSISTANCE AND INVESTIGATIONS

MILITARY REPRISAL INVESTIGATIONS (MRI)

To REPRISE OR NOT TO REPRISE.....



Dilbert.com DilbertCartoonist@gmail.com



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DEPARTMENT OF DEFENSE MRI MISSION

- Conduct / oversight investigations of:
 - Whistleblower Reprisal (Final approval authority)
 - Improper MHE referrals of Military members
- Establish and maintain Whistleblower Protection policy for:
 - Military
 - Non-Appropriated Fund Instrumentality (NAFI) Employees
 - Appropriated Fund Employees
 - Defense Contractor Employees
- Coordinate with the Intelligence Community IG on protections for civilian employees of the Intelligence Community
- Develop implementing directives
- Train Service and DoD personnel
- Monitor Whistleblower trends



CATEGORIES OF PROTECTED EMPLOYEES

(STATUTES AND DoD DIRECTIVES)

- **Whistleblower Reprisal**
 - Military Members (DoD IG, Services, Components)
 - *10 U.S.C. 1034, DoDD 7050.06*
 - Non-Appropriated Fund Employees (DoD IG)
 - *10 U.S.C. 1587, DoDD 1401.03*
 - Appropriated Fund Employees (DoD, OSC)
 - *5 U.S.C. 2302, DoDD 5106.01*
 - Defense Contractor Employees (DoD IG)
 - *10 U.S.C. 2409, FAR Subpart 3.9*
 - Intel Community Employees (DoD, NSA, DIA, NGA, and NRO)
 - *PPD-19, DTM 13-008, ICWPA*
- **Improper Mental Health Referrals (DoD, Services, Components)**
 - *DoDD 6490.1, DoDI 6490.4*



WHISTLEBLOWER PROTECTION - A DYNAMIC HISTORY



Ernie Fitzgerald



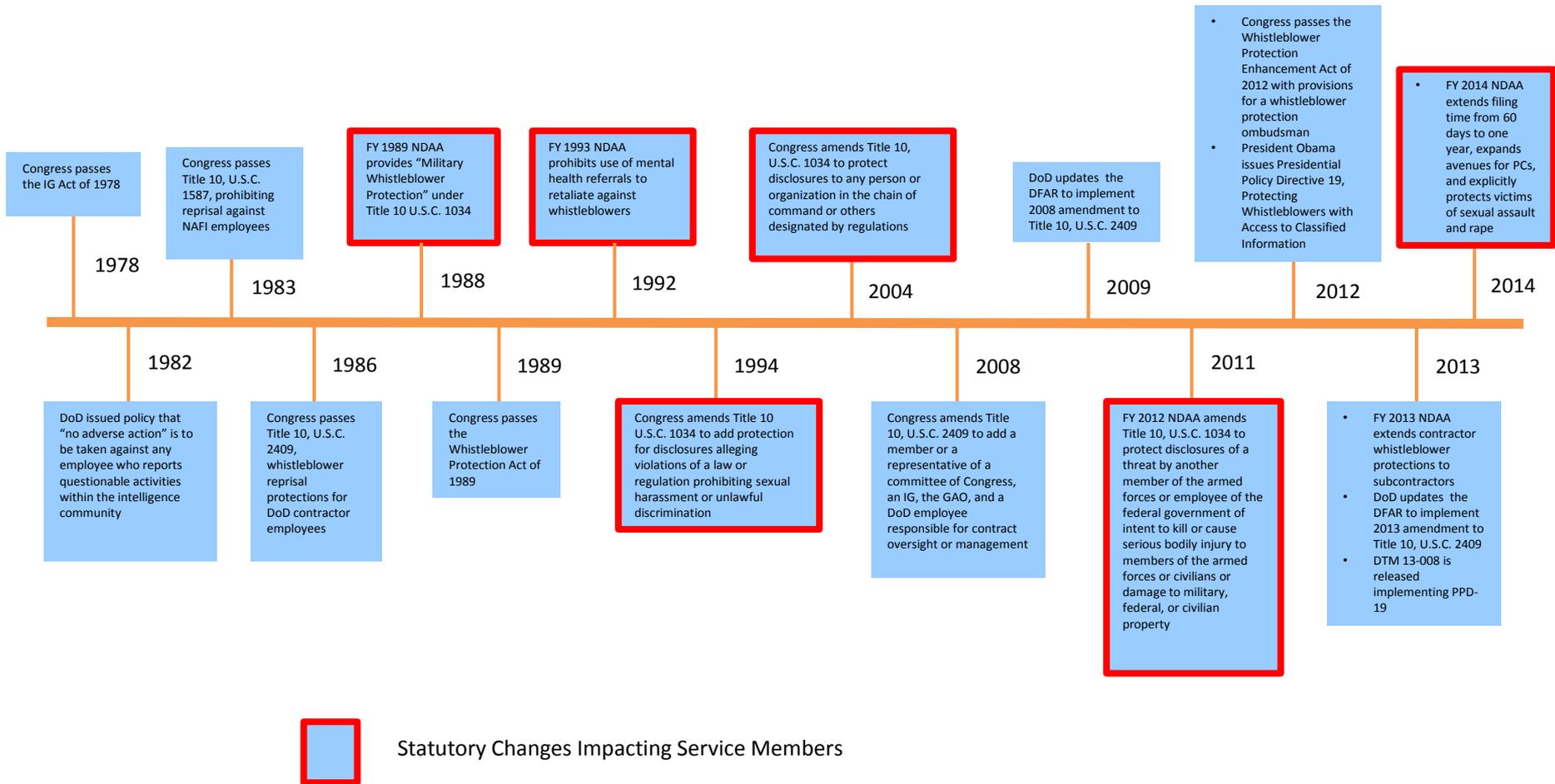
Congresswoman Barbara Boxer



Col James Burton



DEVELOPMENT OF THE LAW



THE LAW

- The Military Whistleblower Protection Act – Oct 1998
 - 10 USC 1034 - Protected Communication; prohibition of retaliatory personnel actions
- Abuses impact mission accomplishment
- Ensure grievance channels remain open
- Directs IG ownership
- Applies to military members in Title 10 Status
 - Civilians, NAFI employees, and Contractors are covered by other federal statutes



PROHIBITION OF RETALIATORY ACTIONS

- Restriction (IGMC Action)

- Retaliation in the form of
 - Reprisal (IGMC Action)

 - Ostracism (Command Action)

 - Maltreatment (Command Action)



