# XVIII Airborne Corps and Fort Bragg
# Inspector General's Office News Letter

**Volume 4, September 2026**


## Why Regular Counseling is Essential for NCOs, Officers, and Junior Enlisted

***"Counseling generates the basis of good leadership, it gives our subordinates a realistic evaluation of their current status quo and where they want to end up. The initial counseling outlines the general intent and expectations by explaining the roles and responsibilities, as well as the basic guidelines for their imminent development and performance".***

In the fast-paced, tough environment of our organizations, strong leadership is essential. Most people when considering counseling tend to think of taking disciplinary action or correcting poor performance. Although these are important parts of a leader's role, we would like to highlight a more impactful and often neglected aspect of counseling: developmental, proactive **counseling for all ranks, including our junior enlisted Soldiers, our non-commissioned officers (NCOs), and our commissioned officers.**

The practice of counseling only after something "bad" happens wastes a critical opportunity to promote growth, build resilience, and strengthen the unit. A leader who counsels Soldiers solely for reporting late to formation or appearing in the wrong uniform is addressing real deficiencies—but that leader becomes far more effective when they also deliver constructive guidance, recognize successes, and work with Soldiers on deliberate development plans.

### Azimuth Checks

Leaders must periodically recalibrate their approach. No one is without fault -we all make mistakes and experience those "deer in the headlights" moments. When adjustment is needed, counseling provides the necessary course correction. Verbal counseling is often sufficient; written counseling is appropriate when a more deliberate, documented effect is required. Through this process, whether addressing individual performance or broader leadership challenges, we gain self-awareness, reflect on our actions, and receive the guidance, mentorship, and direction needed to realign and resume progress. Conducting these azimuth checks through counseling can make the critical difference before small issues become self-destructive.


**XVIII Airborne Corps and Fort Bragg**

**Commanding General**
LTG Gregory K. Anderson
**Command Sergeant Major**
CSM Brett W. Johnson

**Command Inspector General**
COL Christopher U. Munar
**Inspector General**
**Senior Enlisted Leader**
SGM Shain L. McDougald

**IG Points of Contact**
**XVIII Airborne Corps**
**IG Office**
BLDG 2-1728
Stiner Road
Fort Bragg. NC 28310-5000
(910) 396-5106

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## *Counseling- (cont.)*

1. **Promote trust and candid communication**: Since counseling becomes a regular feature of the relationship between leader and subordinate, trust is developed. Soldiers, non-commissioned officers, and officers are more likely to discuss their difficulties, aspirations, and concerns knowing that the conversation won't be entirely punitive. This creates an environment where problems can be spotted and addressed early, before they intensify.

2. **Improve performance and development** through proactive counseling, which offers a systematic path to discuss strengths, recognize areas for improvement, and set clear, attainable goals. This goes beyond simply correcting problems as it will focuses on making the most of people's abilities. Leaders can help subordinate develop plans, suggest training, and offer mentorship that directly supports career development.

3. **Elevate morale and retention** through communicating appreciation and encouragement, as the approach has a strong motivational effect. Regular counseling shows that leaders care about their team members' achievement and well-being, which can greatly boost morale, reduce stress, and increase retention at all levels. Individuals are more likely to stay with the organization if they can see a clear path for development and believe their contributions are acknowledged.

4. **Improve unit cohesion**; leaders who frequently participate in developmental counseling create and strengthen bonds. These conversations help align individual goals with the unit's objectives, so everyone understands their role, and establishes "buy in" from subordinates who will in turn contribute more to the overall mission. As a result, leaders and subordinates then share a common understanding and a shared desire for excellence.

5. **Detect problems early** by keeping transparent lines of communication, leaders can spot early signs of stress, personal difficulties, or developing performance issues. By addressing these matters proactively, through the established communication lines leaders can head-off small concerns before they affect the Soldier's career or negatively effect the unit's mission, moral, discipline.

**Conclusion:** Meaningful counseling is the key to your leadership philosophy. Set aside time for these talks, prepare careful feedback, and, most importantly, actively listen. By investing in the development and welfare of Solders will produce a stronger, more resilient, and more effective organization to meet our nations future threats.

