



# Managing Complex Investigations

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# Document Management

- How do you organize documents/evidence you have?
- Determining what you need to create





# Fighting Documents

- **Timeline – 75 pages**
- **Visual timeline – showing key events and the respondent's reaction**
- **Investigation tracker**
- **Complaints tracker – coordinated with IG**
- **Email tracker – 85 pages**
- **Respondent submission tracker**





# Protect the Process

- Use source documents – reeducate yourself
- Meticulously adhere to the process
  - Flags, notice, opportunity for rebuttal, timelines
- Grant reasonable requests for extensions
  - Set deadlines, track deadlines, and stick to them
- Be careful not to over-release information
- Know when you need independent actors





# SJA as the XO

- **Play the long game**
  - Risk analysis
  - Analyze optics and controlling the narrative
- **SJA is the one person on the staff who knows every aspect**
  - Monitor the big picture and how each piece fits
  - Let other staff sections do their jobs – but be involved
- **Know when to communicate to others**





# SJA as Coach

- **Manage your team**
  - Pick the players and empower them
  - Ensure legal advisors know this is not a spectator sport
- **Think Strategically – Understand 2nd and 3rd Order effects**
  - Scrutinize investigative documents – scrub questions to be answered
  - Findings – short and concise
- **Oversee products and results**
  - Always read the investigation before it goes final
  - Keep potential audiences in mind





# You are not on an Island

- IG
- MEDCOM
- CID
- Counter-Intelligence
- HRC
- OTJAG
- PRB
- TDS
- MPI

TECH CHAIN!





# Remain Unemotional

- Use sounding boards / tech chain for a second look
- If it feels good, it is probably wrong







# Miscellaneous TTPS

- Distinguish legal advice from command decisions
- Involve your paralegals early
- Don't be afraid to deviate from MJO when necessary
- Evaluate open door policy – preserve the CG's decision space
- Be transparent with complaints about you or your team
- Remind commanders and staff that emails are subject to FOIA
- Monitor health and safety of yourself and your team





# Questions?