RESTRICTION

- Restriction (Title 10, Section 1034a)
 - No person may restrict a member of the armed forces in communicating with a Member of Congress or an IG
- Commanders
 - May encourage or order members to report wrongdoing to the chain of command
 - May not restrict a member from going to a Member of Congress or an IG
 - Must avoid creating a “chilling effect” where members are afraid to report wrongdoing due to perceived threats
- This is an IGMC issue and cannot be referred to command



RETALIATION

- FY2014 NDAA, Section 1709: Prohibition of Retaliation against Members of the Armed Forces for Reporting a Criminal Offense added
- **Retaliation:** IAW SECNAVINST 5370. 7D, retaliation is defined as one of the following actions when taken against a service member because that member reported, either formally or informally, a criminal offense:
 - **Personnel Action (Reprisal):** Taking or threatening to take an unfavorable or adverse personnel action, or withholding or threatening to withhold a favorable personnel action
 - **Ostracism:** the exclusion from social acceptance, privilege, or friendship with intent to discourage reporting of a criminal offense or otherwise discourage the due administration of justice
 - **Maltreatment:** treatment by peers or by other persons, that, when viewed objectively under all the circumstances, is abusive or otherwise unwarranted, unjustified, and unnecessary for any lawful purpose, that is done with intent to discourage reporting of a criminal offense or otherwise discourage the due administration of justice, and that results in physical or mental harm or suffering, or reasonably could have caused, physical or mental harm or suffering



REPRISAL

- Reprisal (Title 10, Section 1034b)
 - No person may take (or threaten to take) an unfavorable personnel action, or withhold (or threaten to withhold) a favorable personnel action, as a reprisal against a member of the armed forces for making, preparing, or being perceived as making or preparing a protected communication
 - This is an IGMC issue and cannot be referred to command – it must stay in IGMC channels for investigative actions
 - CIG responsible for initial complaint analysis



NOTIFICATION REQUIREMENTS



IGMC Notify DoD IG WRI within 10 working days of complaint receipt if allegations include whistleblower reprisal or restriction



- Clarify if complainant is alleging reprisal or something else
- Identify and address other command issues



TIMELINESS



- Service IGs may dismiss allegations based on timeliness
 - For personnel actions taken before 26 Dec 13, complainants had 60 days to file
 - For personnel actions taken on or after 26 Dec 13, complainants have **one year** from when they learn of the personnel action to file a complaint
- Service IGs may consider cases that exceed the time if
 - Compelling reasons for delay exist
 - Strength of evidence is overwhelming
- **NO LIMIT FOR RESTRICTION**



DEFINITIONS ASSOCIATED WITH REPRISAL

- Gross Mismanagement: a management action or inaction that creates a substantial risk of significant adverse impact upon the agency's ability to accomplish its mission
- Gross Waste of Funds: a more than debatable expenditure that is significantly out of proportion to the benefit reasonably expected to accrue to the government
- Abuse of Authority: An arbitrary or capricious exercise of power by a federal official or employee that adversely affects the rights of any person, or that results in personal gain, or advantage to himself or to preferred other persons.



REPRISAL – ELEMENTS

- **Protected communication (PC)**
 - Personnel action
 - Responsible Management Official (RMO) knowledge of the PC
 - Apparent linkage between the PC and the personnel action



PROTECTED COMMUNICATION

IF

- A lawful communication was made to an IG or a Member of Congress

THEN

- That communication is protected



PROTECTED COMMUNICATION (CONT)

IF

- The communication was made to:
 - DoD audit, inspection, investigation, or law enforcement organization;
 - any person or organization in the chain of command;
 - a court-martial proceeding; or
 - any other person or organization designated pursuant to regulations or other established administrative procedures to receive PCs *concerning...*



PROTECTED COMMUNICATION (CONT)

AND

- ...any communication which the member reasonably believes evidences:
 - A violation of law or regulation (including rape, sexual assault, other sexual misconduct, sexual harassment, or unlawful discrimination)
 - Gross mismanagement or gross waste of funds
 - An abuse of authority
 - A substantial and specific danger to public health or safety, or
 - A threat by another member of the armed forces or employee of the Federal Government that indicates a determination or intent to kill or cause serious bodily injury to members of the armed forces or civilians or damage to military, Federal, or civilian property

THEN

- That communication is protected



PROTECTED COMMUNICATION (CONT)

IF

- The communication was testimony or was made when participating in or assisting an investigation or proceeding related to a PC, or filing, causing to be filed, participating in, or otherwise assisting in an action brought under this section (10 USC 1034).

THEN

- That communication/action is protected



PROTECTED COMMUNICATION

Protections will not be excluded because:

- The communication was made to one or more of the alleged wrongdoers;
- The information had already been revealed;
- Of the member's motive in making the communication;
- The communication was not made in writing;
- The member made the communication while off duty; or
- The communication was made during the normal course of duties.



DEFINITIONS

Substantial and specific danger to public health or safety:

- Substantial and specific—
 - *Must involve particular person, place or thing*
 - *Not a negligible or remote or ill-defined peril*
- “Public” doesn’t have to be the general public
 - *Can be a limited number of personnel*



PROTECTED COMMUNICATION

For each PC you must determine:

- When was it made?
- To whom was it made?
- What was the subject of the complaint?
- Disposition of the issue identified in the PC?



REPRISAL – ELEMENTS

- Protected communication (PC)
- **Personnel action**
- Responsible Management Official (RMO) knowledge of the PC
- Apparent linkage between the PC and the personnel action



PERSONNEL ACTION

Any action taken on a member of the Armed Forces that affects, or has the potential to affect, that military member's current position or career

(DoDD 7050.06, E2.8)



PERSONNEL ACTIONS

Personnel actions include:

- Denial / delay of promotions
- Disciplinary or other corrective action
- Fitness Reports / Performance Evaluations
- Transfer or reassignment (or denial of)
- Decisions affecting
 - Pay
 - Benefits
 - Awards
 - Training
 - TAD



PERSONNEL ACTIONS (CONT)

- Referral for a mental health evaluation
- Any other significant change in duties or responsibilities inconsistent with military member's grade or a threat to make such a change
- Revocation/Suspension of:
 - access to classified material
 - authorization to carry a weapon
 - flying status
 - special certifications



REPRISAL – ELEMENTS

- Protected communication (PC)
- Personnel action
- **Responsible Management Official (RMO) knowledge of the PC**
- Apparent linkage between the PC and the personnel action



RESPONSIBLE MANAGEMENT OFFICIAL KNOWLEDGE

Responsible Management Official (RMO)

- Influenced or recommended the action be taken
- Made the decision to take the action
- Approved, reviewed, or endorsed the action

Knowledge

- Personally receiving the protected communication
- Hearing rumors about the protected communication
- Suspicion or belief that the complainant may have made a protected communication



REPRISAL – ELEMENTS

- Protected communication (PC)
- Personnel action
- Responsible Management Official (RMO) knowledge of the PC
- **Apparent linkage between the PC and the personnel action**



Would the **UPA** have occurred if there was no **PC**?



