

15-6 Investigation: 1st Battalion (Attack), 25th Combat Aviation Brigade (CAB)

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REPORT OF PROCEEDINGS BY INVESTIGATING OFFICER/BOARD OF OFFICERS

For use of this form, see AR 15-6; the proponent agency is OTJAG.

IF MORE SPACE IS REQUIRED IN FILLING OUT ANY PORTION OF THIS FORM, ATTACH ADDITIONAL SHEETS

SECTION I - APPOINTMENT

Appointed by Headquarters, 4th Infantry Division and Fort Carson
 (Appointing authority)

on 03 July 2014 (Date) (Attach inclosure 1: Letter of appointment or summary of oral appointment data.) (See para 3-15, AR 15-6.)

SECTION II - SESSIONS

The (investigation) (board) commenced at Fort Carson, CO at 1330 hrs
 (Place) (Time)
 on 03 July 2014 (Date) (If a formal board met for more than one session, check here . Indicate in an inclosure the time each session began and ended, the place, persons present and absent, and explanation of absences, if any.) The following persons (members, respondents, counsel) were present: (After each name, indicate capacity, e.g., President, Recorder, Member, Legal Advisor.)

The following persons (members, respondents, counsel) were absent: (Include brief explanation of each absence.) (See paras 5-2 and 5-8a, AR 15-6.)

The (investigating officer) (board) finished gathering/hearing evidence at 1600 hrs on 15 July 2014
 (Time) (Date)
 and completed findings and recommendations at 1430 hrs on 23 July 2014
 (Time) (Date)

SECTION III - CHECKLIST FOR PROCEEDINGS

A. COMPLETE IN ALL CASES		YES	NO ^{1/}	NA ^{2/}
1	Inclosures (para 3-15, AR 15-6)			
	Are the following inclosed and numbered consecutively with Roman numerals: (Attached in order listed)			
	a. The letter of appointment or a summary of oral appointment data?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Copy of notice to respondent, if any? (See item 9, below)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	c. Other correspondence with respondent or counsel, if any?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	d. All other written communications to or from the appointing authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	e. Privacy Act Statements (Certificate, if statement provided orally)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	f. Explanation by the investigating officer or board of any unusual delays, difficulties, irregularities, or other problems encountered (e.g., absence of material witnesses)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	g. Information as to sessions of a formal board not included on page 1 of this report?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	h. Any other significant papers (other than evidence) relating to administrative aspects of the investigation or board?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FOOTNOTES: ^{1/} Explain all negative answers on an attached sheet.

^{2/} Use of the N/A column constitutes a positive representation that the circumstances described in the question did not occur in this investigation or board.

Encl 1

		YES	NO ^{1/}	NA ^{2/}
2	Exhibits (para 3-16, AR 15-6)			
	a. Are all items offered (whether or not received) or considered as evidence individually numbered or lettered as exhibits and attached to this report?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Is an index of all exhibits offered to or considered by investigating officer or board attached before the first exhibit?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	c. Has the testimony/statement of each witness been recorded verbatim or been reduced to written form and attached as an exhibit?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	d. Are copies, descriptions, or depictions (if substituted for real or documentary evidence) properly authenticated and is the location of the original evidence indicated?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	e. Are descriptions or diagrams included of locations visited by the investigating officer or board (para 3-6b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	f. Is each written stipulation attached as an exhibit and is each oral stipulation either reduced to writing and made an exhibit or recorded in a verbatim record?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	g. If official notice of any matter was taken over the objection of a respondent or counsel, is a statement of the matter of which official notice was taken attached as an exhibit (para 3-16d, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Was a quorum present when the board voted on findings and recommendations (paras 4-1 and 5-2b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. COMPLETE ONLY FOR FORMAL BOARD PROCEEDINGS (Chapter 5, AR 15-6)				
4	At the initial session, did the recorder read, or determine that all participants had read, the letter of appointment (para 5-3b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	
5	Was a quorum present at every session of the board (para 5-2b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	
6	Was each absence of any member properly excused (para 5-2a, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Were members, witnesses, reporter, and interpreter sworn, if required (para 3-1, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	If any members who voted on findings or recommendations were not present when the board received some evidence, does the inclosure describe how they familiarized themselves with that evidence (para 5-2d, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. COMPLETE ONLY IF RESPONDENT WAS DESIGNATED (Section II, Chapter 5, AR 15-6)				
9	Notice to respondents (para 5-5, AR 15-6):			
	a. Is the method and date of delivery to the respondent indicated on each letter of notification?	<input type="checkbox"/>	<input type="checkbox"/>	
	b. Was the date of delivery at least five working days prior to the first session of the board?	<input type="checkbox"/>	<input type="checkbox"/>	
	c. Does each letter of notification indicate —	<input type="checkbox"/>	<input type="checkbox"/>	
	(1) the date, hour, and place of the first session of the board concerning that respondent?	<input type="checkbox"/>	<input type="checkbox"/>	
	(2) the matter to be investigated, including specific allegations against the respondent, if any?	<input type="checkbox"/>	<input type="checkbox"/>	
	(3) the respondent's rights with regard to counsel?	<input type="checkbox"/>	<input type="checkbox"/>	
	(4) the name and address of each witness expected to be called by the recorder?	<input type="checkbox"/>	<input type="checkbox"/>	
	(5) the respondent's rights to be present, present evidence, and call witnesses?	<input type="checkbox"/>	<input type="checkbox"/>	
	d. Was the respondent provided a copy of all unclassified documents in the case file?	<input type="checkbox"/>	<input type="checkbox"/>	
	e. If there were relevant classified materials, were the respondent and his counsel given access and an opportunity to examine them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	If any respondent was designated after the proceedings began (or otherwise was absent during part of the proceedings):			
	a. Was he properly notified (para 5-5, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Was record of proceedings and evidence received in his absence made available for examination by him and his counsel (para 5-4c, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Counsel (para 5-6, AR 15-6):			
	a. Was each respondent represented by counsel?	<input type="checkbox"/>	<input type="checkbox"/>	
	Name and business address of counsel:			
	(If counsel is a lawyer, check here <input type="checkbox"/>)			
	b. Was respondent's counsel present at all open sessions of the board relating to that respondent?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	c. If military counsel was requested but not made available, is a copy (or, if oral, a summary) of the request and the action taken on it included in the report (para 5-6b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	If the respondent challenged the legal advisor or any voting member for lack of impartiality (para 5-7, AR 15-6):			
	a. Was the challenge properly denied and by the appropriate officer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Did each member successfully challenged cease to participate in the proceedings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Was the respondent given an opportunity to (para 5-8a, AR 15-6):			
	a. Be present with his counsel at all open sessions of the board which deal with any matter which concerns that respondent?	<input type="checkbox"/>	<input type="checkbox"/>	
	b. Examine and object to the introduction of real and documentary evidence, including written statements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	c. Object to the testimony of witnesses and cross-examine witnesses other than his own?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	d. Call witnesses and otherwise introduce evidence?	<input type="checkbox"/>	<input type="checkbox"/>	
	e. Testify as a witness?	<input type="checkbox"/>	<input type="checkbox"/>	
	f. Make or have his counsel make a final statement or argument (para 5-9, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	
14	If requested, did the recorder assist the respondent in obtaining evidence in possession of the Government and in arranging for the presence of witnesses (para 5-8b, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Are all of the respondent's requests and objections which were denied indicated in the report of proceedings or in an inclosure or exhibit to it (para 5-11, AR 15-6)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FOOTNOTES: ^{1/} Explain all negative answers on an attached sheet. ^{2/} Use of the N/A column constitutes a positive representation that the circumstances described in the question did not occur in this investigation or board.				

SECTION IV - FINDINGS (para 3-10, AR 15-6)

The (investigating officer) (board) , having carefully considered the evidence, finds:

1. Battalion Commander failed to fulfill obligations IAW AR 600-20, para 1-5.
2. Battalion Commander did not consistently and uniformly treat Soldiers within the organization with dignity and respect.
3. Battalion Command Sergeant Major failed to fulfill obligations IAW AR 600-20, para 2-18.
4. Allegation of late evaluation submission due to Command team actions/inactions unsubstantiated.
5. Allegations regarding command climate substantiated.

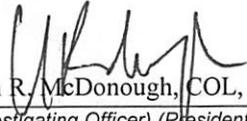
SECTION V - RECOMMENDATIONS (para 3-11, AR 15-6)

In view of the above findings, the (investigating officer) (board) recommends:

1. Formal relief of the Battalion Commander and Battalion Command Sergeant Major.
2. Formal counseling for the Battalion Commander, focusing on leadership style, command climate, and impact of leadership style on Soldiers and formation.
3. Initiation of a Command Climate Survey within the battalion; results shared with key leaders.

SECTION VI - AUTHENTICATION (para 3-17, AR 15-6)

THIS REPORT OF PROCEEDINGS IS COMPLETE AND ACCURATE. (If any voting member or the recorder fails to sign here or in Section VII below, indicate the reason in the space where his signature should appear)


William R. McDonough, COL, LG
(Investigating Officer) (President)

(Recorder)

(Member)

(Member)

(Member)

(Member)

SECTION VII - MINORITY REPORT (para 3-13, AR 15-6)

To the extent indicated in Inclosure _____, the undersigned do(es) not concur in the findings and recommendations of the board. (In the inclosure, identify by number each finding and/or recommendation in which the dissenting member(s) do(es) not concur. State the reasons for disagreement. Additional/substitute findings and/or recommendations may be included in the inclosure.)

(Member)

(Member)

SECTION VIII - ACTION BY APPOINTING AUTHORITY (para 2-3, AR 15-6)

PN The findings and recommendations of the (investigating officer) ~~(board)~~ are (approved) ~~(disapproved)~~ (approved with following exceptions/substitutions). (If the appointing authority returns the proceedings to the investigating officer or board for further proceedings or corrective action, attach that correspondence (or a summary, if oral) as a numbered inclosure.)

"Findings are approved, recommendations will be taken under advisement."


PAUL J. LaCAMERA
Major General, USA
Commanding



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
OFFICE OF THE STAFF JUDGE ADVOCATE
1633 MEKONG STREET, BUILDING 6222
FORT CARSON, COLORADO 80913-4303

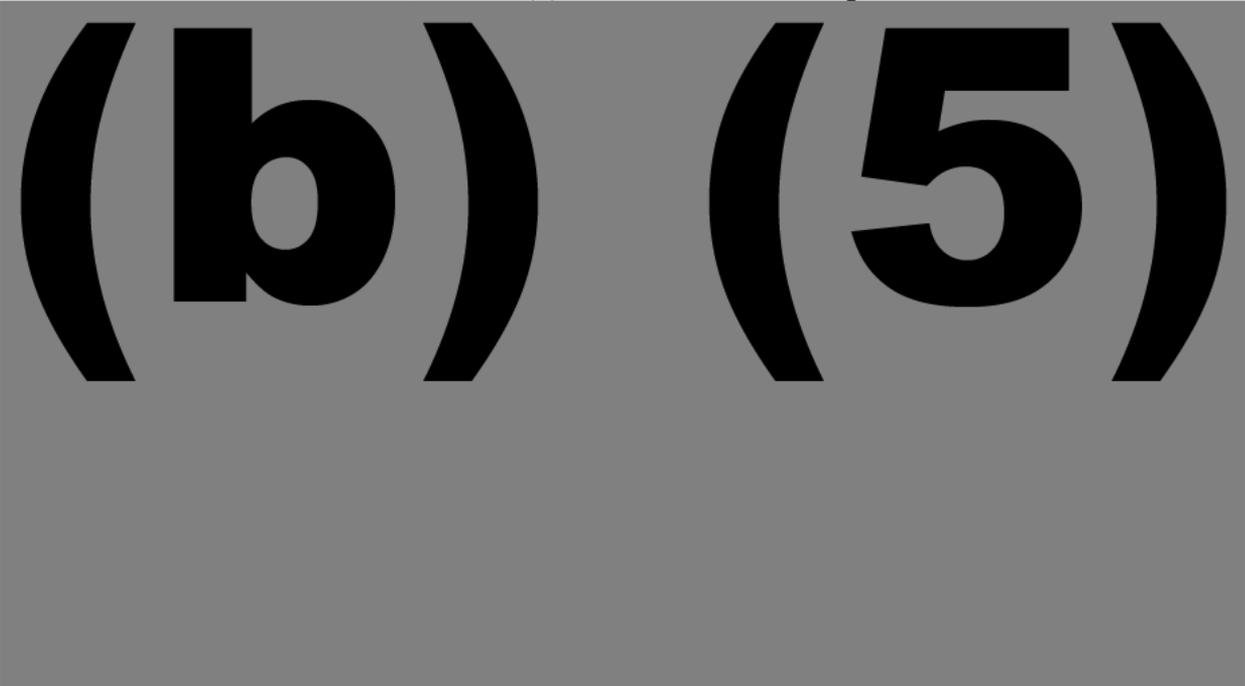
AFYB-JA-AL

25 July 2014

MEMORANDUM FOR Commander, 4th Infantry Division, Fort Carson, Colorado 80913

SUBJECT: Legal Review of AR 15-6 Investigation into 1-25 ARB Command Climate

1. In accordance with AR 15-6, para. 2-3(b), I have conducted a legal review of the above



5. The point of contact for this action is the undersigned at (b) (6) or (b) (6)

FOR THE STAFF JUDGE ADVOCATE:

CPT, JA
Administrative Law Attorney

Emil2



DEPARTMENT OF THE ARMY
HEADQUARTERS, 71ST ORDNANCE GROUP (EOD)
BUILDING 9091 SKY RAIDER LANE
FORT CARSON, COLORADO 80913

REPLY TO
ATTENTION OF

AFCB-OSG-CO

24 July 2014

MEMORANDUM FOR Deputy Commanding General, 4th Infantry Division and Fort Carson,
Fort Carson, CO 80913-4289

SUBJECT: Findings and Recommendations, AR 15-6 Investigation, 1-25 ARB Command
Climate

1. Purpose. On 03 July 2014, I was appointed as the Investigating Officer (IO) to conduct an investigation into allegations that a "caustic, hostile, or otherwise adverse work environment" exists in the 1-25 ARB staff and command group. I was directed to (at a minimum):

a. Identify commissioned officers, warrant officers, and senior Non Commissioned Officers within 1-25 ARB that regularly interact with LTC (b) (6) and to interview those individuals to ascertain the following:

(1) Is LTC (b) (6) fulfilling her duties as a Battalion Commander as set forth in AR 600-20, para 1-5?

(2) Does LTC (b) (6) treat her subordinates with dignity and respect?

b. Identify senior NCOs within 1-25 ARB that regularly interact with CSM (b) (6) and interview those individuals to ascertain whether CSM (b) (6) is fulfilling his duties as a Command Sergeant Major as set forth in AR 600-20, para 2-18.

c. Investigate allegations that several Soldiers have had their OER or NCOER fail to be submitted in a timely manner to HQDA promotion boards and if found to be true, determine if these actions were the result of the Battalion Command Team failing to review or sign the evaluations on time.

d. Investigate the allegation relating to actions of LTC (b) (6) or CSM (b) (6) and determine the impact of these actions on the unit, if any "incessant profanity used directly towards Officers, Warrant Officers, NCOs and Company Command teams," "throwing, hurling items during meetings," "slamming of doors," "walking out of bn-level meetings in an outrage," "constant belittling and humiliation of Officers, Warrant Officers, and NCOs," and "threats and scare tactics."

e. Describe the command climate at 1-25 ARB and identify and describe the cause of the command climate.

Encl 3

f. Investigate the incident that occurred at Butts Army Airfield hanger, Bldg. 9633 in late February 2014.

g. Identify any other relevant matters.

2. Background.

a. I interviewed 65 Officers, Warrant Officers, NCOs and Soldiers in 1-25 ARB, 1-4 ARB, 4-4 ARB and 4 CAB (27 Officers, 10 Warrant Officers, 23 Non Commissioned Officers, and 5 Soldiers). Within 1-25 ARB, I interviewed 55 current and former battalion Soldiers of all ranks at company and battalion-level (not counting the BC and CSM – also interviewed).

b. I developed multiple sets of questions to address the multiple allegations. For the concerns regarding LTC (b) (6)'s adherence to AR 600-20, para 1-5, her personal conduct, and her treatment of her Soldiers, the questions focused on the command and leadership climate that she established within the battalion and Soldier's personal experience. For the concerns regarding CSM (b) (6)'s adherence to AR 600-20, para 2-18, the questions focused on his treatment of Soldiers, his personal conduct, and his administration of NCOBP. I specifically addressed the questions identified in para 1.d. above. Command climate was addressed throughout the questions. For the allegations regarding late evaluations, I developed questions that specifically addressed admin practices within the battalion and for the incident at Bldg. 9633, a specific set of questions was developed.