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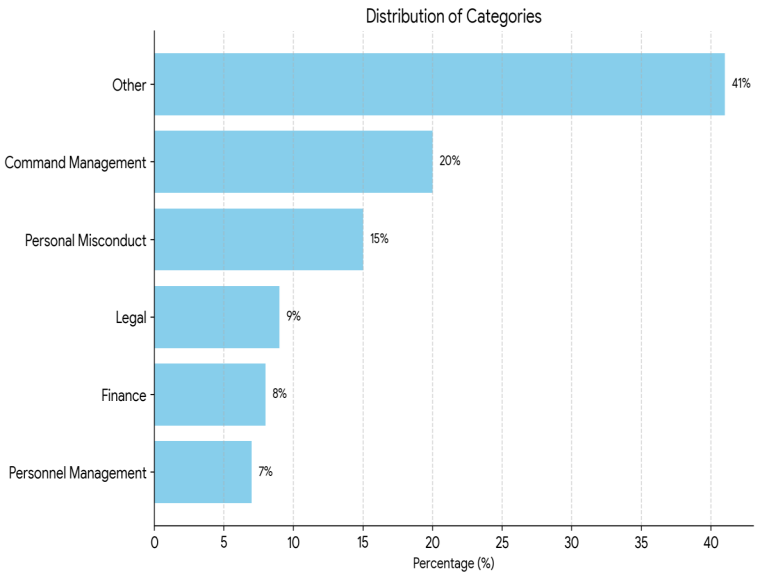
# Assistance and Investigations Division

## *Fort Bragg IG Office Case Breakdown*
## *June– August 2026*




**1) Personnel Management**
-Evaluations (OER / NCOER)
-Promotions / Awards / Flags
-Reenlistments / Bonus
-Assignments / Leaves & Pass
-ID Cards / DEERS

**2) Personal Misconduct**
-Sexual Misconduct
-Fraternization
-Abuse of Authority
-Harassment
-Reprisal / Retaliation
-Whistleblower Allegations

**3) Finance**
-Military Pay
-Bonuses
-TDY / Leave
-BAH

**4) Command Management**
-Command Actions / Policies
-Weight Control
-Duty Rosters
-Command Climate
-Counseling Program
-Nonsupport

**5) Legal**
-Legal Assistance
-Due process review
-UCMJ (NJP)
-Administrative Actions

**6) Other**
-Supply / Facilities
-Safety / Info Systems
-Transportation
-Information IGAR, Teach & Trains, and IG to IG coordination

# Inspections Division

**Please email usarmy.bragg.xviiith-abn-corps.mbx.ig-inspections@army.mil for published inspection reports, questions, or to recommend future inspection topics.**

### Recently Published Reports

Training Management
Intelligence Oversight

### Upcoming XVIII Airborne Corps Inspector General Inspections

Campaign Plan (Report Completion)
AVAP (Execution October 2026)
Equipment Divestiture
Outload Readiness

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# IG Offices on Fort Bragg

**XVIII Airborne Corps and Fort Bragg**
Bldg. 2-1728, Stiner Rd.
(910) 396-5106

**82nd Airborne Division**
Bldg. C-6540, Ardennes St.
(910) 432-3909

**3rd Corps Sustainment Command**
Bldg. M-2567, Quartermaster St.
(910) 643-4046/4048/4050

**U.S. Army Reserve Command**
Bldg. 8-1808, 4710 Knox St.
(910) 570-8175/8174

**Medical Readiness Command—East**
9275 Doerr Rd., Fort Belvoir
(571) 515-8196

**North Carolina National Guard**
1636 Gold Star Dr., Raleigh
(984) 664-6182

**U.S. Army Western Hemisphere Command**
Bldg. 8-1808, 4700 Knox St.
(910) 570-7855

**U.S. Army Special Operations Command**
Bldg. E2333, Kuwait St.
(910) 432-4151

**Joint Special Operations Command**
Bldg. 2142, JSOC Compound
(910) 425-4801

**1st Special Forces Command**
Bldg. H-3743, Gruber Rd.
(910) 806-3316 / (910) 432-7691

**U.S. Army CA & PSYOP Command**
Bldg. A-5585, Pratt St.
(910) 432-1711/9317

**JFK Special Warfare Center & School**
Bldg. D-3915, Ardennes St.
(910) 432-6480/7929

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