MRI COMPLAINT ANALYSIS – (CIG)

References

Marine Corps Inspector General Program Assistance Guide,
August 2009
10 USC 1034

Gather information

Complainant interview
Copy of the PC(s)/UPA(s)
Chronology of events
Readily available documentation
Witness information



INVESTIGATING REPRISAL (IGMC)

- Utilize complaint intake as launching point
- Examine 4 main elements to determine if reprisal occurred
- Testimony based (complainant, *witnesses, RMOs, and subject matter experts*)
- Determine if facts support a nexus between the protected communication and the personnel action
- IGMC must forward to DoDIG WRI for final approval
- Delays in completion require:
 - Investigations should be completed within 180 days of filing
 - Must notify SecDef, Secretary of military department concerned (if applicable), and complainant of any delay, the cause of delay, and estimated completion date



THE 4 QUESTIONS OF REPRISAL

1. Protected Communication?
2. Personnel Action?
3. RMO Knowledge?
4. Reprisal or Independent Basis?



ELEMENTS OF REPRISAL - QUESTION 1

1. Did the military member make or prepare to make or be perceived as making or preparing a communication protected by statute?
 - To whom was the disclosure made?
 - What was disclosed?
 - When was the disclosure made?
 - Did a third party make the disclosure on behalf of the complainant?



ELEMENTS OF REPRISAL – QUESTION 2

2. *Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld following the protected communication?*

- What was the personnel action?
- When was it taken, withheld, or threatened?
- Identify all RMOs who:
 - *Influenced the decision to take action*
 - *Made the decision to take action*
 - *Took the action*
 - *Approved, reviewed, or endorsed the action*



ELEMENTS OF REPRISAL – QUESTION 3

3. *Did the official(s) responsible for taking, withholding, or threatening the personnel action know about the protected communication?*

- Determine if any RMO knew, suspected, believed, or heard rumors that the complainant made or prepared to make a protected communication
- Determine when the RMO first suspected, believed, heard, or learned that the complainant made or prepared a protected communication



RMO KNOWLEDGE

RMO knowledge can be considered “yes” if they:

- Personally received the PC
- Heard rumors about the PC
- Suspected or believed the complainant made a PC (even if not true)

Notes:

- Precise knowledge of PC content is not necessary
- Simply being aware PC occurred (regardless of the subject or content) is sufficient

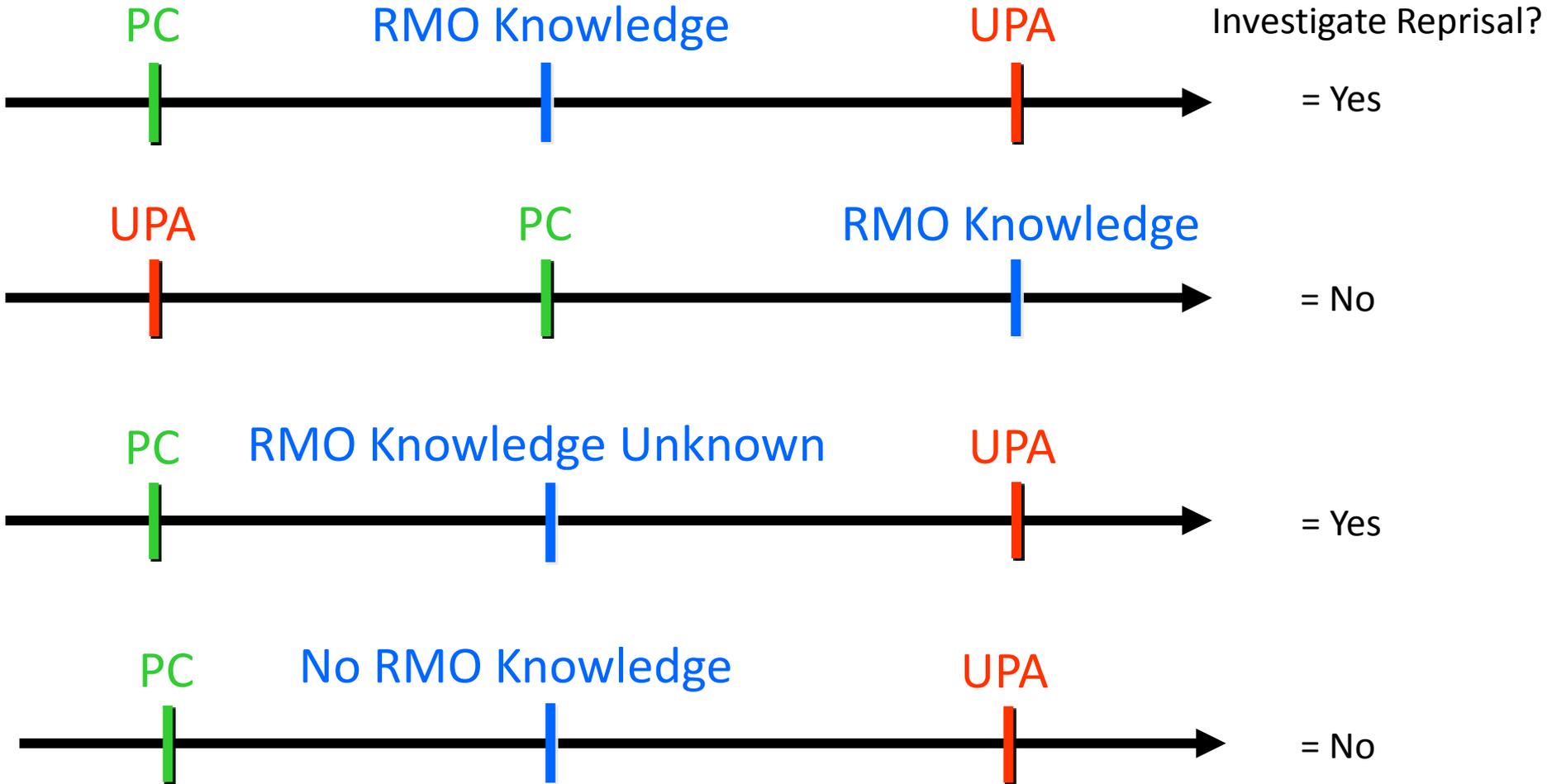


DOUBT

If there is any doubt or uncertainty
whether the RMO knew about the PC --
then give the complainant the benefit of the doubt,
and proceed.