3. Findings regarding questions specified in para 1.a.(1) and 1.a.(2).

a. In AR 600-20, para 1-5 (EXHIBIT 1), sub-para 1-5c.(1) specifies that "Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their Soldiers, the Army, and the nation, they earn the loyalty of their Soldiers. If leaders consider their Soldiers' needs and care for their Well-being, and if they demonstrate genuine concern, these leaders build a positive command climate" and sub-para 1-5c.(4)(c)(1) also states "Soldiers must be committed to accomplishing the mission through the unit cohesion developed as a result of a healthy leadership climate established by the command. Leaders at all levels promote the individual readiness of their Soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, tactically, and technically competent, Soldiers must have confidence in themselves, their equipment, their peers, and their leaders."

b. The feedback from Soldiers and leaders within 1-25 ARB is that the environment created by LTC (b) (6) is not a positive or healthy one. 44 of 55 (80%) Soldiers (EXHIBIT 3-12, 15, 17-18, 21-25, 30-47, 49-57) describe the command climate in 1-25 ARB with words like "toxic," "hostile," "negative," "strained," "dysfunctional," "distrusting," "terrible," and "untrusting," and describe a workplace where Leaders and Soldiers are routinely berated and belittled publically (EXHIBIT 6, 8-10, 15, 21-25, 30-34, 36-45, 49-51, 53-57). Soldiers and leaders also describe an environment where the leaders are hesitant or afraid to make decisions for fear of reprisal or backlash from the Battalion Commander (EXHIBIT 7, 14, 23, 42, and 46).

c. It is a consistent trend that LTC (b) (6) addresses performance that fails to meet her expectation harshly and publically and without regard for the audience (EXHIBIT 6, 9, 10, 11, 15, 21, 25, 30, 34, 36, 37, 38, 41). In most cases, her actions are generally focused on the assembled group however she has publically berated and belittled specific leaders, undermining their dignity and authority. As an example, CPT (b) (6) (Battalion AS3) was publically "fired" from his position as battle captain during the battalion's NTC rotation in May 2014 by LTC (b) (6). She stated publically to the S3, MAJ (b) (6), in front of CPT (b) (6) that CPT (b) (6) was "f*cking worthless and I want him out of here!" She then told CPT (b) (6) that "you'll be guarding the Sensitive Items container – that's all you're good for!" (EXHIBIT 36, 39, 40). Additionally, CW4 (b) (6) (Fort Carson Maintenance Examiner, former 1-25 ARB MTP) was told to "get the f*ck out of my office!" when he knocked on her door to discuss 1-25 ARB aviation readiness (EXHIBIT 22, 23). Her consistent disrespect towards MAJ (b) (6) (Battalion S3) and CPT (b) (6) (D Co. Cdr) have been most noteworthy (EXHIBIT 8, 9, 32, 34).

d. Select Soldiers and leaders within 1-25 ARB feel that LTC (b) (6)'s leadership style and actions are appropriate given the challenges and frustrations she has faced in her first year in command (EXHIBIT 12, 13, 14, 19). By a number of Soldier and leader accounts, the battalion had a pre-existing command climate (EXHIBIT 13, 42, 48, 51, 54, 56) that presented challenges as soon as LTC (b) (6) took over. Additionally, the battalion failed an Aviation Resource Management Survey (ARMS) inspection (EXHIBIT 68) within her first 30 days of assuming command. It would be logical to assume that the existing climate plus the poor inspection performance served to increase her frustration.

4. Findings regarding questions specified in para 1.b.

a. AR 600-20, para 2-18.a. (EXHIBIT 2) states "The NCO support channel (leadership chain) parallels and complements the chain of command. It is a channel of communication and supervision from the command sergeant major (CSM) to first sergeant (1SG) and then to other NCOs and enlisted personnel of the units. Commanders will define responsibilities and authority of their NCOs to their staffs and subordinates. This NCO support channel will assist the chain of command in accomplishing the following: (1) Transmitting, instilling, and ensuring the efficacy of the professional Army ethic..., (6) Caring for individual Soldiers and their Families both on and off duty..., and (10) Achieving and maintaining courage, candor, competence, commitment, and compassion." AR 600-20, para 2-18.b.(2) states "(2) *Command sergeant major*. This position title designates the senior NCO of the command at battalion or higher levels. He or she carries out policies and standards, and advises the commander on the performance, training, appearance, and conduct of enlisted Soldiers. The CSM administers the unit Noncommissioned Officer's Development Program."

b. Soldiers and leaders within 1-25 ARB consistently report that CSM (b) (6) treats all Soldiers with dignity and respect (EXHIBIT 15, 17, 24, 30, 38, 40, 41, 45, 48, 56) however the consistent trend was also that he was not very involved or effective in his role as the Senior Enlisted Advisor (EXHIBIT 10, 11, 12, 43, 45). Observations regarding his implementation of an

effective NCO Development Program (NCODP) within the battalion indicate that the program is inconsistently executed (EXHIBIT 13, 16, 37, 43, 44). A number of his Senior Non-Commissioned Officers (past and present) do not trust him, do not feel that he supports them, and feel that he and the LTC (b) (6) are not synchronized in their efforts to lead the battalion (EXHIBIT 8, 10-12, 35).

c. As stated in AR 600-20, para 2-18.b.(2), CSM (b) (6) has a specified responsibility to advise the Commander. As the CSM, he was a regular participant in the battalion's Command & Staff and Training Meetings. In those forums, he witnessed numerous public, adversarial exchanges between LTC (b) (6) and her subordinate leaders and Soldiers (EXHIBIT 9-12, 15, 32-34, 36-38, 41-43, 45-47, 49, 56). He had numerous opportunities to provide counsel to the Battalion Commander to attempt to influence the impact she had on the organization. By almost all accounts, he did not do that. On only one occasion (EXHIBIT 15) did the CSM engage and influence the Battalion Commander. In this respect, I do not believe he has fulfilled his responsibilities IAW para 2-18.

5. Findings regarding question specified in para 1.c.

a. Evaluations were submitted late to HRC (EXHIBIT 31, 32). LTC (b) (6)'s expectation is that evaluations and awards be submitted to her in a timely manner, generally free of errors and ready for signature, unless labeled "Draft" (EXHIBIT 58). I do not believe this is an unreasonable standard. In her assessment adequate screening was not conducted by the Battalion XO and S-1 on administrative actions coming to her for signature, forcing her to take a more active role in the review process and return actions to the companies for completion, correction or clarification. This delayed the submission process. Delayed submissions are the result of a cumulative undeveloped review process, not the direct fault of the Battalion Commander.

6. Findings regarding question specified in para 1.d.

a. 76% (42 of 55) Soldiers and leaders interviewed from 1-25 ARB had personally witnessed or experienced LTC (b) (6) abruptly walking out of battalion-level meetings, consistently using profanity, or belittling Soldiers and/or leaders (EXHIBIT 3-5, 7-18, 20-27, 30-39, 41, 43-46, 49, 50, 53-55). LTC (b) (6) admits to walking out of meetings in disgust (EXHIBIT 58). Two 1-25 ARB leaders personally witnessed LTC (b) (6) on one occasion wadding up a flight schedule and throwing it at an officer (EXHIBIT 22, 42). Leaders from 4 CAB HQ, 1-4 ARB and 4-4 ARB personally witnessed LTC (b) (6) using profanity during the incident at Hanger Bldg. 9633 (EXHIBIT 62, 63, 67) in front of Soldiers and leaders from other units. In the majority of the instances, the profanity was not directed at anyone specifically, but as a general reflection of her mood. By her own admission, LTC (b) (6) is profane (EXHIBIT 58) and continues to attempt to meter/control that profanity. Given that the majority of her formation reports her consistent use of it, my assessment is that her use is excessive however she does not direct her profanity at specific personnel as a general rule. She did in fact throw a flight schedule at an officer and she does abruptly leave meetings when she is not pleased. The views of her Soldiers are inconsistent regarding the nature of those departures – some characterize it as "stormed out" others say "walked out" so it would be unfair to generalize and say she consistently "stormed out." The fact

is that she has, on many occasions, left battalion-level meetings abruptly. How she treats her subordinates as a general trend is addressed in para 3.b. and 3.c. above.

b. In regards to LTC (b) (6)'s use of "threats and scare tactics," 1-25 leaders have witnessed or personally experienced events that could be defined as a threat or scare tactic. LTC (b) (6) reportedly told a group of battalion personnel "you want toxic, I'll show you toxic!" (EXHIBIT 4, 38, 43) and during a Pilot's Brief stated that she would "crack our skulls" (EXHIBIT 23) if things were not done a certain way. She stated "Commanders are replaceable" (EXHIBIT 41) and threatened jobs and positions during an Aviation Resource Management Survey (ARMS) inspection (EXHIBIT 50). Whether LTC (b) (6) intended to follow through on any of these comments is unknown, however those comments were perceived by her subordinates to be threatening in nature. The environment was described as an "aura of intimidation" by one of her Senior Non Commissioned Officers in a key billet (EXHIBIT 8) where staff and commanders were "generally afraid of being reprimanded or fired on a daily basis" (EXHIBIT 24).

c. No Soldiers or leaders link CSM (b) (6) to any the allegations described in para 1.d. He has consistently been described as a leader who treats all with dignity and respect (EXHIBIT 16, 24, 38, 40, 41, 48, 51, 56).

7. Findings regarding the requirement specified in para 1.e.

a. In a June 2012 article written by LTG(R)Walter Ulmer titled "Toxic Leadership – What Are We Talking About" (EXHIBIT 69), he offers a proposed definition of a toxic leader "whose style is characterized by abusive and dictatorial behavior that promotes an unhealthy organizational climate". The article goes on to further state that toxic leaders alienate and abuse subordinates and create a hostile climate. That accurately reflects the environment currently in 1-25 ARB and it can be attributed to LTC (b) (6) and the manner in which she treats her subordinates. As I interviewed the Soldiers and leaders within the battalion regarding their personal experience with LTC (b) (6) and CSM (b) (6), the consistent theme was that the manner in which the BC routinely treated her staff and command teams crushed morale, stifled initiative and undermined the cohesion within the organization (EXHIBIT 8, 9, 11, 15, 23, 24). While LTC (b) (6) does counsel in private, she often also counsels in public and in front of whatever audience is present. All are vulnerable, regardless of rank. A number of Enlisted Soldiers have been either witness to (EXHIBIT 9, 10, 37) or the recipient of such counseling (EXHIBIT 10, 37, 54, 56). Overwhelmingly, Soldiers and leaders in the battalion did not have the same experience or opinion regarding CSM (b) (6).

8. Findings regarding question specified in para 1.f.

a. In late February 2014, Soldiers of 1-4 ARB were conducting a technical inspection of a 1-25 ARB AH-64 aircraft that was scheduled to be transferred to 1-4 from 1-25. During the inspection, LTC (b) (6) arrived on site and was demonstrably displeased with the level of aircraft de-paneling being done as part of the inspection (EXHIBIT 61, 63, 64). She issued guidance to cease work on her aircraft and 1-4 complied (EXHIBIT 61) and then left. Upon her departure, leaders from 1-4 ARB, 4-4 ARB and 1-25 ARB Production Control (PC) came together and

developed a plan to continue work. That plan was supported by 1-4, 4-4, 4 CAB and 1-25 PC leaders. LTC (b) (6) returned later and was even more displeased with the continuing inspection process. She lost her military bearing and issued profane guidance to the 1-4 Soldiers working on the aircraft (EXHIBIT 30, 62, 67) and the Soldiers ceased work immediately. LTC (b) (6) then addressed the D Co Cdr in an inappropriate manner (EXHIBIT 63, 67). She then directed all involved parties (4-4 ARB XO, D Co 1-4 ARB Cdr and 1SG, 4 CAB BAMO, 1-25 ARB PC) to join her in the D Co Cdr's office where she continued to react inappropriately (EXHIBIT 61, 63, 64, 67). Eventually, the discussion moved to another workspace, returned to normal tones and all parties (to include LTC (b) (6)) agreed to the way ahead for aircraft inspection.

b. This incident and LTC (b) (6)'s behavior were witnessed by Soldiers from 1-4 ARB and 4-4 ARB as well as leaders from 1-4, 4-4, 4 CAB HQ and 1-25 and, in my opinion, was the result of a lack of coordination internally within 1-25 and externally, between 1-25 and 1-4/4-4. At the lower levels of command, this action had been coordinated however that plan was never briefed to the Battalion Commander and LTC (b) (6) not having full situational awareness, reacted inappropriately. Once she had a full understanding, she supported the plan.

9. Findings regarding the requirement specified in para 1.g.

a. S1 leaders identified an unofficial battalion practice whereby award recommenders were given guidance to rewrite awards to a lesser level rather than to allow the award request to complete the process (EXHIBIT 31, 32). This guidance contradicts AR 600-8-22, para 3-20.p. that states "All recommendations placed in official channels must be forwarded through command channels to the designated commander authorized to approve or disapprove the award." This practice was not part of official battalion policy.

10. Summary.

a. I do not believe LTC (b) (6) uniformly and consistently treats her subordinates with dignity and respect and I do not believe she is fulfilling her obligations IAW AR 600-20, para 1-5. Too many Soldiers and leaders in the battalion, across all ranks, have been negatively impacted by her belittling, disrespectful, caustic interaction and the results of that interaction have been detrimental to the morale, effectiveness, and climate of the organization and the morale and well being of the Soldiers. Almost universally, 1-25 ARB Soldiers and leaders report that morale is extremely low. In my opinion, LTC (b) (6) has created an adverse, toxic environment with her consistent words and actions and the organization suffers as a result. Personal and professional development of the Soldiers is minimized and the organization functions out of fear of repercussion for unacceptable performance, rather than professional responsibility, duty and esprit-de-corps. While the organization may be able to execute missions, the environment is extremely unhealthy for the assigned Soldiers. I do not believe that LTC (b) (6) feels that her leadership style is inappropriate or counter-productive. By her statement, she does not believe she belittles Soldiers yet the majority of her battalion's personnel view her demonstrated actions as belittling. Whether she thinks her actions belittle and disrespect is less important than the fact that the Soldiers and leaders of the battalion believe her actions are belittling and disrespectful.

AFCB-OSG-CO

SUBJECT: Findings & Recommendations, AR 15-6 Investigation, 1-25 ARB Command Climate

How she transmits is unimportant - how she is received is extremely important. I also do not believe she recognizes the negative impact her actions have had on her formation.

b. CSM (b) (6) treats all Soldiers with dignity and respect but he failed to recognize the negative impact LTC (b) (6)'s actions and words had on the formation and failed to act to mitigate that impact. In his role as the Commander's senior enlisted advisor, he has a responsibility to ensure the care and well being of all Soldiers within the battalion and to provide counsel to the Commander when, in his experience as a Senior Non Commissioned Officer, he believes Soldiers are being treated inappropriately. He failed to do this. As a recurring witness to LTC (b) (6)'s actions and words, at battalion-level forums and in the course of daily operations, he had opportunity to provide that counsel but did not. I do not believe he is fulfilling his obligations IAW AR 600-20, para 2-18.

c. I believe the immature relationship between 1-25 ARB, 4 CAB and 25 CAB generated coordination challenges that increased LTC (b) (6)'s frustration initially (see 8.a., and 8.b.) (EXHIBIT 58, 61-64, 67) however I do not believe that the relationship had a significant impact on the battalion's command climate.

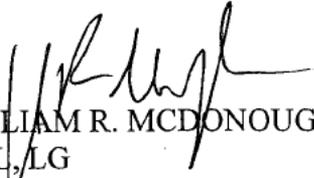
11. Recommendations.

a. I recommend that LTC (b) (6) be relieved of her duty as the 1-25 ARB Battalion Commander.

b. I recommend that CSM (b) (6) be relieved of his duty as the 1-25 ARB Battalion Command Sergeant Major.

c. I recommend that LTC (b) (6) receive senior leader professional development, specifically focusing on areas of leadership style, command climate, and the impact her leadership style has on Soldiers and their formations.

d. I recommend a command climate survey be completed in 1-25 ARB and the results are shared with 25 CAB and 4 CAB leadership.


