

DEPARTMENT OF THE AIR FORCE

PRESENTATION TO

**THE SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES**

FIRST SESSION, 117TH CONGRESS

STATEMENT OF

**BRIGADIER GENERAL TERRY BULLARD
COMMANDER OF THE AIR FORCE OFFICE OF SPECIAL
INVESTIGATIONS**

**MILITARY CRIMINAL INVESTIGATIVE ORGANIZATIONS;
UNDERSTANDING HOW EACH OPERATE THEIR
INVESTIGATIVE SERVICE**

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UNITED STATES HOUSE OF REPRESENTATIVES**

Madam Chairwoman Speier, Ranking Member Banks, and Members of the Subcommittee, I greatly appreciate the opportunity to appear here before you today. As the Commander of the Department of the Air Force (DAF) Office of Special Investigations, or OSI, I join my colleagues here to discuss aspects of our agency's law enforcement (LE) mission and our continuous improvement processes especially as they relate to the Fort Hood Independent Review Committee's report. I am very proud to represent the civilian and uniformed men and women of OSI who are supporting our US Air Force and Space Force from 303 units located across the globe.

As our Criminal Investigations Division (CID) colleagues learned from the Fort Hood report - we too leveraged the report to assess our own policies and practices to identify all applicable areas for review and possible improvement. In line with our review, I'd like to briefly cover the highlights of our observations in the areas of resourcing, training, currency, experience, collaboration, and the overall timeliness and sufficiency of our investigations.

On overall resourcing of OSI to execute the LE mission, the DAF has sufficiently resourced the command to execute our mission. Over the last 2-3 years, the Department has significantly enhanced the resourcing of OSI to help mitigate pre-identified significant shortfalls with more capacity projected to come online soon specific to the areas of sexual assault, sexual-based crimes trend analysis, digital forensics, interpersonal violence, targeted violence, and insider threats.

On training of our OSI agents to conduct the law enforcement mission, all new agents attend our OSI Academy at the Federal Law Enforcement Training Center for their initial training along with over 90 other federal LE partners. Along with our initial accession training,

agents pursue additional training during their probationary period and then complete annual training in a number of law enforcement related areas. Additionally, we provide advanced specialized training in a number of areas such as sexual based offenses, complex case management, child forensic interviews, cognitive interviews, and forensics. While we believe our training programs are effective, we can always improve and we plan to. Specifically, while COVID has set us back on advanced training like our advanced sexual assault course, we are using those lessons learned to explore offering more courses virtually and on-demand to afford more access across the force.

On the currency of our airmen to execute the LE mission, OSI has averaged executing over 3000 law enforcement tied investigations annually over the past five years. This high operations tempo teamed with field commands staffed with senior agent leadership and subject matter experts, as well as specialist squadrons with on-call expertise for traditional and digital forensics, among others, helps to keep our agents' currency levels high.

On the issue of the experience levels of our force to conduct highly complicated law enforcement investigations, in October 2020 OSI launched an effort to examine experience levels and explore ways to more equitably posture our less experienced members across the command. Recommendations from this review will better distribute probationary agents across the command and ensure units with broad OSI mission application and a higher percentage of probationary agents will be augmented with newly established field training agents. We also reviewed the experience levels of our leadership in the field. Our Region commanders, Colonels who are themselves Special Agents, average 23 years of OSI experience, and subordinate

commanders, Captain through Lieutenant Colonel and GS-14s who are also Special Agents, average 13 years.

Specific to collaboration, the Fort Hood report coincided and reinforced three OSI partner-based initiatives with DAF/Department of Defense (DoD) entities to institutionalize best practices in criminal- and fraud-related matters. These initiatives are designed to drive deeper partnership with our Judge Advocate and Security Forces teammates on investigations, as well as foster closer ties to installation-level agencies best placed to detect fraud.

Every month, OSI reviews measures of sufficiency and timeliness of our investigations command-wide. Overall, we feel our timeliness is solid – but we are further reviewing to ensure our metrics most accurately capture the timeliness of the more complex sexual assault investigations we conduct. We also assess the sufficiency of our investigations is solid – both by our own monthly oversight program and independent reviews from others, like the DoD Inspector General (DoDIG) and the Defense Advisory Committee on Investigations, Prosecution, and Defense of Sexual Assault in the Armed Forces (DAC-IPAD). These reviews routinely report OSI cases are overall sufficiently run, but we fully realize there is always room for improvement and we are dedicated to continuous improvement. I recently requested a review of our oversight program to ensure it meets our needs for both rigor and accuracy.

Members of the committee, on behalf of the men and women of OSI, thank you for the opportunity today to provide insight into some of the exceptional work our members do every day to protect DAF personnel and resources. As an organization, OSI has never been satisfied with the status quo and has always sought to pursue continuous improvement. I look forward to

your questions, and the dialogue they will drive among the panel as we all work to improve our processes to best support the DoD.