TIMELINE



ELEMENTS OF REPRISAL – QUESTION 4 (IGMC)

4. *Does the evidence establish that the personnel action would have been taken, withheld, or threatened if the protected communication had not been made?*

- Consider five variables
 - *Reason*
 - *Timing between the PC and personnel action*
 - *Motivation*
 - *Animus*
 - *Consistency*



ANALYZING THE EVIDENCE

- **Reason**
 - Why did the RMO take (or withhold) the action?
- **Timing between the PC and personnel action**
 - Less time – higher probability of reprisal
- **Motivation**
 - Did the RMO(s) suffer embarrassment or negative consequences because of the PC?
- **Animus**
 - Has the RMO(s) expressed animosity towards the complainant for making the PC or for the idea of anyone making a PC?
- **Consistency**
 - Were other, similar problems handled in a similar manner?



RMO ACTIONS

- What factors did the RMO(s) consider?
 - *It's incumbent on the RMO(s) to explain*
- Why at that particular time?
- Inconsistencies between the evidence and RMO(s) testimony?
- Bias against complainant “going outside the chain of command?”



WHAT NOW?

Answer the following:

“Make or prepare to make a PC?”

“UPA taken or threatened?”

“RMO(s) knowledge of the PC ?” If there is any doubt, give the complainant the benefit.

If any NO, you’re done!



WHAT NOW?

If the answers are - YES, YES, YES....

Complete a Complaint Analysis MFR

- a. Complainant Information
- b. PC(s)
- c. UPA (s)
- d. RMO (s)

IGMC will make investigative decision

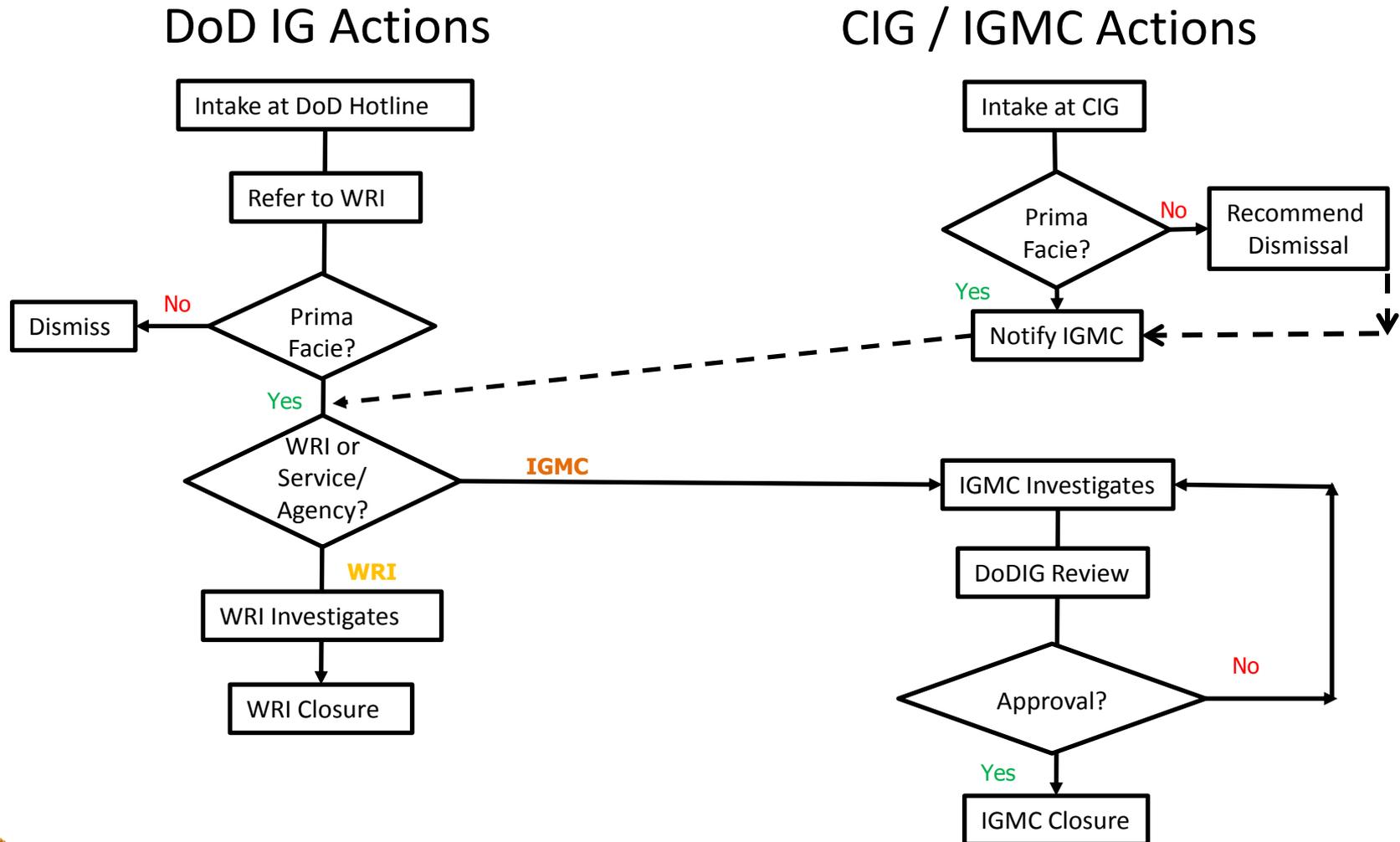


REPORT OF INVESTIGATION

- The 4 questions are the core of the analysis
- Chronology of Events is critical
- Analyze testimony, actions, & evidence
 - *Corroborate testimony*
 - *Subject matter “experts”*
- Determine
 - *What is credible*
 - *What is not*
 - *Why?*
- Linkage between PCs and personnel actions



MILITARY REPRISAL CASE FLOW (DoDIG/IGMC/CIG)