WILLIAM R. MCDONOUGH
COL, LG
Investigating Officer



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
6105 WETZEL AVENUE, BUILDING 1435
FORT CARSON, COLORADO 80913-4289

AFYB-CG

3 July 2014

MEMORANDUM FOR COL William R. McDonough, 71st Ordnance Group (EOD), Fort Carson, Colorado, 80913

SUBJECT: Appointment of AR 15-6 Investigating Officer

1. You are appointed as an investigating officer pursuant to AR 15-6 to investigate the command of 1st Battalion (Attack), 25th Aviation Regiment (1-25 ARB), Combat Aviation Brigade, 4th Infantry Division (4th CAB) and allegations that a "caustic, hostile, or otherwise adverse work environment" exists in the 1-25 ARB staff and command group. At a minimum, you will:

a. Identify commissioned officers, warrant officers and senior NCOs within 1-25 ARB that regularly interact with LTC (b) (6). Interview these individuals and ascertain the following:

(1) Is LTC (b) (6) fulfilling her duties as a Battalion Commander as set forth in AR 600-20, para. 1-5?

(2) Does LTC (b) (6) treat her subordinates with dignity and respect?

b. Identify senior NCOs within 1-25 ARB that regularly interact with CSM (b) (6). Interview these individuals and ascertain whether CSM (b) (6) is fulfilling his duties as a Command Sergeant Major as set forth in AR 600-20, para. 2-18.

c. Investigate allegations that several Soldiers have had their OER or NCOER fail to be submitted in a timely manner to the Department of the Army promotion boards. If you identify these individuals or facts surrounding these allegations, determine if these actions are the result of the Battalion Command Team failing to review or sign the paperwork on time. Discover all relevant documents and facts relating to these allegations.

d. Investigate the following allegations relating to actions of LTC (b) (6) and/or CSM (b) (6) and determine the impact of these actions on the unit, if any: "incessant profanity used directly towards Officers, Warrant Officers, NCOs and Company Command teams;" "throwing, hurling items during meetings;" "slamming of doors;" "walking out of BN level meetings in an outrage;" "constant belittling and humiliation of Officers, Warrant Officers and NCOs;" and, "threats and scare tactics."

e. Describe the command climate at 1-25 ARB. Identify and describe the cause of the command climate.

Encl 4

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SUBJECT: Appointment of AR 15-6 Investigating Officer

f. Investigate the incident at Butts Army Airfield hangar, building 9633, which occurred in late-February 2014, described in the enclosure.

g. Identify any other relevant matters that you discover in the course of your investigation.

2. If during your investigation you discover other areas that you believe are outside the scope of these orders but warrant further inquiry, you will immediately identify them to me in writing, and I will direct whether or not you should expand the scope of your investigation.

3. Prior to beginning your investigation, contact MAJ (b) (6) 4ID OSJA, Administrative Law Division, (b) (6) to receive a legal briefing; a legal advisor will be assigned to you. You should also obtain and review the previously-conducted commander's inquiry into allegations at 1-25 ARB. Additionally, obtain any complaints filed with the Inspector General's Office pertaining to the 1-25 ARB command; and any relevant command climate survey(s).

4. When your investigation is complete, you will submit your report to the OSJA Administrative Law Division for legal review. Finally, you will return your findings, recommendations, and the legal review stating that the investigation is legally sufficient to me.

5. All witness statements will be sworn using DA Form 2823 (Sworn Statement), ensuring the Affidavit Section of the Sworn Statement is also completed. Your authority to administer oaths is Article 136(b)(4), UCMJ. If in the course of your investigation, you suspect any person of having committed a criminal offense in violation of the UCMJ or other applicable law, you must advise that individual of his or her Article 31 rights using DA Form 3881. Contact your legal advisor promptly if you are uncertain whether a rights warning is required. You may order military witnesses to provide a statement if you believe they have relevant information. You may not, however, order a witness to provide a statement against his or her will if the testimony would incriminate them.

6. You may find it necessary to interview civilian employees. Generally speaking, federal civilian employees are required to cooperate with official investigations. However, there are several circumstances that may require special handling:

a. Civilian employees who are members of a bargaining unit have a right to union representation at any interrogatory interview with management if they reasonably believe that the interview could result in disciplinary action against them, and they request union representation. Absent a specific requirement in the negotiated contract, you have no obligation to advise them of this right or to arrange for representation. However, if a bargaining unit member requests representation, you must allow the employee a reasonable time (e.g., 24 hours) to secure representation before questioning them. The Civilian Personnel Advisory Center can tell you whether any particular employee you wish to interview is a member of a bargaining unit.

b. Civilian employees who reasonably believe that information they provide during an official inquiry may be used against them in a criminal prosecution may not be required to cooperate without a grant of immunity. You do not have the authority to grant immunity. Should an employee you attempt to interview decline to cooperate because the employee fears the

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answers given will incriminate the employee, suspend the interview and seek guidance from your legal advisor.

c. If the matter you are investigating involves a grievance, a personnel practice or policy, or other conditions of employment, you may be required to notify the union of any interviews you have scheduled with bargaining unit employees and afford the union the opportunity to be present. Check with your legal advisor to determine if this rule applies in your case and how to proceed if it does.

d. You have no authority to compel the cooperation of contractor employees. If you find it necessary to interview contractor employees, you must contact the contracting officer's representative of the applicable contract to request cooperation.

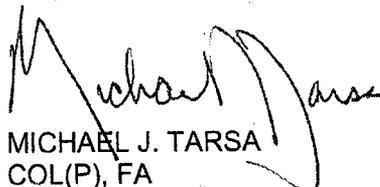
7. Your completed report must include the following labeled exhibits:

- a. An index of exhibits and supporting documentation;
- b. A completed DA Form 1574 as enclosure 1;
- c. Legal Review as enclosure 2;
- d. A finding and recommendations memorandum as enclosure 3;
- e. This appointment memorandum as enclosure 4;
- f. A brief chronology of your investigation as enclosure 5; and,
- g. The supporting documentation.

8. This investigation will be your primary duty until completed. You have 15 working days to return the investigation to me. Requests for extension must be approved in writing by the undersigned.

9. If during your investigation you discover other areas that you believe are outside the scope of these orders but warrant further inquiry, you will immediately identify them to me in writing, and I will direct whether or not you should expand the scope of your investigation.

Encl


MICHAEL J. TARSA
COL(P), FA
Senior Commander

Chronology:

02 Jul 14 – Received phone call from COL(P) Tarsa regarding availability to conduct 15-6. Agreed to conduct 15-6 on his behalf.

03 Jul 14 – Received legal briefing from MAJ (b) (6)/CPT (b) (6) (4ID/FCCO OSJA) and met CPT (b) (6) (4 CAB BJA); received copy of 4-4 Avn Cdr's Inquiry conducted by LTC (b) (6) Suspense to complete 15-6 is 15 working days (S: 28 Jul 14)

04-06 Jul 14 – Reviewed Cdr's Inquiry.

07 Jul 14 – Emailed LTC (b) (6) (4ID/FCCO IG) requesting 1-25 ARB IG investigation findings & background information

08 Jul 14 – Requested 1-25 ARB entry POC from CPT (b) (6); received task org docs from MAJ (b) (6) (1-25 ARB XO/Acting BC); met with 4ID IG to discuss related IG complaint and observed trends; submitted proposed questions to CPT (b) (6) (OSJA) for review; provided 4 CAB Cdr with a SITREP.

10-11 Jul 14 – Conducted interviews with key Leaders and Soldiers.

13 Jul 14 – Submitted proposed BC and CSM questions to CPT (b) (6) (OSJA).

14 Jul 14 – Continued with interviews of key Leaders and Soldiers; interviewed BC and CSM.

15 Jul 14 – Completed interviews with key Leaders and Soldiers.

18-23 Jul 14 – Reviewed statements; developed findings & recommendations.

23 Jul 14 – Submitted 15-6 to OSJA for review.

Chapter 1 Introduction

1-1. Purpose

This regulation prescribes the policies and responsibilities of command, which include the Well-being of the force, military discipline, and conduct, the Army Equal Opportunity (EO) Program, and the Army Sexual Assault Victim Program.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are listed in the glossary.

1-4. Responsibilities

The detailed responsibilities are listed and described in separate chapters under specific programs and command functions. This paragraph outlines general responsibilities.

a. The Deputy Chief of Staff, G-1 (DCS, G-1) will formulate, manage, and evaluate command policies, plans, and programs that relate to:

- (1) Chain of command (para 2-1), designation of junior in the same grade to command (para 2-7), and assumption of command by the senior when the commander dies, is disabled, resigns, retires, or is absent (para 2-8).
- (2) The Army Well-being concept (para 3-3), architecture (para 3-4), process (para 3-7), and integration of all Army Well-being related programs (para 3-8).
- (3) Extremist organizations and activities (para 4-12), relationships between Soldiers of different rank (para 4-14), and other prohibited relationships (para 4-15).
- (4) Political activities (para 5-3), Family care plans (para 5-5), accommodation of religious practices (para 5-6), and Human Relations Readiness Training (HRRT) (para 5-13).
- (5) The Army EO Program (para 6-2).
- (6) Sexual Assault Prevention and Response (SAPR) Program (para 8-3).

b. The officials listed below have responsibilities for specific groups of personnel concerning awareness of the Army's accommodation of religious practices policies. Every enlisted Soldier (including reenlistment), cadet, warrant officer (WO), and commissioned officer applicant needs to be informed of the Army's accommodation of religious practices policies under this regulation (para 5-6).

- (1) *The Judge Advocate General*. All judge advocate officer accessions.
- (2) *The Chief of Chaplains*. All chaplain officer accessions. This principal Headquarters, Department of the Army (HQDA) official will also formulate and disseminate education and training programs regarding religious traditions and practices within the U.S. Army.
- (3) *The Superintendent, U. S. Military Academy*. All U.S. Military Academy cadet applicants.
- (4) *The Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC)*. All Reserve Officer Training Corps cadets and all officer and WO candidates.
- (5) *The Commanding General, U.S. Army Recruiting Command (CG, USAREC)*. All enlisted and Army Medical Department (AMEDD) officer accessions.

c. Commanders at all levels will implement and enforce the chain of command and Army command (ACOM) policies.

1-5. Command

a. *Privilege to command*. Command is exercised by virtue of office and the special assignment of members of the United States Armed Forces holding military grade who are eligible to exercise command. A commander is, therefore, a commissioned or WO who, by virtue of grade and assignment, exercises primary command authority over a military organization or prescribed territorial area that under pertinent official directives is recognized as a "command." The privilege to command is not limited solely by branch of Service except as indicated in chapter 2. A civilian, other than the President as Commander-in-Chief (or National Command Authority), may not exercise command. However, a civilian may be designated to exercise general supervision over an Army installation or activity (for example, Dugway Proving Ground).

b. *Elements of command*. The key elements of command are authority and responsibility. Formal authority for command is derived from the policies, procedures, and precedents presented in chapters 1 through 3.

c. *Characteristics of command leadership*. The commander is responsible for establishing leadership climate of the unit and developing disciplined and cohesive units. This sets the parameters within which command will be exercised and, therefore, sets the tone for social and duty relationships within the command. Commanders are also responsible for

the professional development of their Soldiers. To this end, they encourage self-study, professional development, and continued growth of their subordinates' military careers.

(1) Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their Soldiers, the Army, and the nation, they earn the loyalty of their Soldiers. If leaders consider their Soldiers' needs and care for their Well-being, and if they demonstrate genuine concern, these leaders build a positive command climate.

(2) Duty is obedient and disciplined performance. Soldiers with a sense of duty accomplish tasks given them, seize opportunities for self-improvement, and accept responsibility from their superiors. Soldiers, leader and led alike, work together to accomplish the mission rather than feed their self-interest.

(3) Integrity is a way of life. Demonstrated integrity is the basis for dependable, consistent information, decision-making, and delegation of authority.

(4) Professionally competent leaders will develop respect for their authority by—

(a) Striving to develop, maintain, and use the full range of human potential in their organization. This potential is a critical factor in ensuring that the organization is capable of accomplishing its mission.

(b) Giving troops constructive information on the need for and purpose of military discipline. Articles in the Uniform Code of Military Justice (UCMJ) that require explanation will be presented in such a way to ensure that Soldiers are fully aware of the controls and obligations imposed on them by virtue of their military Service (see UCMJ, ART. 137).

(c) Properly training their Soldiers and ensuring that both Soldiers and equipment are in the proper state of readiness at all times. Commanders should assess the command climate periodically to analyze the human dimension of combat readiness. Soldiers must be committed to accomplishing the mission through the unit cohesion developed as a result of a healthy leadership climate established by the command. Leaders at all levels promote the individual readiness of their Soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, tactically, and technically competent, Soldiers must have confidence in themselves, their equipment, their peers, and their leaders. A leadership climate in which all Soldiers are treated with fairness, justice, and equity will be crucial to development of this confidence within Soldiers. Commanders are responsible for developing disciplined and cohesive units sustained at the highest readiness level possible.

(d) Requirement of Exemplary Conduct (Section 3583, Title 10, United States Code (10 USC 3583)). All commanding officers and others in authority in the Army are required—

1. To show in themselves a good example of virtue, honor, patriotism, and subordination.

2. To be vigilant in inspecting the conduct of all persons who are placed under their command.

3. To guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them.

4. To take all necessary and proper measures, under the laws, regulations, and customs of the Army.

5. To promote and safeguard the morale, the physical Well-being, and the general welfare of the officers and enlisted persons under their command or charge.

d. Assignment and command. Soldiers are assigned to stations or units where their services are required. The commanding officer then assigns appropriate duties. Without orders from proper authority, a Soldier may only assume command when eligible according to chapter 2.

1-6. Military grade and rank

a. Military rank among officers of the same grade or of equivalent grade is determined by comparing dates of rank. An officer whose date of rank (DOR) is earlier than the DOR of another officer of the same or equivalent grade is senior to that officer. Grade and precedence of rank confers eligibility to exercise command or authority in the U.S. military within limits prescribed by law (Section 741, Title 10, United States Code (10 USC 741)).

b. Grade is generally held by virtue of office or position in the Army. For example, second lieutenant (2LT), captain (CPT), sergeant first class (SFC), chief warrant officer two (CW2) are grades. Table 1-1 shows the grades in the Army in order of their precedence. It indicates the grouping of grades into classes, pay grades, titles of address, and abbreviations.

c. The pay grade is also an abbreviated numerical device with useful applications in pay management, personnel accounting, automated data organization, and other administrative fields. However, the numerical pay grade will not be used as a form of address or title in place of the proper title of address of grade. A Soldier holding the numerical pay grade of E-5 will be addressed as "Sergeant," not as "E-5" (see table 1-1).

d. All chaplains are addressed as "Chaplain," regardless of military grade or professional title. When a chaplain is addressed in writing, grade is indicated in parentheses; for example, Chaplain (Major) John F. Doe.

e. Conferring honorary titles of military grade upon civilians is prohibited. However, honorary titles already conferred will not be withdrawn.

(2) As an exception, officers of the Medical Service Corps may command troops not part of the AMEDD when authorized by the SA; commanders of ACOMs, ASCCs, DRUs, Army groups, armies, corps, divisions, or comparable units; chiefs of the military Services; or heads of other DA Staff agencies.

c. Chaplains. A chaplain has rank without command (see 10 USC 3581). Although chaplains may not exercise command, they have authority to exercise functions of operational supervision and control.

d. Commanding officer of troops on transports. Military personnel embarking on Military Sealift Command vessels are available for command duty unless otherwise indicated in their travel orders, or by reason of their branch of Service. General officers will be excluded from this requirement. Designation of colonels will be at the discretion of the terminal commander.

e. U.S. Army Reserve unit commanders. The authority delegated under paragraph 2-7 will apply in the following cases when it is not practical to assign the senior officer to command:

(1) When the USAR officer selected to command a USAR unit, while in Reserve duty training status, is junior in DOR (AR 600-8-29) to other officers of the same grade assigned to that unit.

(2) When a USAR unit is ordered to AD, and the assigned unit commander is junior in DOR (AR 600-8-29) to other assigned officers of the same grade.

f. Warrant officers. When assigned duties as station, unit, or detachment commander, WOs are vested with all power usually exercised by other commissioned officers (see Pam 611-21 for exceptions).

g. Partially disabled officers. Partially disabled officers continued on AD under AR 635-40, chapter 6, will be assigned to positions in which their special qualifications make them of particular value to the Service. Such officers will not be assigned to command positions unless the assigning authority determines that the person—

(1) Has the medical (physical) career potential to serve in combat situations.