REPORTING REQUIREMENTS

- IGMC will notify DoDIG of allegations of reprisal within 10 days of complaint receipt – Include a copy of the complaint
- If the investigation/inquiry is going to exceed 180 days, must notify the complainant of this fact, explain why, and give an estimate for completion
 - *Copies of this message must be sent to SecDef, the Secretary of the Navy and to DoDIG*
- Upon approval of the investigation by DoDIG, submit a report on the findings to the complainant, the SecDef, and the Secretary of the Navy of the findings. IGMC will provide DoDIG a copy of the notification to the complainant
- Notify DoDIG of any command actions or remedial actions taken as a result of the investigation



MILITARY WHISTLEBLOWER “PROTECTIONS”

- IG DoD has oversight responsibility for all DoD military reprisal complaints
- Service Members have the right to appeal to the Secretary of Defense
 - Must exercise all appeal channels within their Service Board of Corrections
 - Must file their appeal within 90 days of the final decision by the Service
- In cases with substantiated allegations, the Secretary of the Navy must ensure the command took action or notify the SecDef why no action was taken



CIG vs. IGMC ROLE

- CIG
 - Technique: Complaint Intake
 - Determine prima facie (Protected Communication [PC] followed by personnel action taken/withheld)
 - Based primarily on documentation
 - Incoming complaint
 - Personnel record
 - Previous investigations
 - **Interview the Complainant!!!**
 - Do not interview Responsible Management Officials (RMOs)
- IGMC
 - If complaint meets statute, then investigate
 - If complaint doesn't, recommend dismissal – DoDIG must approve



BOTTOM LINE FOR REPRISAL

- Reprisal is against the law
- The complainant doesn't have to say reprisal for it to be reprisal; other words often used include retribution and retaliation
- Reprisal investigations are different from other admin investigations in that analyzing the motive is the key to a reprisal case



EXAMPLE OF CIG MRI WORKSHEET (PART I)



DEPARTMENT OF THE NAVY
DEPUTY NAVAL INSPECTOR GENERAL FOR MARINE CORPS MATTERS/
INSPECTOR GENERAL OF THE MARINE CORPS
701 S COURTHOUSE ROAD
ARLINGTON, VA 22204

5000
IGA

From: Command Inspector General, (Command Name)
To: Inspector General of the Marine Corps

Subj: MILITARY REPRISAL COMPLAINT ANALYSIS CASE #XXXXX

Ref: (a) DoD Directive 7050.6, 23 July 2007, Military
Whistleblower Protection
(b) SECNAVINST 5370.7C, Military Whistleblower Reprisal
Protection 5505.6, 10 Apr 06

Encl: (1) Original Complaint
(2) Adverse Fitness Report
(3) Emails



EXAMPLE OF CIG MRI WORKSHEET (PART II)

1. In accordance with the references, the following complaint analysis is provided.

a. Did the military member make or prepare to make a communication protected by statute? Yes. (Yes or No)

(1) Explain PCs

(2)



EXAMPLE OF CIG MRI WORKSHEET (PART III)

b. Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld following the protected communication? Yes. (Yes or No)

(1) Explain UPAs

(2)

(3)



EXAMPLE OF CIG MRI WORKSHEET (PART IV)

5. Did the officials responsible for taking, withholding, or threatening the personnel action know about the protected communications? Yes. (Yes or No) Explain RMO knowledge

2. The point of contact at Command Name for inquiries related to this matter is Mr. John Doe at (703) 604-5555 or email at john.doe@usmc.mil.

C. I. GENERAL
By direction



SUMMARY

- Overview of DoD Military Reprisal Program
 - History
 - Who's covered?
 - What are the guiding statutes and regulations?
 - Investigative process
 - Elements of Reprisal for investigations
 - Reporting Requirements



QUESTIONS?