(2) Is able to serve until the age for mandatory retirement.

h. Inspectors general. An officer detailed to duty as an Inspector General will not assume command of troops while so detailed. However, an Inspector General is not precluded from assuming temporary command of an organization if he or she—

(1) Is the next senior regularly assigned Army officer of the organization.

(2) Is not otherwise ineligible.

(3) Has been relieved from detail as an Inspector General during the period of temporary command.

i. Program executive officers. With the exception of the CG, U.S. Army Corps of Engineers and the CG, U.S. Army Space and Missile Defense Command, an officer assigned as a program executive officer will not assume command of troops, installations, or activities while so assigned. Requests for exceptions for general officers, other than those specified above, will be submitted to General Officer Management Office, Chief of Staff (DACS-GOM), 200 Army Pentagon, Washington, DC 20310-0200.

j. Professors at the United States Military Academy. Officers appointed as permanent professors at the United States Military Academy (USMA) exercise command only in the academic departments of USMA (Section 4334, Title 10, United States Code (10 USC 4334)).

2-17. Relief for cause

a. When a SC loses confidence in a subordinate commander's ability to command due to misconduct, poor judgment, the subordinate's inability to complete assigned duties, or for other similar reasons, the SC has the authority to relieve the subordinate commander. Relief is preceded with formal counseling by the commander or supervisor unless such action is not deemed appropriate or practical under the circumstances. Although any commander may temporarily suspend a subordinate from command, final action to relieve an officer from any command position will not be taken until after written approval by the first general officer (to include one frocked to the grade of brigadier general) in the chain of command of the officer being relieved is obtained. Any action purporting to finally relieve an officer from any command position prior to the required written approval will be considered for all purposes as a temporary suspension from assigned duties rather than a final relief from command for cause. If a general officer (to include one frocked to the grade of brigadier general) is the relieving official, no further approval of the relief action is required; however, AR 623-3 concerning administrative review of relief reports remain applicable.

b. If a relief for cause is contemplated on the basis of an informal investigation under AR 15-6, the referral and comment procedures of that regulation must be followed before initiating or directing the relief. This does not preclude a temporary suspension from assigned duties pending completion of the procedural safeguards contained in AR 15-6. Any action purporting to initiate or direct a relief for cause on the basis of an informal investigation under AR 15-6 taken prior to completion of the procedural safeguards of AR 15-6 will be considered for all purposes as a temporary suspension from assigned duties.

2-18. Noncommissioned officer support channel

a. The NCO support channel (leadership chain) parallels and complements the chain of command. It is a channel of communication and supervision from the command sergeant major (CSM) to first sergeant (1SG) and then to other

EX 2

NCOs and enlisted personnel of the units. Commanders will define responsibilities and authority of their NCOs to their staffs and subordinates. This NCO support channel will assist the chain of command in accomplishing the following:

- (1) Transmitting, instilling, and ensuring the efficacy of the professional Army ethic.
- (2) Planning and conducting the day-to-day unit operations within prescribed policies and directives.
- (3) Training of enlisted Soldiers in their MOS as well as in the basic skills and attributes of a Soldier.
- (4) Supervising unit physical fitness training and ensuring that unit Soldiers comply with the weight and appearance standards of AR 600-9 and AR 670-1.
- (5) Teaching Soldiers the history of the Army, to include military customs, courtesies, and traditions.
- (6) Caring for individual Soldiers and their Families both on and off duty.
- (7) Teaching Soldiers the mission of the unit and developing individual training programs to support the mission.
- (8) Accounting for and maintaining individual arms and equipment of enlisted Soldiers and unit equipment under their control.
- (9) Administering and monitoring the Noncommissioned Officer's Development Program, and other unit training programs.
- (10) Achieving and maintaining courage, candor, competence, commitment, and compassion.

b. The DA Pam 611-21 and FM 7-22.7 contain specific information concerning the responsibilities, command functions, and scope of NCO duties.

(1) *Sergeant Major of the Army*. This is the senior sergeant major grade and designates the senior enlisted position of the Army. The sergeant major in this position serves as the senior enlisted adviser and consultant to the CSA.

(2) *Command sergeant major*. This position title designates the senior NCO of the command at battalion or higher levels. He or she carries out policies and standards, and advises the commander on the performance, training, appearance, and conduct of enlisted Soldiers. The CSM administers the unit Noncommissioned Officer's Development Program.

(3) *First sergeant*. The position of 1SG designates the senior NCO at company level. The 1SG of a separate company or equivalent level organization administers the unit Noncommissioned Officer's Professional Development Program.

(4) *Platoon sergeant*. The platoon sergeant is the key assistant and adviser to the platoon leader. In the absence of the platoon leader, the platoon sergeant leads the platoon.

(5) *Section, squad, and team leaders*. These direct leaders are the NCOs responsible at this level.

c. NCO disciplinary policies are shown below:

(1) NCOs are important to maintaining discipline in the Army. The policies prescribed in this subparagraph should be considered together with the provisions of chapter 4 of this regulation, AR 27-10, and the MCM.

(a) NCOs have the authority to apprehend any person subject to trial by court-martial under the MCM (UCMJ, ART. 7 and para 302(b), rules for courts-martial) and chapter 4, of this regulation.

(b) NCOs may be authorized by their commanders to order enlisted Soldiers of the commanding officer's command or enlisted Soldiers subject to the authority of that commanding officer into arrest or confinement per the MCM (para 304(b), rules for courts-martial).

(2) NCOs do not have authority to impose nonjudicial punishment on other enlisted Soldiers under the MCM (UCMJ, ART. 15). However, the commander may authorize an NCO in the grade of sergeant first class or above, provided such person is senior to the Soldier being notified, to deliver the DA Form 2627 (Record of Proceedings under UCMJ, ART. 15) and inform the Soldier of his or her rights. In cases of nonjudicial punishment, the recommendations of NCOs should be sought and considered by the unit commanders.

(3) As enlisted leaders of Soldiers, NCOs are essential to furthering the efficiency of the company, battery, or troop. This function includes preventing incidents that make it necessary to resort to trial by courts-martial or to impose nonjudicial punishment. Thus, NCOs are assistants to commanders in administering minor nonpunitive corrective actions as found in AR 27-10 and Part V, paragraph 1g, of the MCM. "Nonpunitive measures" are not "nonjudicial punishment."

(4) In taking corrective action with regard to subordinates, NCOs will be guided by and observe the principles listed in chapter 4.

d. NCO prerogatives and privileges are shown below. NCOs will—

(1) Function only in supervisory roles on work details and only as NCOs of the guard on guard duty, except when temporary personnel shortages require the NCO to actively participate in the work detail.

(2) Be granted such privileges as organization and installation commanders are capable of granting and consider proper to enhance the prestige of their enlisted troop leaders.

2-19. Precedence of relative grade, enlisted Soldiers

Among enlisted Soldiers of the same grade in active military Service, to include retired enlisted Soldiers on AD, precedence or relative grade will be determined as follows:

a. According to DOR.

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Wheeler Army Airfield, HI	2. DATE (YYYYMMDD) 20140713	3. TIME 0800 (HST)	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O-3/AD	

8. ORGANIZATION OR ADDRESS
ALPHA COMPANY, 1-25 ARB, FORT CARSON, CO 80913

9. I, CPT (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I am currently the Alpha Company, 1-25 ARB Commander and I have been in the battalion since November 2009.
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate in 1-25 ARB is the worst I have seen it since I've been in the unit. It is extremely negative and unpredictable. Leaders across the battalion are not empowered to lead and are constantly humiliated in front of their subordinates by the battalion leadership. The majority of actions across the battalion are made with the primary consideration being who the battalion commander will "blow in place." The command climate became like this within a few months of LTC (b) (6)'s change of command.
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
From the Field Grades to the lowest level Soldiers in the battalion, LTC (b) (6) did not treat many Soldiers with dignity or respect. She continuously insults and humiliates her S3 and XO in front of all their subordinates to the point that the Soldiers began losing respect for them. She is constantly screaming at her company commanders in front of their Soldiers while providing no constructive feedback or intent and direction in the first place. She also humiliated my NCOs in front of their Soldiers when she told them that they were acting like children and made them sit on the floor while she yelled at them for something that they weren't even a part of.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? Yes, I have received an evaluation from LTC (b) (6) and I do not think it reflected my performance or potential. Every training objective or priority was well exceeded by the Razorbacks. The company planned, resourced, and executed more training at the individual, team, and collective levels than anyone else, worked with and developed more relationships and training opportunities within the battalion and with ground units across post, led the charge on preparing for an austere environment against a "near peer" enemy, all while maintaining a maintenance program well above DA and ARMS standards and ensuring that our most valuable asset, Soldiers, was being taken care of as much as possible in the circumstances. However, because my First Sergeant and I assessed our company and made the training as efficient as possible to balance all of the competing requirements and occasionally spoke up about the current command climate and training focuses, we were permanently stamped as insubordinate and not being on board with the command's mission. From there it was always an uphill battle where even our peers would make remarks about how it seemed as if the Battalion Command was purposely targeting us and going out of it's way to make us look like a bad command team. It honestly seemed like it was on a personal level. I tried to discuss the issue multiple times with LTC (b) (6) to at least fix the situation on a professional level to prevent any negative impacts on the company's Soldiers but it never seemed to help.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6) (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX3

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF CPT **(b) (6)** TAKEN AT 0800 DATED 20140713

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.
See above.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
See above.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?
No, she has never provided guidance or feedback through initial or quarterly counselings. I was never out-briefed by her on my last OER. The only feedback I have received is in the heat of the moment as she is yelling at me or any of my Soldiers. All closed door sessions she calls the command teams into is just to tell us all how terrible we are and how much better she can do all of our jobs.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.
LTC **(b) (6)** mainly uses profanity when she is angry and uses it in general and directed at people, no one in particular though.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.
LTC **(b) (6)** does all of the above in more meetings than not. It's quite frequently, but the only one that stands out is a meeting that I was unable to attend but my Platoon Leader went to the meeting in my place and I was told by him that she tore up my slide and threw it at him because she didn't agree with my AAR comment.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.
See above.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.
LTC **(b) (6)** uses them all the time, I've heard her say that she gets pleasure out of seeing Soldiers shaking and crying when she's yelling at them and that it's better the higher the rank the Soldier is.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

(b) (6)

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

No, I have never been counseled, out-briefed, or even had an informal sit down discussion where we've talked and she either gave me some sort of developmental talk or insight. She also told all of the line company commander's that she wanted to push all of the PLs to become AMCs but when we tried to develop AMC programs, train, and certify our platoon leaders she would never provide the feedback for them to continue working on or confirmation of them being an AMC.

13. Is there anything else you would like to add that is relevant to this investigation?

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 13 day of JULY, 2014 at FT. CARSON, CO (TELEPHONIC)

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION WAAS HI	2. DATE (YYYYMMDD) 2010713	3. TIME 1640	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E8	

8. ORGANIZATION OR ADDRESS
A Co 1-25 Avn

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I am the Alpha Company ISG. I have been in the battalion for nearly 3 years. (b) (6)

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The current climate is terrible. It has been this way for nearly a year now. (b) (6)

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
LTC (b) (6) treats both MAJ (b) (6) and Capt. (b) (6) very poorly. LTC (b) (6) has no problem dressing down, yelling, or cussing at these two officers, especially during command staff and training meetings. (b) (6)

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
yes. I thought it was fair. (b) (6)

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX4

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF

(b) (6)

TAKEN AT WAAF

DATED 20140713

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

YES, The way that 1SG (b) (6) and I were put on orders was very disrespectful in the way that two senior NCO's were hauled. No face to face discussion, just a word given to the branch chief that we were aware that we would be moved which was a lie. BC also told all commanders and 1SG's that if "we wanted toxic, she would give us fucking toxic". (b) (6)

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

YES - I was lied to by CSM (b) (6) when I was told I was not being put on orders by the BC. CSM told me it was SFC (b) (6). I was working with SGM (b) (6) from branch to get an assignment to Fort Lewis, WA already now I am forced to go to Fort Bliss. (b) (6)

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

LTC (b) (6) has stated several times at the conclusion of meetings that she could be "a better commander or 1SG than most of us in the room". She also stated that she and the CSM were going to start becoming the only Platoon Leader and Platoon sergeant running the whole battalion. (b) (6)

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

LTC (b) (6) uses profanity all the time, much of it directed at Maj (b) (6), Company commanders and 1SG's as well. Also with CPT (b) (6) things can get ugly. CSM tries to avoid profanity. (b) (6)

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

YES, LTC (b) (6) will have issues with power point slides and after she yells at Maj (b) (6) she will storm out of the room I have watched her call Maj (b) (6) out of a meeting and yell at him outside the conference room. (b) (6)

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

The BC has belittled all the 1SG's and Company Commanders as a group. Telling us she could do all of our jobs better than we can. (b) (6)

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

CSM would say often "lots of changes coming" about 1SG's being replaced or moved around. (b) (6)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT WAAF

DATED 20140713

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

NO - to my knowledge none of the company commanders were ever counseled. LTC (b) (6) knows one method - directed leadership style. Discussions are mostly one sided. (b) (6)

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

YES. (b) (6)

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

LTC (b) (6) is the driving force for everything in the battalion. (b) (6)

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

NO - very few, if any, NCOOP's. The training schedule is always crammed and there is never any time. (b) (6)

16. Is there anything else you would like to add that is relevant to this investigation? The NTC incident yelling at Hawaii personnel out side our tent calling them "Fucking assholes and fucking smart-asses". Also, telling them "ask my boys how I fucking roll". A true low point for 1-25 AVN. CSM (b) (6) seemed to never say anything about her behavior as he did not want to start trouble. (b) (6)

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE (b) (6). I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 21 day of July, 2014

at WAAF

(b) (6)

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

CWS (b) (6)

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION: Boeing Company, Mesa AZ
2. DATE (YYYYMMDD): 20M0711
3. TIME: 1145
4. FILE NUMBER:
5. LAST NAME, FIRST NAME, MIDDLE NAME: (b) (6)
6. SSN: (b) (6)
7. GRADE/STATUS: O-3/RA
8. ORGANIZATION OR ADDRESS: B/1-25 ATK

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:
1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
11 Months total
9 months AS3
~2 months COL B/1-25
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Strained. It has been this way since I entered the Bat in Aug. I don't know what is having 2x BDE CWD checks, busy ops, low flying hours, previous B.C., or the Korea identity, but the unit is strained. I was an enlisted 12B, so I'm used to a more difficult command climate, instead of Anarion where things are more calm.
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
No specific instances of disrespect that I recall. Overall, CSM was easier to approach versus LTC (b) (6). LTC (b) (6) would make the correction, sometimes with probability, in pretty blunt and can deal with negativity more than most Soldiers.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes. LTC (b) (6) had an immature problem, which caused box check (com) to be less than what I hoped. However the write up was what made up for the box check I felt that it reflected my performance. I currently have an OEL for her to Senior Rate which I performed better during my rating period, which I would be interested to see.

10. EXHIBIT:
11. INITIALS OF PERSON MAKING STATEMENT: (b) (6)
PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX5

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Boeing Camp Area A2 DATED 20M0711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Nothing specific instances.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No disrespect, just general hard leadership.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I felt she had more confidence in me, than in some of the field grades.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

BAI CDR would use profanity when upset, if an leader or Soldier had made a drastic mistake, she would get upset.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

The BAI CDR has walked out of Command & Staff / Training Meetings when the slides were inaccurate and would walk out of the meeting.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

D Co CDR had some rough corrections, but honestly she was mixing up.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Hard question to answer. She is hard, and if a person is not performing in that position they could be threatened to be fired.

INITIALS OF PERSON MAKING STATEMENT
(b) (6)

PAGE 2 OF 3 PAGES

APD LC v1.01ES

STADMENT

(b) (6)

Serial Being Copy Made 20140711

STATEMENT

12. Does the IC encourage the professional development of high school students? If not, please explain.

See removal letter OOD while on 1-25 as 'official OOD'. However the BC has pulled gaps together when topics are being failed to address the entire gap.

13. Is there anything else you would like to add that is relevant to this investigation?

This is the Army. You do not have to "lie your boss. As long as the orders are not unethical, immoral, or illegal then there shouldn't be a problem. I like ^{the} ~~fact~~ that the BC creates a high standard for the Troop, but sometimes the delivery (method) can be harsh. That is her style and my

AFFIDAVIT

(b) (6)

I HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1 AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSEY

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY 2014

FT. CARSON (TELEPHONIC)

[Signature]

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH

(Typed Name of Person Administering Oath)

15-6 APT ORDER DTD 3 JUL 14

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FT Carson, Colorado	2. DATE (YYYYMMDD) 20140714	3. TIME 1030	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS C3	

8. ORGANIZATION OR ADDRESS
C Co 1-25 ARB, Bldg 9633 BAAP, FT Carson, CO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
Company Commander of C Co for 13 months, been in the battalion for 14 months.
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Current climate prevents initiative by subordinate leaders across the battalion. BN commander loses her temper and compares consistently with soldiers who are not upholding the standard or who don't do their job 100% correctly. Existed since two months after her taking command.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Soldiers are treated with dignity generally. Often soldiers and leaders get chewed out or reprimanded but it is behind closed doors for leaders. The D + A co leaders are openly talked about by her to other Company Commanders regarding performance tasks.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes. I feel it was accurate.

10. EXHIBIT	11. INITIALS (b) (6)	PERSON MAKING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT" TAKEN AT _____ DATED _____

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 6

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1030 DATED 2014 07 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not personally observed any actions of disrespect.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No, I haven't.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes, she has told me and stated so in my most recent OER.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Yes, not directed at anyone specifically but the CDR uses profanity when she loses her temper.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, if anyone was ever late to a meeting or if people weren't prepared for the meeting the BC would storm out. ~~as~~ I've seen her wad up a flight schedule and throw it back at an officer in the SS shop because it wasn't correct.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No, I haven't observed any specific, targeted attacks on leaders. We have generally all been told that she can do our jobs better, that if we want to be fired just let her know and that she would leave this job without any scratches but we would have to deal with our problems we created or the state of the unit that was the result of our performance.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Inadvertently the BC has created a culture of fear. It's not directed at anyone specific but almost all leaders are afraid to make decisions for fear of angering her.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BUTTS ARMY AIRFIELD, FORT CARSON CO	2. DATE (YYYYMMDD) 20140722	3. TIME 1400	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E7/1SG	
8. ORGANIZATION OR ADDRESS BCO 1-25 AVN			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

I was Bco 1SG and have been in the battalion since September 2011.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

The current command climate existed since the last battalion change of command.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

More so by CSM (b) (6). LTC (b) (6) in my opinion was not the consummate professional in regards to what I was taught a leader should be. She would lash out and showcase in command and staff meetings/ training meetings mostly.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

CSM and I were working on my next evaluation and he agreed on the final product, LTC (b) (6) reduced the rating and removed a key elimate in the evaluation in which I am confused why she would do so, especially after CSM (b) (6) made corrections and instructed me on ideas of what she was looking for.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

847

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1400 DATED 22 July 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I've only witnessed LTC **(b) (6)** in meetings and things, sometimes it was a shotgun blast but sometimes it would be pin-pointed.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No, not personally until the evaluation.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I can't tell, but I don't think she has confidence in anyone from the XO on down. I really don't know how to answer that question.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC more and it would depend on her mood as far as direction.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, The BC a few times during or before the command and staff meetings she would toss slides and storm out of the room with a new time for the meeting.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I don't know if she used scare tactics but th BC had her whole staff afraid to make a mistake.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I would think not because it seems like the BC didn't allow latitude to make mistakes, or allow subordinates to think for themselves.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

Yes, he did but would always say "but she's the boss" and I took that as it was her way or no way.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

Yes

16. Is there anything else you would like to add that is relevant to this investigation?

Nothing follows...

AFFIDAVIT

I, _____, HA
WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND
BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIVE
CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREE
THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE,

WAITING FOR SIGNED
VERSION

DE

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to
administer oaths, this 22 day of JULY, 2014
at FORT CARSON, CO (TELEPHONIC)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FORT CARSON, CO	2. DATE (YYYYMMDD) 2014 07 11	3. TIME 1200	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS 1SG/E-8/AD	
8. ORGANIZATION OR ADDRESS 1-25 AVIATION REGIMENT			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

C CO, 1-25 ISG; CURRENTLY SERVING AS THE 1-25 CSM
I HAVE BEEN IN THE BN SINCE OCT 2009; 4 YEARS, 9 MONTHS

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

THE COMMAND CLIMATE IN 1-25 ARB IS ONE OF FRUSTRATION AND LOATHING AND ONE OF NEGATIVITY. IT HAS BEEN THIS WAY SINCE AUG OF 2013 BEGINNING WITH THE ARMS INSP. (AVIATION RESOURCE MANAGEMENT SURVEY)

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

I HAVE NOTHING TO ADD.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

YES: I RECEIVED AN NCOER WITH THE BC AS MY SENIOR RATER IN SEPTEMBER OF 2013 (THRU DATE). I FEEL THE ACCURACY OF THE EVAL WAS CORRECT.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 8

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF 1SG (b) (6) TAKEN AT 1658 DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NO

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

YES

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

CONSISTENTLY, NO. HAVE I HEARD THEM USE PROFANITY, YES. BUT IT WAS NOT DIRECTED ^{(b) (6)} AT ANYONE IN PARTICULAR.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I HAVE NOTHING TO ADD

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I HAVE NOTHING TO ADD

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NO SPECIFIC THREATS OR SCARE TACTICS; JUST HAVING AN OVERALL AURA OF INTIMIDATION WAS ENOUGH.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF 1SG (b) (6) TAKEN AT 1655 DATED 20140711

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

UNKNOWN

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

WHEN THE POLICY + STANDARDS ARE KNOWN, YES. HOWEVER, THE BC + CSM NEVER SEEMED TO BE ON THE SAME PAGE SO THERE WERE TIMES WHEN CONFLICTING GUIDANCE WAS ISSUED.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

UNKNOWN

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

NO. I HAVE ONLY WITNESSED ONE SESSION OF NCOOP IN THE PAST 12 MONTHS.

16. Is there anything else you would like to add that is relevant to this investigation?

NONE

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR (b) (6) CEMENT.

WITNESSES:

CPT (b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at FT. CARSON, CO

(Signature)
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Fort Carson, CO	2. DATE (YYYYMMDD) 20140710	3. TIME 1400	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O-3	

8. ORGANIZATION OR ADDRESS
D/1-25th ATK

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Company Commander
15 months

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Distrusting, hostile and retaliatory. It has existed since August 2013. The BC + CSM are unpredictable and often make belittling statements that decrease the morale + performance of this organization. Command teams feel that the BC is unapproachable, distrustful and that we do not perform well in her eyes.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. **No, Command teams are often targeted by the BC. Both myself and CPT **(b) (6)** were often treated with hostility as well as 1st **(b) (6)** and 1st **(b) (6)**. 1st **(b) (6)** was placed on orders to Fort Bliss without his consent. LTC **(b) (6)** stated that 1st **(b) (6)** had "abandoned" my company after he submitted his retirement paperwork and went on leave during UTC. I was told she didn't trust me and that I was responsible for embarrassing her in Jan when I decided to keep an aircraft in the hangar.**

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? **Yes. I have received an evaluation from the BC. It did not accurately reflect my performance or potential. My company successfully accomplished many significant training events, passed the FORSCOM ARMS inspection, finished 24 AH-64E aircraft. However I did not have any professional discussions with LTC **(b) (6)** to constructively evaluate my performance during my last rating period nor to outline a way ahead to improve as a CDR. I never received an initial counseling and my OER was not discussed with me by LTC **(b) (6)** to me. I believe it was personally aimed negatively due to a command decision I made in January.**

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 9

STATEMENT OF

(b) (6)

TAKEN AT FORT CARSON, CO DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. Yes. LTC (b) (6) + MAS (b) (6) committed acts of disrespect. LTC (b) (6) has disrespected CPT (b) (6), CPT (b) (6), CPT (b) (6), CPT (b) (6), SFC (b) (6), 1SG (b) (6) indirectly disrespected 1SG (b) (6) through me, MAS (b) (6) to name a few & MAS (b) (6) to name a few. Specifically CPT (b) (6) 1SG (b) (6) 1SG (b) (6) and myself. MAS (b) (6) would often threaten that I would be fired, stated that I was full of excuses and that I was not fit for command.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances? Yes I have from the BC and the former BN XO. An example by the BC occurred during a commend and staff in response to a late award. I proceeded to explain that the award was signed & submitted however she interrupted and said, "It's funny, when I was an XO, my staff would see a tornado coming but 'some people' just want to keep going" (281330 May 14). When I asked the BN XO for advice regarding appealing my last OER, he asked if I wanted him to be brutally honest. I said yes. He said some officers were fit for command and others were not.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? No. She stated she had concerns, but she stated her concerns in one memorandum last year but did not constructively outline a path ahead to improve my performance. She said she had concerns when I prompted her in May for a quarterly counseling but could only provide one example that I had already rectified. She would not actively engage her commanders to mentor. He also freaked out that I would be fired.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. The BC uses profanity. She will use profanity in Battalion level meetings and in front of the organization to get her point across. The profanity isn't directed specifically but it is used in the delivery of her messages. It is used in a belittling tone. The CSM does not use profanity. E.g. "I walk around this unit and I can find things wrong. It's not that fucking hard guys. Help me help you."

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. Yes I have observed the BC slam the door multiple times, throw items and walk out of meetings. She would insult MAS (b) (6) often in front of command teams during command and staff or Battalion training meetings. She walked out and slammed the door at a pilots brief and then returned to attend the rest of the brief.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. Yes. I have observed the BC belittle CPT (b) (6), SFC (b) (6), CPT (b) (6), (b) (6), CPT (b) (6) MAS (b) (6) to name a few. A specific example is when she belittled SFC (b) (6) during a CFB rehearsal on May 31st scolding him over his lack of knowledge on the number of MTOE'd & FMC/VUL NO's. SFC (b) (6) was briefing on the behalf of his commander who was unable to attend.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. The BC does use scare tactics. They are directed at command teams. A specific example occurred in Feb when she threatened to summon my 1SG and myself in to explain why a Soldier, whose wife made a complaint to the CG hotline, was unable to report to her by a specific date to explain this complaint himself. She also threatened to make me "sweat" when →

INITIALS OF PERSON MAKING STATEMENT (b) (6)

STATEMENT OF

(b) (6)

TAKEN AT Fort Carson, CO DATED 20140710

11. STATEMENT (Continued) my 156 and I submitted a re-enlistment packet without her final approval. She mandates that COs provide a memorandum to endorse re-enlistment however we had to submit it due to time constraints. She refused to talk to me about the circumstances but told my 156 she wanted me to sweat over the decision.

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

No she does not. I never received an initial counseling nor consistent, constructive quarterly counselings. In fact, in one "OPD" she stated to all of her officers ~~that~~ "IF I don't feel you are on the right path, I won't educate you". She also didn't feel it was her responsibility to discuss your OICB or your career.

time constraints. She refused to talk to me about the circumstances but told my 156 she wanted me to sweat over the decision.

13. Is there anything else you would like to add that is relevant to this investigation?

LTC (b) (6) never discussed with me as to why my command time was cut short. She never told me that she was interviewing ~~for another~~ other captains but had interviewed ^{both} CPT (b) (6) & CPT (b) (6) to take over the company. Both officers told me of this. They both timed the command opportunity down. I provided examples to the IO to demonstrate why my OER was retaliatory and not a constructive report. I also provided examples and e-mail documentation showing that I was refused a formal quarterly counseling in May. I do not feel I was given the latitude to command nor learn from my mistakes. I believe I was not given mentorship and that I cannot trust to approach LTC (b) (6) with command related issues. I believe that MAJ (b) (6) contributed to the hostility and that he treated me differently than the male officers. I do not believe that the success of this unit was ~~based on~~ was predicated on developing subordinate leaders but to obtain only results. If LTC (b) (6) did not achieve the results she wanted, the atmosphere became hostile and retaliatory.

end of statement

(b) (6)

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND (b) (6) OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE (b) (6) (b) (6)

WITNESSES:

CPT (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 31414
(Authority To Administer Oaths)

INITIALS (b) (6) WORKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FT. CARSON	2. DATE (YYYYMMDD) 2014 07 10	3. TIME 1348	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-8/1SG	
8. ORGANIZATION OR ADDRESS D Co. 1-25 ATTACK, FT CARSON, CO 80913			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
 I AM THE FIRST SERGEANT FOR D Co 1-25. I have been in the Unit since 10 MAR 14.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
 The command climate is hostile. The climate has been as such since my inception.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
 I DO NOT. I've personally seen LTC (b) (6) emasculate SFC (b) (6) and MAJ (b) (6) in front of peers and subordinates. She repeatedly degraded CPT (b) (6), CPT (b) (6), AND MAJ (b) (6) in front of peers in command staff AND training meetings.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
 I have not. N/A

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
 THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 10

STATEMENT OF **(b) (6)** TAKEN AT 1435 DATED 10 July 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Yes. I've seen LTC **(b) (6)** Use Derogatory Comments and make statements with underlying meanings towards Leaders, she would often state that she had to do the thinking for the command teams.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Yes. During an Article 15 Reading, she stated that she had to do the thinking for the Delta Company command team and that it was obvious the Delta command team let's the soldiers do whatever the fuck they want in front of a squad leader and a platoon leader.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I would not know. I haven't been given any indication. I generally try to avoid the BN at all costs.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Yes. The BC uses it consistently at anyone who doesn't meet her standards. I've seen her tell the S-3 to get the fuckin answers we need and quit wasting our time.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes. During a CTB Rehearsal, she began drawing diagrams on a dry erase board, then threw the marker, walked out saying "Fix this shit, you're pissing me off!" On several occasions, she would walk out of meetings and slam the door.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes, I've seen LTC **(b) (6)** belittle several leaders depending on the occasion. Most often, it was directed at CPT **(b) (6)**, CPT **(b) (6)**, MAJ **(b) (6)** and SFC **(b) (6)**.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I've never seen direct threats.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1435 DATED 10 July 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.
I have no personal experience with this other than CPT **(b) (6)**'s conversation with me in which the BC asked her how it feels to know that her first sergeant abandoned her because he left NTC early for his son's graduation.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.
No. His leadership was only carried out behind closed doors. He is approachable, but not allowed to be a leader or was afraid.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.
No. He would discuss with the first sergeants behind closed doors, ~~about~~ **(b) (6)** about various topics, then would not advise the BC on decisions made and the command teams would suffer he wouldn't explain to her about decisions made.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.
No. Again, he would discuss professionalism and keys to success, but then would make different statements to the contrary when asked by the BC about his opinions during command staff or other meetings.

16. Is there anything else you would like to add that is relevant to this investigation?
I understand the BC wanted standards and discipline, but her approach was degrading and demeaning at times. The CSM is approachable but I was cautious as to what I said to him because it would often be relayed to BC.

I, **(b) (6)**, AFFIDAVIT, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT

WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL

(b) (6)
(Signature of)

WITNESSES:
CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at FT. Carson, CO

ORGANIZATION OR ADDRESS

William R McDonough
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R McDONOUGH
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT PAGE OF PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION: Ft Carson
2. DATE: 20140711
3. TIME: 1100hrs
4. FILE NUMBER:
5. LAST NAME FIRST NAME MIDDLE NAME: (b) (6)
6. SSN: (b) (6)
7. GRADE/STATUS: E9 / 1SG
8. ORGANIZATION OR ADDRESS:

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
First Sergeant Det 1-25 AUN BN. ARRIVED 7 July 2013

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
This is the most toxic climate I have ever seen or been with within my 26 yrs of active duty service. The climate has been low with no morale since I have been here. This cmd is the reason I decided to retire and others have decided to retire or resign as well.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
The junior soldiers are usually talked about behind closed doors or in meetings. Both her (Bn Cdr) and the CSM will speak to the company leadership. But really this Bn cmd holds no soldier in high regard. she has stated that she does not need any WO2 or 1SG and that she could do the job and run the Bn herself.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
My annual NCOER is currently in the review process. (b) (6) gave me a (b) (6) rating. she tried (b) (6) facts but all (b) (6) were (b) (6) fixed by my (b) (6) because I do know she had my company commander (my rater) fill in the senior rater portion. (b) (6) in good (b) (6) in (b) (6) rating.

10. EXHIBIT
11. INITIALS OF PERSON MAKING STATEMENT: (b) (6)
PAGE 1 OF 5 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 11

STATEMENT OF **(b) (6)** TAKEN AT FT CARSON CO DATED 11 Jul 14 1100hrs

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within I-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. YES - LtC **(b) (6)** disrespected many people in open forum meetings. (MAY **(b) (6)**, MAY **(b) (6)** all the company cmr's and 1SG's and many of her staff sections I feel that CPT **(b) (6)** received or was the focal. There was nothing that she did that could please LtC **(b) (6)** I feel she targeted CPT **(b) (6)** and personally and professionally disliked her.