INSPECTOR GENERAL

United States Marine Corps

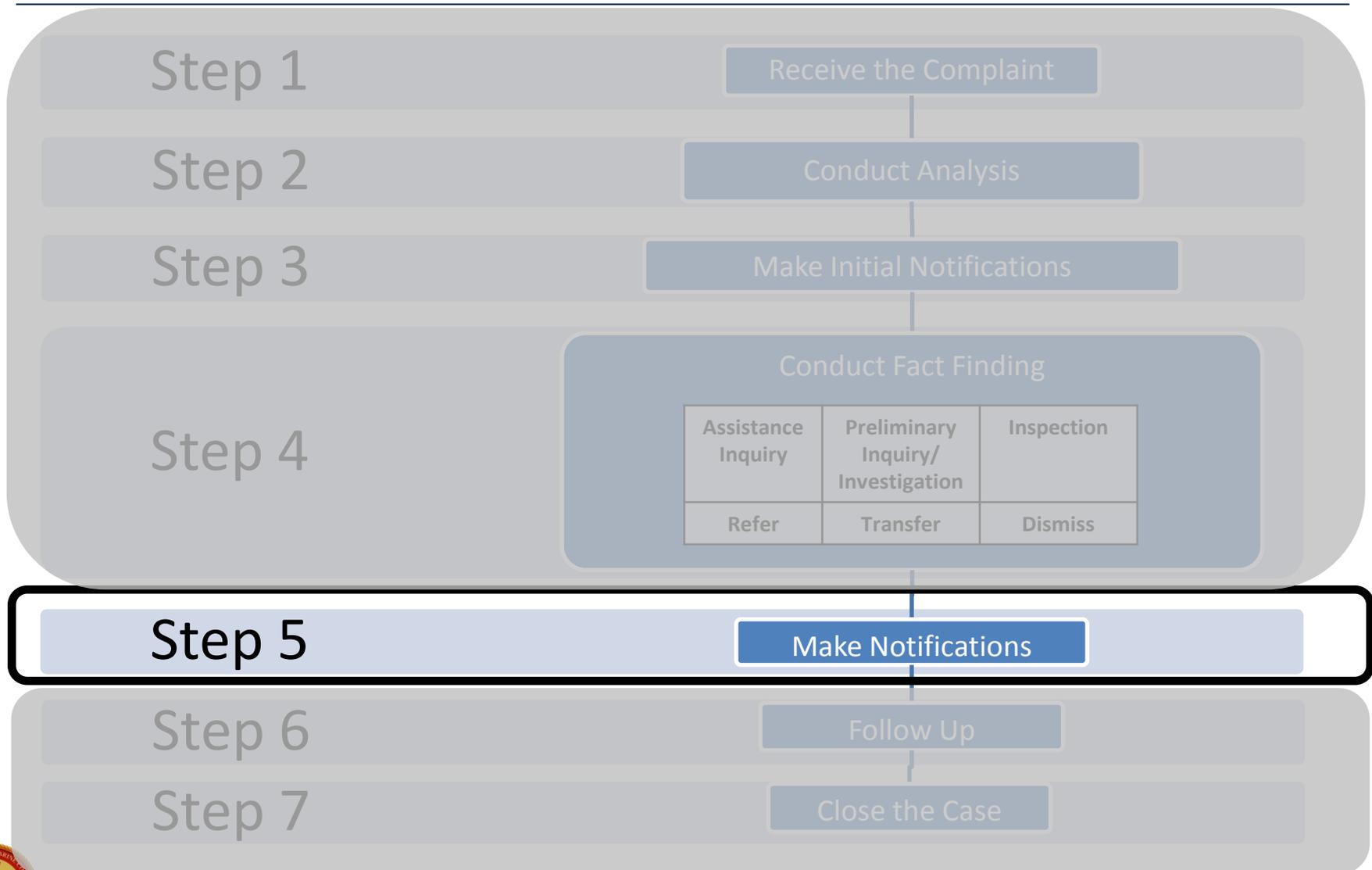


★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: MS. ANNETTE HANKE, HOTLINE COORDINATOR

CASE MANAGEMENT

IG ACTION PROCESS (IGAP)

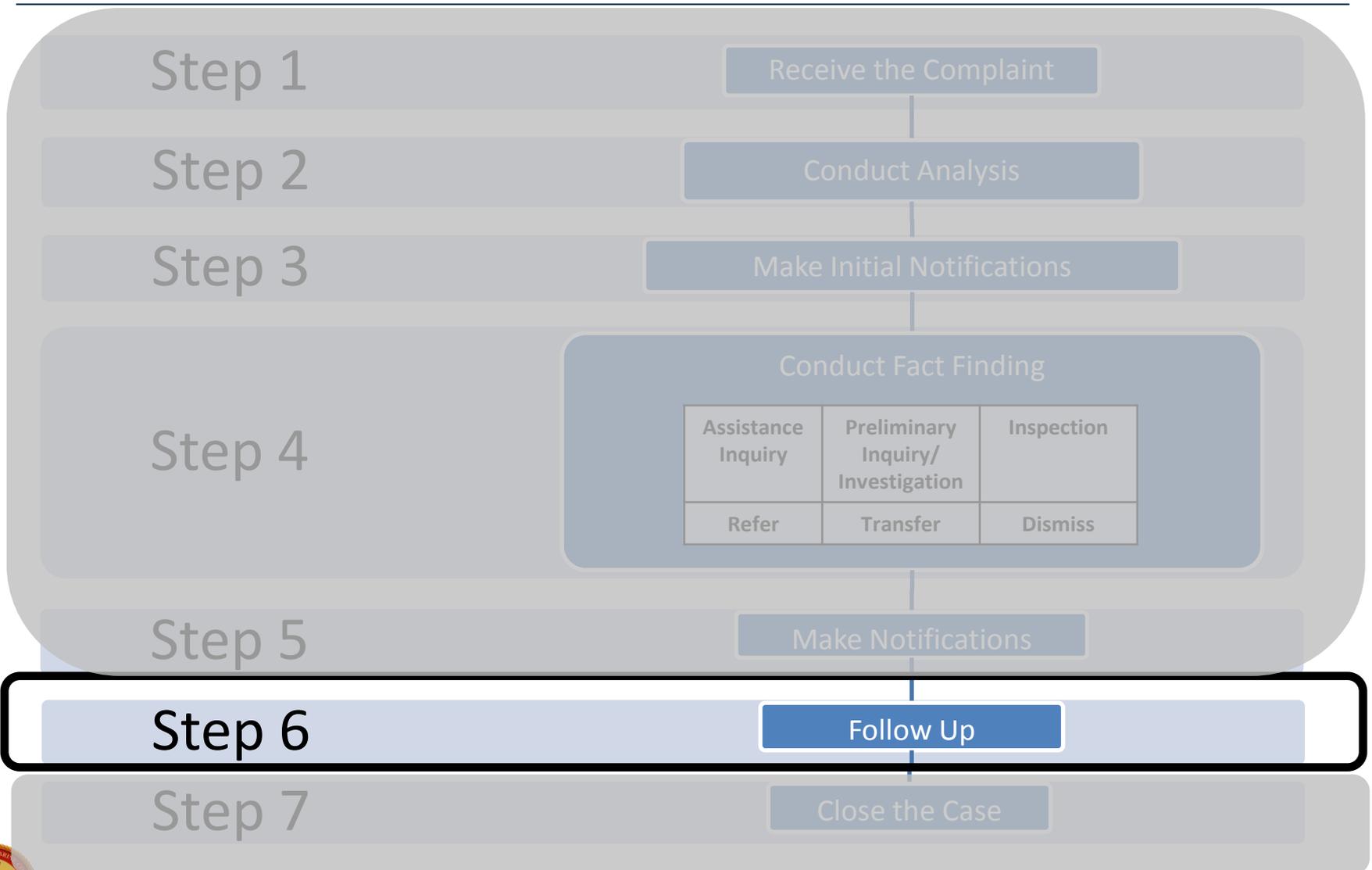


STEP FIVE – MAKE NOTIFICATIONS OF RESULTS

- Provide ONLY information pertaining directly to that individual
- Be aware of the privacy of everyone involved and handle notifications in accordance with the Privacy Act
- Third party complainants are only authorized by law to receive information directly pertaining to them without prior consent from the complainant
- All notifications will be recorded in the case tracking system and annotated in the case notes



IG ACTION PROCESS (IGAP)

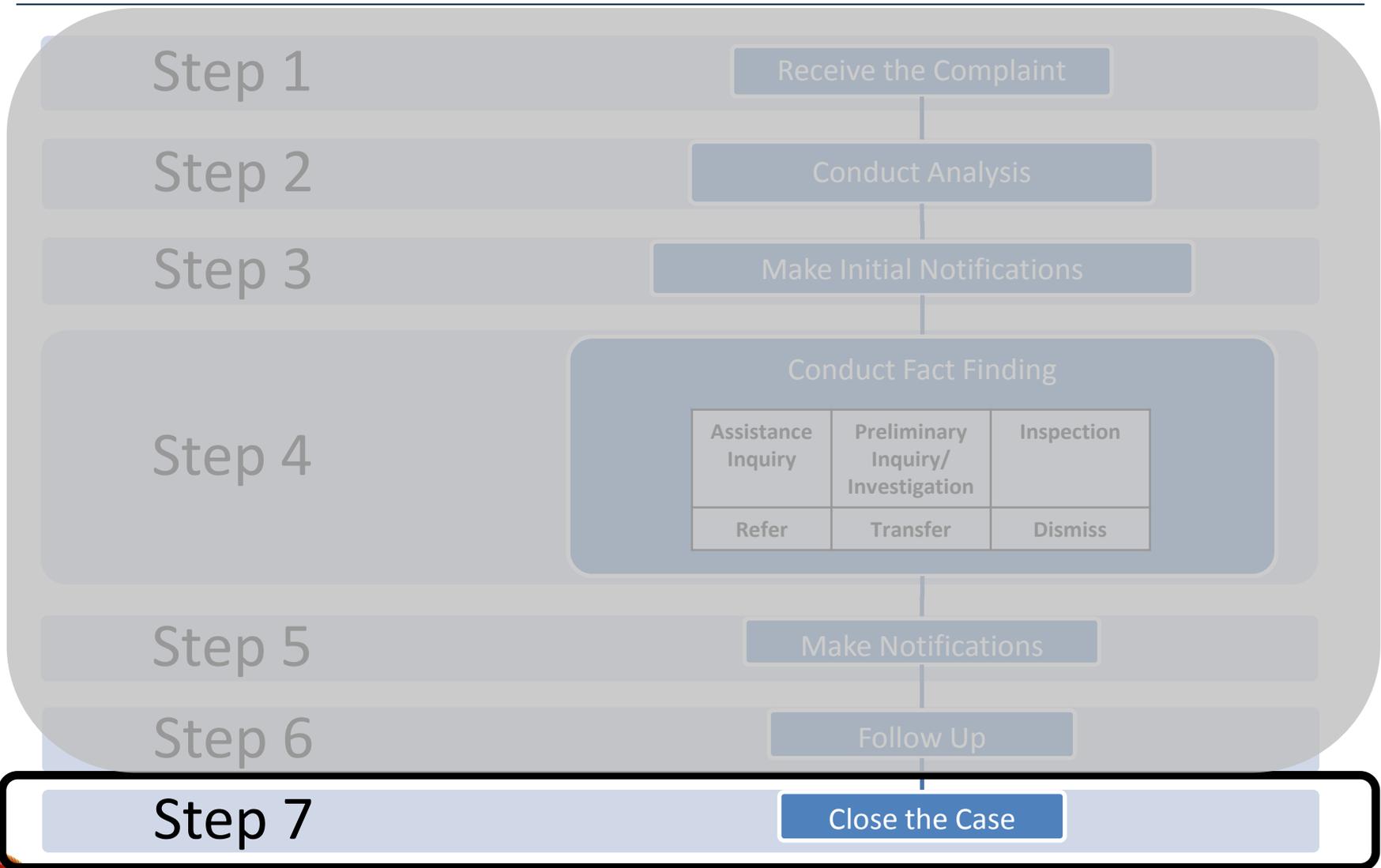


STEP SIX – CONDUCT FOLLOW-UP

- Do not close the case until problem is resolved or satisfied the complainant has received fair treatment
- If the problem is not resolved, determine the reason and document the facts or gaps in policy
- Do not direct that policy needs to change



IG ACTION PROCESS (IGAP)



STEP SEVEN - CLOSE THE CASE

Upon completion of all matters being thoroughly addressed

- Send a Closure Letter to Complainant (END_OC)
- Close the case file with completed case notes (hard copy and electronic)
- Note developing trends in reoccurring matters



STEP SEVEN - CLOSE THE CASE: CLOSURE LETTER

DO NOT include

- Classified information
- Private information about third parties
- Unconfirmed or speculative information
- Opinions about Complainant
- The name of the Subject



STEP SEVEN - CLOSE THE CASE: CASE FILES

- Paper Copy
 - Remove sticky notes, miscellaneous irrelevant items...shred them
 - Maintain case manageability; possibility of FOIA request
 - File case IAW relevant policies or publications
- Electronic Case Tracking System - CMS
 - Review fields for correct spelling pertinent for search criteria
 - Ensure all documents are attached; maintained IAW relevant policies or publications



CASE FILE DOCUMENTS

CMS

- Original Complaint (OC)
- Acknowledgement (ACK)
- Case Action:
 - Information Letter (IL)
 - Special Interest Letter (SPLINT)
 - Tasking Letter (TL)
- Command Response
- Command Closure Letter (END_CMD)
- End Complainant (END_OC)

Investigations

- Legal Sufficiency
- Hotline Completion Report (HCR)
- Enclosures (ONLY if requested)

Paper File

- Original Complaint (OC)
- Acknowledgement (ACK)
- Case Action:
 - Information Letter (IL)
 - Special Interest Letter (SPLINT)
 - Tasking Letter (TL)
- Command Response
- Command Closure Letter (END_CMD)
- End Complainant (END_OC)

Investigations

- Legal Sufficiency
- Hotline Completion Report (HCR)
- Enclosures



CASE FILES RETENTION TIMES

Investigations

- 2 year in local office, 8 more in government storage, then destroy

Assistance

- 2 years in local office, then destroy

In unique cases, consult legal to ensure compliance



STEP SEVEN - CLOSE THE CASE: ANALYZE FOR DEVELOPING TRENDS

- CIGs identify trends that affect the command and correct systemic issues
- Items that should be considered:
 - Most frequent complaints
 - Most frequently substantiated allegations
 - Total number of complaints
 - Sources of complaints



REQUEST TO WITHDRAW A COMPLAINT

- Ask why?
 - Fear or reprisal
 - Someone else is working the issue
 - Issue is resolved
- Obtain a written withdrawal request for the file
- CIG decides whether or not to continue



UNTIMELY COMPLAINTS

- **General rule - over 3 years old except**
 - DoD IG referrals
 - Senior Official allegations
 - Congressional inquiries
 - White House inquiries



HABITUAL COMPLAINANTS

- Pen/phone pals
- Analyze each complaint - remember impartiality
 - Same complaint
 - Same Complainant with new information
 - New complaint
- Decide
 - No action required
 - Re-open case
 - Open new case
- Do not ignore



Joint IG Assistance Guide, Sec. 4.3



QUESTIONS?