6. Have you ever personally experienced an act of disrespect by any Leader in I-25 ARB? What were the circumstances? YES - LtC **(b) (6)** stated to CPT **(b) (6)** that I abandoned my company when I left a few days early to attend my sons basic training graduation in which she gave prior approval. Also in her office when called in re: MROERs and awards even though I had all the correct info. she did not want to here it.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? NO - she has stated to all 1SGs and COs that we are worthless and she did not need any of us. to run this BN. She could do it with out us.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. The CSM has used profanity but not extreme. The BC consistently uses profanity during meeting or events. she yells, slams doors and throws or tosses things. she has also used profanity during family events of freq meetings

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. Yes as stated above (not the CSM), but the BC would get up and walk out and slam doors if she got upset during meetings. I did see her throw a stack of paperwork across the desk and a mopp ~~handle~~ **(b) (6)** handle down on the ground during a sand table drill.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. ~~The CSM~~ **(b) (6)** - The CSM did belittle other 1SG's or talk to me about them when he thought they were weak or not performing. The BC would belittle others during meeting (cmd staff) she belittled CPT **(b) (6)** and SFC **(b) (6)** mostly, But major **(b) (6)** also has been belittled in front of all cmr's & 1SG

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. Not the CSM, But the BC used alot of threat and scare tactics. Not to long ago she did her first ever Bikes inspection. Never put out any guidance or standard. she did not like what she seen, so she had a reinspection on Saturday

INITIALS OF PERSON MAKING STATEMENT **(b) (6)** PAGE 2 OF 5 PAGES

STATEMENT OF

(b) (6)

TAKEN AT

FT CARSON CO

DATED

11 July 14 1100W

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

she has stated the word, but never really conducted it. most company CDRs of officers never received any type of formal counseling. she also felt she did not have to have policy letters "once she said something it was policy"

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

I feel the CSM did not support the NCOs assigned. the NCO support channel does not exist in this BN. He made a comment "I've got my EQ" to all 1SG's

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

There was obviously a failure in their communication. The CSM would not stop or talk to the BC about the toxic ways. If the 1SG's mentioned it in a meeting he would shrug his shoulders and say "what do you want me to do."

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

No. He has spoke of having NCOED, but I do not recall him ever having one or he did have one on NCOs. There was never a calendar posted of topics discussed

16. Is there anything else you would like to add that is relevant to this investigation? I have more than 20yrs in the Army and have never felt so let down. I am professionally embarrassed by the actions of both the BC and CSM. The Army has lost many good leaders because of their actions and my CDR (1PT (b) (6)) lost her career because of LTC (b) (6)

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 5. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES:

CPT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 5 PAGES

STATEMENT OF **(b) (6)** TAKEN AT At Larson Co DATED 11 July 14 1100hrs

9. STATEMENT (Continued) **(b) (6)**

I feel that ~~At~~ CPT **(b) (6)** had an invested interest in always doing what is right and to the best of her abilities. I was her 1SG for 6 months and personally observed the mental abuse that the BC would put her through. I observed CPT **(b) (6)** break down crying after been thrown out of the BC's office when trying to discuss a soldier's issue and this soldier had just lost his father. I know of a soldier (SGT **(b) (6)**) who lost his promotion to SSG because the BC failed to sign his reenlistment packet on time. The entire packet sat for 1 month and then was lost. The last office it was in was the BC's. I heard of an incident when LtC **(b) (6)** had grabbed a female CPT's rank and pulled it off her uniform and then placed it next to her rank and said "Yep mine is bigger." This CPT is assigned to 4th CAB. Like I stated before the actions of this chain of command is shameful and embarrassing and with me retiring this is the last chain of command that I will remember. I hate to see anybody get caught up in something like this, but I cannot go on any longer. My Creed states all soldiers are entitled to outstanding leadership.

Ref: Question 4- I was just ask to go sign my NUBER and now refuse to. When submitted it was rated 1/1 among the best and now it show 2/1 Among the best. ~~my~~ my performance block was changed from a "1" to a "2" and I was never aware of the change.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 4 OF 5 PAGES

STATEMENT OF **(b) (6)** TAKEN AT FT CARSON CO DATED 11 July 14 1100RS

9. STATEMENT (Continued)

I have never received any thing less than an 1/1 block. My performance in this BN has been above my peers. When I first arrived to this BN I assumed duties as the B Co first sergeant 35 soldiers. My company in Hawaii I had over 300 soldiers. Due to the issues between the previous 1SG (1SG **(b) (6)**) and LPT **(b) (6)**, I was asked to move to D Co and help out LPT **(b) (6)**. I was asked this by USM **(b) (6)** and COL **(b) (6)** 25th CAB CDR & USM. I made the move and many positive changes to D Co and the standards and discipline. During our rotation to NTC D Co had many success's and received much praise by the OC's. I feel it is a personal issue with LTC **(b) (6)** that she changed it to a 2/1 rating on my NCOER. I feel she is holding my leaving NTC to attend my son's basic ~~training~~ training graduation personal at no time during the review process did the BN USM (USM **(b) (6)**) or my COE LPT **(b) (6)** talk to me about her changing my rating nor did LTC **(b) (6)** discuss any of my NCOER with me.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Fort Bragg, NC	2. DATE (YYYYMMDD) 20140712	3. TIME 1030	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E8/1SG	
8. ORGANIZATION OR ADDRESS			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

I was the former First Sergeant of Cco, Dco, and Eco. I just recently handed over Echo Company and PCSd.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

The command climate in this Battalion has existed in the current form for the last six months or more. I can tell that frustration is setting in for LTC (b) (6) and that is evident with her patience being very short.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

All leaders in the Battalion get yelled at when things are not up to par or when the BC is not satisfied with their performance. Many of the command teams feel as if they understand intent but when they brief the BC it is not what she is expecting and it is a one way conversation of where she is screaming at her in front of everyone. Training Meeting and Command and Staffs are brutal depending on the mood the BC is in.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

I PCSd without my NCOER signed but have received a working copy. I dont know if it made it through the BC and CSM and it got changed or not but I have a working copy. The CSM has no backbone to stand up for his first sergeants and will say one thing to the first sergeants face but when he gets in front of the BC he changes his tone and agrees with whatever the BC says because he is afraid of her.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX12

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Fort Bragg, NC DATED 20140712

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

All the time, the BC does not sugar-coat anything and will often do it in front of everyone. I have observed almost every leader at one point or another get destroyed for something and my problem with it is, where is the mentorship?

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

the CSM and the BC. The BC placed me on orders out of the battalion due to religion. The CSM allowed his wife to sit at a hail and farewell and bash my wife over quitting the FRG. The CSMs wife has made several comments to other wives like- 1SG **(b) (6)** was trying to stay back from NTC and before the CSM could tell him he was going, the CSMs wife told his wife "your husband is going to NTC, he make think he's not but he's going". This was not her place to say anything and this should have come from the CSM.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I think she never questioned my ability but sent me out because I questioned her decision to give me a counseling on religion when I advised that she does not tell me that I cannot say anything about religion when I am in her battalion. She stated prior to me leaving that I was an outstanding first sergeant and will be a good CSM but it is time for me to go.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Profanity is an integral part of the BCs dialogue. She curses constantly and especially when she is heated about something. Normally her profanity is used to inflate her feeling towards what she is discussing.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Several occasions the BC has stormed out of meetings, slammed doors and throwing things. She has made all of us stand at attention and "think about things" while she went outside for a few minutes and than came back in and let us take a seat. Normally this was because everyone did not stand up quick enough or she was unhappy with something. Often when she comes in a bad mood, everyone is cringing at one point or another.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Its hard to say or define belittling. Many people are thin skinned so not being all coddling is belittling to them. She does talk very harshly to people, especially when she feels they did not do something to standard or properly.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. I originally thought they were scared tactics but I have seen her and the CSM derail many careers. Like putting me on orders and did it after they knew I was closing on a house and never told me they put me on orders two weeks prior and let me close anyway.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Have never seen mentorship or professional development sessions. I think that is the underlying problem, everyone getting dogged but never any development.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

This is definitely a shady CSM who will do the bare minimum and what he has to do. If he feels it is important he will execute but very rarely follow through and is quick just to hand the task over to a first sergeant without every checking on it again. A while back the BC was on leave and they had a newcomers brief scheduled, a first sergeant messaged the CSM and CCd all of the first sergeants asking if we were going to have the meeting or not. At meeting time the BC had staff duty call and ask where everyone was at and than made all of the commanders and first sergeants have a meeting at 1730 to "waste our time since we wasted hers". At no time did the CSM step up and say it was my fault and just sat over there quiet and when the BC left he told all the ISGs "it was on the calendar

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I don't think so, he is afraid of her and has made it clear to the first sergeants that he has never worked for a more difficult person. My entire time there I have not seen him concerned with my training stats or even show up to my training. he had very little involvement and rarely came around the companies.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

We had one the entire time it was there and it was an outdated NCOER class that did not encompass the new changes and was a horribly taught class. It has not been a priority at all. We needed to rewrite the TACSOP for NTC and he had one working group with the ISGs and than nothing since and to this day there is still no TACSOP.

16. Is there anything else you would like to add that is relevant to this investigation? I think "praise in public, punish in private is what how she should conduct herself. She is a victim of old school what I like to call 82nd Mentality and that does not fly anymore (I was a drill and went through all these classes). She is so passionate about what she does that things become personal and they should never become personal. The CSM with his experience should stand up for what is right and not take the back seat because he is worried about getting 30 years. He could of helped his commander out if he would have stepped up.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 12 day of JULY, 2014 at FORT CARSON, CO (VIA TELECON)

[Signature]
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Ft Carson CO	2. DATE (YYYYMMDD) 20140711	3. TIME 1145	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O3/RA	

8. ORGANIZATION OR ADDRESS
E/1-25 ARB

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Commander E FSC. 25 years

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Acceptable, it seems that a lot of people get their feelings hurt quite easy. Command climate in the unit has always been questionable. Under LTC (b) (6) the climate was ^{largely} worse.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Certainly suffered from abrupt treatment, however it was clear that no treatment was personal nor were any grudges held. Soldiers within the unit have

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes I have, I ~~don't feel~~ (b) (6) feel it was accurate.

10. EXHIBIT	11. (b) (6) OF PERSON MAKING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATE (b) (6) TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 13

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Ft Carson DATED 11 July 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Brutal truth, yes. Disrespect, no.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

No, I have seen it used but not consistently.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, LTC **(b) (6)** has left several meetings when she was not happy with the progress

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No, nothing that I feel **(b) (6)** meets the criteria for belittling. They are hard on command teams to constantly improve.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT Ft Carson DATED 11 July 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes.

13. Is there anything else you would like to add that is relevant to this investigation?

No

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE OR UNLAWFUL INDUCEMENT.

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

(b) (6)

(Person Making Statement)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11th day of July, 2014 at Ft Carson

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAF, FT CARSON	2. DATE (YYYYMMDD) 20140711	3. TIME 1145	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-8 / ACTUAL	
8. ORGANIZATION OR ADDRESS ECHO FSC 1-25 AVN			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

I AM THE ECHO 1-25 AVN ISG. I HAVE BEEN IN THE UNIT APPROX 2 MONTHS.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

THE COMMAND CLIMATE IS AVERAGE IN MY OPINION. IN THE TIME I HAVE BEEN HERE, YOU CAN EXPECT TO BE TREATED AS YOUR PERFORMANCE DICTATES.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

IF YOU ARE WRONG EXPECT TO BE TOLD ABOUT IT.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

NO I HAVE NOT RECEIVED AN EVAL FROM THE BNCDR OR COMMANDER. CSM

10. EXHIBIT	11. INITIALS (b) (6) ON MAKING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 14

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT BAAF DATED 11 JULY 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NO I HAVEN'T WITNESSED ANY SPECIFIC.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO I HAVE NOT.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

YES, OR SHE WOULD TELL ME THAT SHE DIDN'T.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

THE BC DOES USE PROFANITY, BUT IT IS AS AN ADJECTIVE.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

THE BC HAS WALKED ~~OUT~~ OUT OF MEETINGS IN FRUSTRATION.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

NO I HAVE NOT WITNESSED THAT.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I HAVEN'T SEEN IT HAPPEN

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT BAAF DATED 7 JULY 2014

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

YES.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

in my experience yes

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

YES

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I HAVE NOT SEEN ANY NCOEP SCHEDULED yet.

16. Is there anything else you would like to add that is relevant to this investigation?

Nothing at this time

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLU

(b) (6)
statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

William R. McDonough
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-b APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Fort Carson</i>	2. DATE (YYYYMMDD) <i>20140714</i>	3. TIME <i>1053</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>026-80-3610</i>	7. GRADE/STATUS <i>O3/RA</i>	
8. ORGANIZATION OR ADDRESS <i>HHC, 1-25 ARB</i>			
9. I, <i>(b) (6)</i> , WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			
1. What is your duty position in 1-25 ARB and how long have you been in the battalion? <i>I am serving as the HHC commander. I have been in this position for 2 months. Prior to that I was the AS3. I have been in the unit since 2011, July.</i>			
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? <i>The command climate is not ideal. Less chemistry, and a part of the Army life, but when they happen on a scale and frequency where it makes you not want to make operational decisions. That affects not only the soldiers working for you but the entire BN in regards to the S3 shop.</i>			
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC <i>(b) (6)</i>) and Command Sergeant Major (CSM <i>(b) (6)</i>)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. <i>I have always seen CSM <i>(b) (6)</i> treat everyone with dignity and respect. For the most part LTC <i>(b) (6)</i> did with exception of a few personnel. CPT <i>(b) (6)</i> jumps to mind as a person she took great interest in. While it is true that he is not a strong performer, she would go out of her way to publicly make an example of his screw-ups.</i>			
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? <i>I have received 1 x OER from LTC <i>(b) (6)</i>. I feel it did accurately reflect my performance and potential. She listed me as top 10% of Captains she had worked with, but I received a "COM" due to her having an immature profile.</i>			

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <i>3</i> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 15

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF

(b) (6)

TAKEN AT

Fort Carson

DATED

20140714

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I never personally felt disrespected, but there were often group meetings with LTC (b) (6) either "staff only" or "commanders only" where a trigger event would lead to a more general discussion or one about commandings as either Group. They tended to be general, but would make a point of individuals who had been the reason for the talk.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not felt disrespected per se. Disrespect to me would have meant personally attacking my character which didn't happen. I was the recipient of many one way conversations but those mostly were in relation to a specific job task.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I felt she had confidence in my personal abilities and leadership. I felt she trusted me to get my personal jobs done, but I sometimes doubted her confidence in the S3 stop, which I was the "Office Manager" of.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC would sometimes use direct profanity, but would very often substitute "flippin" or other synonyms. They were sometimes directed at people. I did not observe the CSM swear at soldiers that I can recall.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

LTC (b) (6) frequently would storm out of command and staff and training meetings forcefully push the door open and let it slam behind her. She usually would return in the same manner. I recall hearing an incident of her throwing something but do not recall witnessing it. The CSM never stormed out of a meeting.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

During command and staff is the most frequent example. She would often call staff and commanders out in that forum for being subpar. The talks were usually event driven about specific cases. She did seem to focus on CPT (b) (6) CPT (b) (6) and CPT (b) (6) They could get her spun up the easiest.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

The BC liked to produce issuing guidance by saying "I can't give you value command guidance, but..." I put LTC (b) (6) in for an MSM for being 1st of ARB in addition to 4 years of service in the RV. Her words to me were not to "waste her time" and to keep pushing for an MSM if I wanted my 1st to be embarrassed.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson DATED 20140714

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

No. I never received a counseling statement ~~with~~ **(b) (6)** for becoming a Commander to manage expectations. We have had one official "OPD" that occurred within the last month or so. I cannot recall the specifics of it as it was more of an informal talk with all of the officers. We talked about leadership topics.