INSPECTOR GENERAL

United States Marine Corps



★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: LTCOL SUTHERLAND, DEPUTY DIRECTOR A&I

FUNCTIONAL AREA 316 TRENDS

PURPOSE

Ensure the CIIG conducts the day to day operation of the IG office in compliance with DoD, DON and MCO policies.



316 CHECKLIST

Four areas covered during inspection:

Responsibilities

Records Management

Defense Hotline Program

Whistleblower Protection Program



FA-316 INSPECTION TRENDS

- CMS document naming convention
- IL vs SPLINT vs TL
- Paper copy not matching CMS
- File Organization
- Called assistance but really an investigation
- Lack of CMS case notes or case summary (good practice)
- Substantiated subject(s) in CMS when no investigation was conducted & VICE VERSA – no findings after an investigation
- Do not upload porn – add case note where porn is located
- Having a good relationship with units makes everyone's life easier...coaching tasking to those units
- Handling complaints at your level
 - Research / talk with complainant
- Case oversight / follow up
- Reprisal – military goes to IGMC / Civilian DODIG or OSC
- Knowing when to use a 3rd Party ACK_END
- Properly framed allegations - all four parts
- CIGs need to understand reprisal, so to be able to explain it, if necessary, to Complainants. (really to mitigate folks who just say "reprisal" and everyone lose their minds)
- Determining when and what to refer to outside agencies (NCIS, EO, EEO) and also pulling out IG functions
- Inquiring into EO issues
- Legal reviews missing
- Interviewing Subject = investigation
- Do not close a case not assigned by your agency



FA 316 CHECKLIST

QUESTIONS?





INSPECTOR GENERAL

United States Marine Corps



★ HONOR ★ COURAGE ★ COMMITMENT ★

PRESENTED BY: LTCOL SUTHERLAND

COMPLAINT ANALYSIS

OVERVIEW

- Goal
- Issues vs. Allegations
- Analysis Outcomes
- Practical Exercise



STEP TWO – CONDUCT ANALYSIS OF ISSUES OR ALLEGATIONS

- Goal – 7 Days or less
- Conversations with the complainant
- Ensure the complaint contains all relevant information
 - Dates, Times, Locations, Witnesses
 - Who, What, Where, When?
- Identify any regulation, order, policy, etc that may have been violated
- Consult with the SJA/CL



STEP TWO – CONDUCT ANALYSIS OF ISSUES OR ALLEGATIONS

- Determines who and how to resolve problem
- Analyze information received from complainant
 - Systemic issues
 - Allegations
 - Request for assistance
 - Combination
- Must identify all requests for help and matters of concern
- Clarify issues, allegations, or concerns
- May have to refer to chain of command or other agency



STEP TWO – CONDUCT ANALYSIS: ISSUE

- Issue - a request for information or assistance to the CIG that does **not** contain an allegation of FWA or misconduct
- Issue identification is critical during the Analysis phase
- Failure to identify issues result in:
 - deficient resolution
 - dissatisfied complainant
 - appearance of a “cover-up”



STEP TWO – CONDUCT ANALYSIS: ALLEGATION

- Allegation – A complaint of wrongdoing by an individual
- IG will formulate a proper allegation
 - WHO
 - IMPROPERLY DID OR DID NOT DO WHAT
 - IN VIOLATION OF WHAT STANDARD
 - WHEN
- Once formulated, confer with your SJA before proceeding



COMPLAINT ANALYSIS

IG Courses of Action.....

Assistance or Investigation



PRACTICAL EXERCISE

- Read all complaints
- Issue or Allegation
- ID any Evidence
- What are the COAs (***TARDII***)
- ID IG Actions
- Each team briefs one complaint (Analysis)



COMPLAINT

1



COMPLAINT ANALYSIS WORKSHOP - #1

- ISSUE(S)/ALLEGATIONS
 - IG actionable issues
 - Non IG issues
- COURSE OF ACTION
 - Why no ACK to complainant
 - SPLINT
 - CMD RES
 - HCR
 - END CMD / DODIG



COMPLAINT

2



COMPLAINT ANALYSIS WORKSHOP - #2

- ISSUE(S)/ ALLEGATIONS
 - QOL issues aboard Okinawa
 - Cross coordination btw CIGS
- COURSE OF ACTION
 - ACK
 - SPLINT
 - CMD RES
 - END CMD
 - END OC



COMPLAINT

3



COMPLAINT ANALYSIS WORKSHOP - #3

- ISSUE(S)/ ALLEGATIONS
 - MPO
 - Family hardship
- COURSE OF ACTION
 - ACK
 - IL to CMD
 - Analyzed CMD RES
 - END CMD
 - END OC



COMPLAINT

4



COMPLAINT ANALYSIS WORKSHOP - #4

- ISSUE(S)/ALLEGATIONS
 - Command climate
 - Hostile work environment
- COURSE OF ACTION
 - IL
 - ROI
 - LSR
 - END CMD



COMPLAINT

5



COMPLAINT ANALYSIS WORKSHOP - #5

- ISSUE(S)/ALLEGATIONS
 - Spousal support
- COURSE OF ACTION
 - ACK
 - SPLINT
 - CMD RES
 - *In violation of Ch. 15 LEGALADMINMAN – YES*
 - *No substantiated allegation*
 - END CMD
 - END OC



COMPLAINT

6



COMPLAINT ANALYSIS WORKSHOP-#6

- ISSUE(S)/ALLEGATIONS
 - Alleged reprisal
 - Hostile work environment
 - Hazing
- COURSE OF ACTION
 - Analyzed congressional response
 - *Did it provide answers to all issues listed in IG complaint*
 - ACK END



COMPLAINT

7



COMPLAINT ANALYSIS WORKSHOP - #7

- ISSUE(S)/ALLEGATIONS
 - Contractor fraud

- COURSE OF ACTION
 - ACK
 - IL
 - Analyzed CMD RES
 - END CMD
 - END OC



COMPLAINT

8



COMPLAINT ANALYSIS WORKSHOP - #8

- ISSUE(S)/ALLEGATIONS
 - Social media abuse
 - Marines from multiple commands
- COURSE OF ACTION
 - IL
 - CMD RES (from 3 different IG's)
 - One allegation substantiated
 - HCR – allegation entered into CMS
 - END CMD



QUESTIONS?



DAY 3 SURVEY – SURVEY MONKEY

Day 3 - <https://www.surveymonkey.com/s/896MNZM>