13. Is there anything else you would like to add that is relevant to this investigation?

I did not receive as bad treatment as other members of the staff or command. I believed this was because LTC **(b) (6)** thought I was competent and did a good job. Because of this she wanted to make me the HHC commander the day we got back to the BOBA from the Box at NTC. This was quite a shock. She was unhappy with CPT **(b) (6)**. CSM **(b) (6)** talked her out of making a change at NTC in a very tumultuous time. When we returned to Fort Carson she alerted me and CPT **(b) (6)** ~~that~~ ^{(b) (6)} at 0900 that we had until 1200 to conduct a hand over, and at 1200 I would be the CDR. I was under the impression at that time through talks with her that she would continue to back me. I was notified about 1 month after that in June that I needed to turn in my -1 for her to close out my TSS time in May. I was also then informed that I would be getting a 90 day command OER from COL **(b) (6)** if I change command on 13 AUG it will be exactly 90 days. Nothing Follows

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITH **(b) (6)** AWARE, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE **(b) (6)**

(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14th day of July, 2014 at FT. CARSON, CO

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1-25 ATK FORT CARSON	2. DATE (YYYYMMDD) 20140710	3. TIME 12 10	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E7 ACTIVE	

8. ORGANIZATION OR ADDRESS
HHC 1-25 ATK BAAE Bldg 9622 Fort Carson Co 80905

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
HHC ISG; since 26 Feb, 2014
BN 56NCOIC 4 Feb 2011

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate is ok, tolerable. Since July 2012. A lot of Soldier miss Family Time.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC Baugh) and Command Sergeant Major (CSM Merriwether)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. Yes

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? Yes

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

Ex 16

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1210 DATED 10 July 2014

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. *No*

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
No

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?
Yes

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. *No*

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. *The BC walked out of a couple meetings outraged. During Command and Staff briefings if information wasn't correct or accurate due to not being updated. She walked out abruptly.*

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.
No

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.
No

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1210 DATED 10 July 2014

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

Yes

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

Yes

16. Is there anything else you would like to add that is relevant to this investigation?

No

Nothing Follows

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY AND VOLUNTARILY, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(statement)

WITNESSE

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014

Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R McDONOVEN
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD) 20140714	3. TIME 1226	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS SFC	

8. ORGANIZATION OR ADDRESS
D-Co 1-25th ARB, Bldg 9633, Butts AAF Road, Fort Carson CO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion? Arrived to unit in Oct 2010, signed in Dec 2010. I am currently the Production Control NCOIC, Battalion EO Advisor, SHARP and MRT Rep.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? The stress began for me about June 2013 and has not let up at all. It has only increased since CPT (b) (6) took over D-Co and has only added to the hostile environment in the hangar. She has used, in my opinion, her personnel (LTC (b) (6)) feelings as bearers for her soldiers to become closer or stay connected to our own families.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. As far as LTC (b) (6), all I have seen is when she is in the PC meetings and the stress she leaves in her wake. When it comes to the CSM, I have had no issues. I saw what he has said to me about my own situations he went to the carpet with little results.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? Yes, I have received two NCOERs. I think they come close but for as my Reviewer, she goes off of hear-say and one sided opinions about facts. She has on several occasions, through other person's, but never direct, had CPT (b) (6) ask me if I liked my job or was told she was not happy with my performance. I was talked to 1 time by CSM for her.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF (b) (6) AT 1226 DATED 20140714"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 17

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1226 DATED 20140714

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. *Yes, against myself, It seemed like a ^{higher} double standard when it came to me getting my primary job along with the 3 top priorities and "Everything" else done on their always shifting time lines. CPT **(b) (6)** never understood the level of responsibility the BC office has to manage, she only made things worse. No support ever. It felt like I was always on the chopping block. Worst Company Commander I have ever had.*
6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances? *If she didn't have strong ISG's there is no way the Company would have held up appearances this long. CPT **(b) (6)** would openly yell at 1LT **(b) (6)** in the Liberty Room. Blame "All" NCO's for failing to get things signed that were on her desk for weeks.*
7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? *I would not know she has had all most no personal or professional contact with me what so ever. If what CPT **(b) (6)** says is true, still don't trust her to support me, I would so "No" she only needs me around due to personnel strength.*
8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. *The BC continually uses profanity, but I have never heard of a situation that it was directed at someone specific. I have only witnessed a few times that the CSM cursed, but was mostly in frustration with the BC's knee jerk reactions to minor issues with zero or little information to go on. Which happened quite often.*
9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. *She has walked out of a few Command Staff meetings along with Production Control meetings.*
10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. *All leaders, after a few formations they would circle up and she would start in on the Senior leadership.*
11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. *The think she is frustrated because she allowed at least 3 of her Company to be toxic to her unit and at least 2 ISG's.*

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1226 DATED 20140714

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain. Yes she does. There was some conflict between her and the XO Maj **(b) (6)**, but that was second hand information.
13. Does the CSM appropriately carry out policies and standards? If not, please explain. I have very little access on this, things still get completed but very reactionary. I believe this is due to Bad Command teams at the CO level.
14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain. Yes I sit in every C+S meeting and he is very involved.
15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain. Yes, I believe he delegates to the CO Level, and it happens regularly.
16. Is there anything else you would like to add that is relevant to this investigation? There are at least 4 sets of Cnd teams, past & present that should be relieved on the spot 6 months ago.

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE

WITNESSES:

(b) (6)
HHC, 1-25 ATK
ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

(b) (6)
Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAF, Fort Carson, CO 80913	2. DATE (YYYYMMDD) 20140714	3. TIME 12:48	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-7	
8. ORGANIZATION OR ADDRESS D Co 1-25 Avn Regt, 25th CAB Fort Carson, CO 80913			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

I am the BN SHARP VA, D Co MRT and Shops Platoon Sergeant. I have been in the BN since 10 Jan 2010

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

The BN command climate has been mission orientated with a focus on thorough planning. This focus began with the BN COC. Previous focus was aircraft maintenance, (b) (6)

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I have only noticed people getting

chewed out for their inability to encompass their entire scope into their duties. The following week, the same soldier could receive kudos. This would appear to project a focus on function and not individual characteristics

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? The BN commander was a reviewer. To my knowledge, she had no input.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX18

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT **(b) (6)** BAAF Fort Carson Co DATED ~~20140714~~ 20140714

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. *None witnessed*

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
None witnessed

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? *Yes, I do.*

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. *The BC will use profanity quite consistently, but it isn't directed at an individual in a derogatory manner. I never heard the CSM outright use profanity. He corrected himself and it was more of a partial slip of the tongue not directed at anyone.*

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. *I have seen the BC walk out of meetings irritated at the answers or lack of that she was receiving. She would return shortly after. CSM always remained calm and collective.*

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. *I have seen the BC address the general leadership in the Command and Staff about issues that should be resolved at the company level or lower. It was basically a do your job speech*

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. *None witnessed*

INITIALS OF PERSON MAKING STATEMENT
(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT BAAF, Fort Carson CO DATED 20140714

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes. She ask that they plan accordingly and tells them how they can do it if they need help. I also know they have OPDs with all commissioned officers and warrants along with Commander Luncheon

13. Does the CSM appropriately carry out policies and standards? If not, please explain. Yes

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain. No knowledge

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain. I don't remember a BM driven NCODP, The ones I experienced where at the company level

16. Is there anything else you would like to add that is relevant to this investigation?

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES:

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R MCDONOVEN
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FORT CARSON	2. DATE (YYYYMMDD) 20140714	3. TIME 12:50	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS MAJ	
8. ORGANIZATION OR ADDRESS 1-25 ATK			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

BATTALION PA, 1 YEAR

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

COMMAND CLIMATE IS FINE, ITS THE SELF ENTITLED APATHETIC GROUP OF SOLDIERS IN THIS UNIT THAT BRING IT DOWN.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

YES, HOWEVER THERE IS A GROUP OF SOLDIERS THAT NO MATTER HOW THE COMMAND TEAM TREATS THEM THEY COMPLAINT

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

YES, VERBIAL, THEY HAVE BEEN FAIR AND HONEST EVEN WHEN THEY WERE CORRECTING ME OR POINTING OUT WHERE I NEEDED IMPROVEMENT.

10. EXHIBIT	11. INITIALS (b) (6) KING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF (b) (6) AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 19

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT FORT CARSON DATED 20140714

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NO

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

YES

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

NO

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

YES. AFTER SEVERAL DAYS OF ATTEMPTING TO GET A TRAINING MEETING TO START AT THE RIGHT TIME WITH THE RIGHT PEOPLE PRESENT, SHE LEFT SAYING "COME GET ME WHEN YOU'RE READY!"

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

NO

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NO

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT FORT CARSON DATED 2014 07 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

YES, SHE HAS. IN MY OPINION SHE HAS SPENT MORE TIME MENTORING, COACHING, AND TRAINING THAN SHE SHOULD.

13. Is there anything else you would like to add that is relevant to this investigation?

NID

NOTHING FOLLOWS

(b) (6)

(b) (6)

(b) (6)

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL **(b) (6)** WITHOUT

WITNESSES:

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

15-b APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC, 1-25 ATK Butts Airfield	2. DATE (YYYYMMDD) 20140710	3. TIME 1011	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O-3	

8. ORGANIZATION OR ADDRESS
HHC, 1-25 AVN Regiment

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

Battalion Flight Surgeon, 9 months

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

Fine; the command climate is okay. I believe the unit climate has however been poor for greater than 1 year, as reflected by high number of medical evacuation boards, high number of LOD investigations, and high number of UCMJ actions since 1-25's redeployment from their last deployment. People who are used to and accept such conditions dislodge and undermine the BC/CSM in their efforts to improve the unit and hold people accountable.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

Yes, without exception.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

No, however I do have an OER pending.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 20

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT HHC, 1-25 ATK DATED 10 JUL 2014

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes, absolutely.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

No.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have seen the BC leave a CUB and C/S meeting when the appropriate subordinate sections, leaders, and/or company commanders were not present or accounted for.
I have seen this once in general and once while at NTC.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT HHC, 1-25 ATK DATED 10 JUL 2014

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes. LTC **(b) (6)** is supportive in the professional development of her subordinates. She allowed my section to participate in continuing medical education, Table E/EMT-13 recertifications, trauma training, etc.

13. Is there anything else you would like to add that is relevant to this investigation?

LTC **(b) (6)** is, in my opinion, questioned and undermined by company level leaders (COs/1SGs) at nearly every turn when she gives any directive. They fight her efforts to hold people, companies, sections, individuals, and the battalion to the Army standard, not her personal standard. She holds leaders and individuals accountable in a unit where "laissez-faire" attitude has persisted for far too long. She is a fair, dedicated leader who always has the best interest and welfare of her soldiers in mind. She emphasizes hard, safe training in garrison and in the field. She is firm but fair and listens to her soldiers, whether they be officer, NCO, or soldier. She is a good leader and I would serve with her in the future. She treats everyone with respect.

CSM **(b) (6)** is everything you could want in a senior enlisted leader or CSM. He always listens and is a good sounding board to the commander. He treats all soldiers with respect.

(b) (6)

Nothing follows **(b) (6)**

(b) (6)
(b) (6) **(b) (6)**
(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE

(b) (6)

(Signature of Person Making Statement)

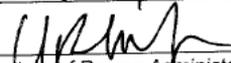
WITNESSES:

SFC **(b) (6)**

1-25 ATK FORT CARSON CO 80913
ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO


(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC NQT Office	2. DATE (YYYYMMDD) 20140710	3. TIME 1030	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS 03/CH	
8. ORGANIZATION OR ADDRESS 92d Butts Army Airfield, FT Carson, Co 1-25 ARB			

9. I, (b) (6) WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
BN Chaplain, I have been here 11 mos.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate was divided. They were not united. They had a hard time getting along. The BC was often overwhelmed with details, due to a lack of support + poor planning. The XO also expressed a lack of support. Basically the Command Team was not a team, and everyone looked out for himself.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
CPT (b) (6) - They caused
CPT (b) (6) - The BC personally always found fault with him.
The XO and BC often were short + frustrated with CPT (b) (6); more than the others.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No I have not. I was never given any initial counselings or Dev Counselings by either the XO or BC. I am currently in the process of receiving an OER from XO, as Peter + BC as Senior Peter

10. EXHIBIT	11. NUMBER OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)**

TAKEN AT 1030

DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NONE

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NONE

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

No they do not. Not around me. However as the chaplain, people try not to use profanity around me.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, The BC would often walk out of meetings upset when the staff and Command were not all present or unprepared. She sometimes would slam the door when she left.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I have never witnessed her belittling leaders. But many leaders came to me out of concern for the treatment they would ~~receive~~ receive from the BC. Under ^{(b) (6)}

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I have never personally witnessed it. I have had several NCOs & Officers in my office that believe this to be true. (Under provided confidentiality I cannot give names, but

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

I know ~~that~~ ^{some} are on your list, so they have to opportunity to ~~at~~ speak 1st hand of the situation -

STATEMENT OF

(b) (6)

TAKEN AT 1030

DATED 20140710

9. STATEMENT

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Many of the Company CDRs expressed frustration over this not being done. I was able to go to my monthly FT Carson Chaplain Trainings. I have never been in on Unit OPDs.

13. Is there anything else you would like to add that is relevant to this investigation?

None

I, (b) (6) HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH (b) (6) UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL

WITNESSES:

CPT (b) (6)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

(Signature of Person Administering Oath)

WILLIAM E. McDONOUGH (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JULY (Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BARR, FT CARLSON	2. DATE (YYYYMMDD) 20140710	3. TIME 0930	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS W4	

8. ORGANIZATION OR ADDRESS
1-25 ATK HHC

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
BN STANDARDS INSTRUCTOR PILOT, WITH 1-25 SINCE JULY 2008.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
1-25'S COMMAND CLIMATE UNDER LTC (b) (6) STARTED OUT FAVORABLY AFTER SHE TOOK COMMAND IN JULY 2013, BUT AFTER ABOUT 3 MONTHS (HONEYMOON PERIOD) I PERSONALLY NOTICED HER TENDENCY TO BECOME EASILY IRRITABLE WHEN FACED WITH ISSUES THAT SHE IS NOT IN DIRECT CONTROL OF.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
CSM (b) (6), FROM MY OWN PERSONAL OBSERVATIONS, TREATED EVERY OFFICER AND SOLDIER WITH EQUAL DIGNITY AND RESPECT. I HIGHLY REGARD HIM AS ONE OF THE BEST CSMs I HAVE HAD THE PLEASURE OF WORKING WITH. LTC (b) (6), I BELIEVE, ALLOWS HER EMOTIONAL FEELINGS TO DILUTE HOW SHE TREATS PEOPLE ON A DAILY BASIS, AND BECAUSE EMOTIONS CAN CHANGE DRAMATICALLY WITH MOOD, THERE IS LITTLE CONSISTENCY FROM PERSON TO PERSON. SHE SEEMS BIPOLAR AT TIMES.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I HAVE SUBMITTED MY OER SUPPORT FORM TO LTC (b) (6) (THRU DATE WAS 22 MAY 14) BUT AM STILL WAITING FOR MY OUTBRIEF.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

6422

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT FT CARSON, CO DATED 10 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

YES, I OBSERVED LTC **(b) (6)** ANNOUNCE TO CW4 **(b) (6)** (4th CAB) TO "GET THE F... OUT!" OF HER OFFICE AS HE WAS ENTERING TO GIVE HER AVIATION MAINTENANCE UPDATES LATE IN 2013 WHILE HE WAS STILL ASSIGNED TO 1-25. THIS SPECIFIC EVENTS REFLECTS A TREND TO TREAT JUNIOR OFFICERS AND FIELD GRADES ALIKE; WITH A RAISED VOICE AND PROFANITY. I SEE IT AT NEARLY EVERY TRAINING MEETING AND COMMAND/STAFF THAT I ATTEND.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I HAVE NOT PERSONALLY BEEN DISRESPECTED BY 1-25 LEADERSHIP; I HAVE A GOOD WORKING RELATIONSHIP WITH THE B.C. AND ALL OTHER LEADERS.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

YES I DO; IF NOT I WOULD HAVE BEEN REPLACED BY NOW.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

B.C. : YES, DAILY,

CSM : NO, RARELY.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

CSM : NO, NEVER.

I PERSONALLY OBSERVED LTC **(b) (6)** DISAPPROVE A PAPER FLIGHT SCHEDULE, WAD IT UP AND THROW IT AT THE LT. THAT INITIALLY PROPOSED IT. I HAVE SEEN HER STORM OUT OF MEETINGS AND SLAM DOORS SEVERAL TIMES (COMMAND/STAFF, TRAINING MEETINGS, ETC.).

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

CSM : NEVER.

I BELIEVE LTC **(b) (6)** KNOWS THAT AS THE O-5 (BOSS) IN 1-25, SHE CAN ADDRESS ANY SOLDIER, OFFICER, LEADER HOWEVER SHE FEELS. I HAVE SEEN MORE PUBLIC PUNISHMENTS THAN PRAISES.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

CSM - I HAVE NOT OBSERVED THIS WITH HIM.

I CAN'T RECALL A SPECIFIC INSTANCE WITH LTC **(b) (6)** USING THREATS AND/OR SCARE TACTICS. HOWEVER I BELIEVE USING THEM IS NOT OUTSIDE THE SCOPE OF HER CHARACTER.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT FT CARSON, CO DATED 10 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

YES I BELIEVE SHE DOES GENUINELY WANT THIS, BUT WHEN SHE OBSERVES HER SUBORDINATE'S SHORTCOMINGS, SHE FEELS COMPELLED TO GET INVOLVED AND TAKE OVER THE SITUATION, I HONESTLY DON'T KNOW HOW MUCH MENTORING / ADVISING IS OCCURRING WHEN THIS HAPPENS, BUT BECAUSE IT HAPPENS SO OFTEN I THINK THE

13. Is there anything else you would like to add that is relevant to this investigation? APPROACH IS COUNTER-PRODUCTIVE.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CPT

(b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY 2014 at Ft. Carson, CO

(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JULY (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT (b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1-25 AVN FORT CARSON, CO	2. DATE (YYYYMMDD) 20140710	3. TIME 1200	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS CW4	
8. ORGANIZATION OR ADDRESS BUTIS AAF FORT CARSON, CO 80913			
9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			
1. What is your duty position in 1-25 ARB and how long have you been in the battalion? MASTER GUNNER AND WILL TAKE OVER AS STANDARDIZATION PILOT (SP) FOR CW4 (b) (6) ON 28 JUL 14. I ARRIVED TO THIS UNIT (1-2 AVN) ON JUNE 2009.			
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? IT HAS BEEN A HOSTILE WORK ENVIRONMENT SINCE JUL 2013. IT IS THE MOST DISFUNCTIONAL WORK CLIMATE I HAVE SEEN IN MY ENTIRE ARMY CAREER.			
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. CSM (b) (6) ALWAYS TREATED SOLDIERS WITH DIGNITY AND RESPECT. LTC (b) (6) DID NOT RESPECT SOLDIERS FAMILY TIME. 1-25 HAD A CLOSEOUT FORMATION AT 1700 AND WAS TOLD TO FORM BACK UP IN ONE HOUR DUE TO A D CO MAINTENANCE ISSUE. THIS WAS A SAT AFTERNOON IN THE FIRST PLACE.			
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? I HAVE NOT HAD AN OER FROM LTC (b) (6), YET.			
10. EXHIBIT	11. INITIALS OF PI (b) (6)	STATEMENT	PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

423

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1200 DATED 10 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. **IT WAS A COMMON OCCURRENCE FOR A GENERAL TREND OF DISRESPECT BY LTC (b) (6). CW4 (b) (6) IS THE ONLY MAINTENANCE EXAMINER (ME) ON FORT CARSON. LTC (b) (6) YELLED AT CW4 (b) (6) "GET OUT OF MY OFFICE!" IT WAS BECAUSE HE KNOCKED ON HER OFFICE DOOR TRYING TO HELP 1-25 AVIATION MAINTENANCE.**

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
AFTER COMPLETION ON NTC ROTATION 14-06. A SOLDIER'S PRESCRIPTION MEDICATION WAS STOLEN AND RESULTED IN OUR BAGS TO BE INSPECTED. LTC (b) (6) CALLED ALL OF ^{US} "SMART ASSES" AND OTHER DEROGATIVE COMMENTS THAT WOULD ONLY BE APPROPRIATE FOR THE ONE THIEF; NOT THE OTHER 100+ PEOPLE THAT RESIDED IN TENT #6. IT WAS THE TASK FORCE.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?
YES

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. **CSM N/A TO USING PROFANITY. LTC (b) (6) WOULD USE PROFANITY WHEN YELLING / ADDRESSING COMMAND STAFF MEETINGS / STAFF Huddles OR PILOTS BRIEFS.**

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. **(b) (6) LTC (b) (6) WOULD THROW SLAM BN CONFERENCE DOOR IF SHE GOT MAD (DUE TO ACCOUNTABILITY, SOMEONE HAD TO STEP OUT TO TAKE AN EMERGENCY PHONE CALL, ETC). WHILE AT NTC 14-06; SHE STORMED OUT OF THE TOC BECAUSE IT WAS NOT CALLED TO ATTENTION FOR HER ON HER 5TH TIME WALKING IN.**

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. **AT NTC 14-06 AFTER THE MID ROW PAR; LTC (b) (6) KEPT THE BATTALION AFTER TO TELL THEM TO "GET YOUR SHIT TOGETHER"!**

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. **CSM DOES NOT APPEAR TO USE SCARE TACTICS. LTC (b) (6) WOULD ROUTINELY USE THREATS. SHE STATED IN A PILOTS BRIEF THAT IF WASN'T DONE A CERTAIN WAY, "SHE WOULD CRACK OUR SKULLS"**

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1200 DATED 10 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

13. Is there anything else you would like to add that is relevant to this investigation?

I SUBMITTED ALL REQUIRED DOCUMENTS TO MAJ **(b) (6)** (XO) WHEN LTC **(b) (6)** TOOK COMMAND IN JUL 2013 FOR A COMBAT INJURY THAT OCCURRED TO ME IN IRAQ 2004. I HAD SHOWED THESE DOCUMENTS TO FOUR FLIGHT SURGEONS THAT SUPPORTED ME FOR A PURPLE HEART. SHE FAILED TO TAKE ANY ACTION IAW 600-8-22 TO PROCESS THIS FOR A PURPLE HEART.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL IN

(b) (6)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at FT. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Ft. Carson 1-25 ARB</i>	2. DATE (YYYYMMDD) <i>28.14.07 10</i>	3. TIME <i>1430</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>N3/Active</i>	
8. ORGANIZATION OR ADDRESS <i>1-25 ARB, Ft. Carson Colorado, 80913</i>			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
Battalion Aviation Material Officer
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate in the Battalion seems to be one of there is only one way to do something. That has been the way since I got into this unit.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
*I have never witnessed anything negative from CSM **(b) (6)**. I have witnessed LTC **(b) (6)** get upset with the staff on several occasions. Generally during Command and Staff she has gotten upset with the staff and sometimes chooses poor choices of words, often times swearing.*
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No evaluation received as of yet. Not due until Sep 14.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX24

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF CW3 **(b) (6)** TAKEN AT Ft. Carson, Co DATED 2014 07 10

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have witnessed a few commanders take the brunt or have been singled out. Examples would be when postal numbers are being given by a Company Commander, CPT **(b) (6)**, it appears as though no matter how hard he tried even when given the correct numbers, it still wasn't enough.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Not an act of disrespect but was reprimanded as a better way of saying it, the BC was upset because I didn't meet a deadline.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC, like stated above, when irritated or angry generally uses poor language, not generally directed at anyone person, but it can sometimes be a little over the top.
CSM I have never witnessed using profanity, except Doggins!

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Never the CSM, but I have witnessed the Battalion Commander get up and leave a meeting in a rage, slam the door and come back in completely pissed off creating not a very productive environment.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Never the CSM! Three Commanders that would generally take consistent heat rounds are, CPT **(b) (6)**, CPT **(b) (6)** and CPT **(b) (6)**. They ~~were~~ seem to take a lot of additional flack, not 100% sure as to why.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No idea about the CSM, but I am pretty sure most of the staff and some special staff and the three commanders listed above were generally afraid of being reprimanded or fired on a daily basis.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF CW3 **(b) (6)** TAKEN AT Ft. Carson, CO DATED 2014 07 10

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.
I think she encourages professional development in Warrant officers but not really sure of the commissioned officers or enlisted soldiers. I have never witnessed an OPD for her commissioned officers or a staff to build cohesion.

13. Is there anything else you would like to add that is relevant to this investigation?
no.

I, **(b) (6)** AVIT HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:
CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3 JULY 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Bldg 9622, Butts Army Airfield, Fort Carson, CO	2. DATE (YYYYMMDD) 2014/07/11	3. TIME	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS CW3	
8. ORGANIZATION OR ADDRESS 1-25 Attack Battalion			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion? I PCS'ed into the battalion in January 2010 and have been assigned as the Battalion Tactical Operations Officer, working in the S3 shop since my arrival.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the command climate existed? I believe shortly after LTC **(b) (6)** assumed command the command climate became a hostile work environment. Officers and soldiers at all levels seem reluctant to take initiative fearing reprimand for perceived poor performance or errors in performance and planning.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and the Command Sergeants Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. LTC **(b) (6)** says she treats everyone with dignity and respect, however her actions are to the contrary. She often uses abrasive language directed at formations and staff, with the caveat that soldiers in an attack battalion should have thick skin. Usually, these outbursts are the result of poor performance or misbehavior from specific individuals but reprimand is directed at the group or formation.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, Why? Yes my last OER LTC **(b) (6)** was the Senior Rater. Even though the rating was positive and in my opinion accurate, I don't feel LTC **(b) (6)** gave proper consideration to completing the outbrief (counseling) or submitting the completed rating in a timely manner. The thru date for my last rating was January 10, 2014 and my outbrief was completed 12 April (hours before deploying to NTC), and submitted to HRC late.

5. Have you ever observed any acts of disrespect by any Leaders within the 1-25 ARB? If so was it a general trend or focused on a specific individual? Please provide details. Yes, during a command and staff meeting LTC **(b) (6)** joined the meeting late, and when she observed a printed slide deck at her seat she threw the stack of papers to the front of the room and commented to CPT **(b) (6)** that the product was useless (as the top sheet had four slides) and that he should have used common sense rather than wasting paper and producing a useless product. When she was informed only that top page was formatted in that manner her comment was Ok then continue. No apologies, or remorse for the outburst. Additionally, during NTC rotation 14-06, there was an incident where an individual reported his medication stolen. Without a complete investigation into the matter the battalion was formed and all personnel living in the same tent as the victim were isolated and then LTC **(b) (6)** lectured the formation using abusive language, profanity, name calling, and threatened aggressive UCMJ action towards any individual found to committed misconduct, or bringing discredit to the unit. The formation and display was observed by other units, and soldiers in attendance at the National Training Center.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX25

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Bldg 9622 DATED 2014/07/11

9. STATEMENT (Continued)

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances? As a member of the S3 planning team there were several occasions I felt belittled, and questioned my own abilities, after being scolded in a group for what LTC **(b) (6)** perceived as poor performance or errors by the planning team.
7. Do you feel that the BC has confidence in your ability to do your job? If not, Why? No. Though my last rating was favorable, I feel her senior rater comments were a result of me following her direction and accomplishing the tasks she directed. I don't believe she allowed me to perform the duties of my position unless she directed the action. One example, as the TACOPS officer I am responsible to develop Personnel Recovery Training, and rather than allow me to develop a training plan focusing on specific tasks unfamiliar to the battalion, she directed that a script specific tasks to be accomplished by specific individuals.
8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. On several occasions the BC has used profanity in front of formations or in staff meeting, especially when addressing poor performance, misconduct, or threatening punishment for these actions.
9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. The BC has on several occasions stormed out of meeting and briefings slamming doors and with comments such as "I'll be back in 5 minutes, fix your shit" or "get it right" Many times briefings have been stopped by her for corrections and then began again.
10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. During NTC rotation 14-06, LTC **(b) (6)** entered the unit Tactical Operations Center and didn't get immediate recognition, or a detailed briefing of current operations. She asked who was in charge and after identifying CPT **(b) (6)** openly chastized him calling him weak and incompetent and then relieved him of his position as the Battle Captain, never allowing him to perform as a Battle Captain for the remainder of the rotation.
11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. Yes. I believe the BC uses language and humiliation as an effective scare tactic. I don't think she targets specific individuals, other than those people filling command and staff positions and their performance. Her reactions are a significant deterrent for anyone to take initiative, in fear of humiliation.
12. Does the BC encourage the professional development of her subordinates? If not, why? No, I don't feel she is an effective leader or mentor. As the Battalion TACOPS Officer, and a member of the S3 shop I have never been or heard of others being truly counseled or given constructive input about performance.
13. Is there anything you would like to add that may be relevant to this investigation? Yes, I believe LTC **(b) (6)** directs her subordinates as she interprets the regulations, rather than what the regulations say, and as she desires not necessarily what is best for the mission, the unit or the Army.

I think CSM **(b) (6)** and LTC **(b) (6)** are two separate individuals with distinctly different leadership skills. I think CSM **(b) (6)** treats everyone respectfully and truly made an effort to minimize the negative effects of the BC. In meetings and at formation, his physical response to negative behavior from the BC was apparent. I truly feel he made an effort to counsel her behind closed doors so not to contradict her in front of her subordinates, but his counsel was ignored or poor received. I never witnessed CSM **(b) (6)** mistreat or disrespect anyone. CSM **(b) (6)** was knew the regulations and enforced them equally across the formation. On occasion I witness CSM **(b) (6)** make on the spot corrections of Officers and Warrant Officers, quietly informing them of their behavior and asked that they set the example for enlisted soldiers and their peers. CSM **(b) (6)** is a professional and leader.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

(b) (6)

This section not used.

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BUTTS ARMY AIRFIELD, FT CARSON, CO	2. DATE (YYYYMMDD) 20140716	3. TIME 1432	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS W4	
8. ORGANIZATION OR ADDRESS 1-25 ARB BUTTS ARMY AIRFIELD, COLORADO SPRINGS COLORADO			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

ANSWER: Production Control OIC. I have been in the Battalion for approximately 4 months.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

ANSWER: Having been in the unit only 4 months I do not have a good basis for the command climate or how long it has existed.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

ANSWER: I have not personally witnessed any issues in terms of dignity and respect concerning LTC (b) (6) or Command Sergeant Major (b) (6)

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

ANSWER: I have not received an evaluation from the BC because of my limited time in the unit.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

Ex 26

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1623 DATED 20140716

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

ANSWER: I have not observed any acts of disrespect by any Leaders within 1-25 ARB.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

ANSWER: NO

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

ANSWER: Yes, I only received positive feedback from the BC in terms of my job performance.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

ANSWER: I have heard the BC use profanity on occasion. The use of profanity was not excessive in my opinion. The profanity was not directed to any specific person, I observed during production control meetings that the profanity would be directed toward a category or group of soldiers. For example, the NCO's in D CO are not doing their (insert expletive) jobs.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Answer: I have not personally witnessed any of the above described actions.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

ANSWER: NO

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

ANSWER: I have not witnessed the BC and/or CSM use threats or scare tactics.

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

ANSWER: I can only speak for my personal experience, The BC has encouraged my professional development.

13. Is there anything else you would like to add that is relevant to this investigation?

ANSWER: No

----- NOTHING FOLLOWS -----

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1623 DATED 20140716

9. STATEMENT (Continued) -----NOTHING FOLLOWS-----

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE OR UNLAWFUL INDUCEMENT.

(b) (6) (statement)

WITNESSES:

CST (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 16 day of JULY, 2014 at F.T. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R McDONOUGH
(Typed Name of Person Administering Oath)
15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAP NHC 1-25ATK Fort Carson	2. DATE (YYYYMMDD) 20140711	3. TIME 1608	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E5	
8. ORGANIZATION OR ADDRESS 1-25ATK BLDG 9222 Fort Carson CO 80913			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Battalion Retention. I have been in the battalion for 2 years.
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
It has existed for about a year now. It is fast tempo and always has lots of training.
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
I believe the Command team treat everyone the same.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No, I have not received an evaluation from them.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

4x27

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1637 DATED 2014 07 11

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not observed any acts of disrespect.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I haven't been disrespected by any leader in 1-25 ARB.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I do believe she is confident in my ability sometimes, yet I believe she not confident in me. I believe sometimes she does trust me because she lets me run it without her correcting me. But I believe she doesn't trust me in my position because I am not statted in that position but I do it full time.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

They do use profanity but it is not directed at anyone when they use profanity they acknowledge they have used profanity and apologise.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

No I have not seen them do any of these things.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No I have not observed it.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I have not seen this done

INITIALS OF PER **(b) (6)** MAKING STATEMENT

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1634 DATED 20140711

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.
She encourages development but doesnt put a plan together to carry it out.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.
Yes he does he makes policies just to enforce them.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.
Yes, I have seen him say and quote AR's. He corrects soldiers and he does on the spot training.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.
I do believe he does it just needs more work. He needs to make more time to carry out plans and training.

16. Is there anything else you would like to add that is relevant to this investigation?
No there is nothing I would like to add.

(b) (6) AFFIDAVIT
I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

WITNESSES:

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

(b) (6)
Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO
[Signature]
(Signature of Person Administering Oath)
WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAF Fort Carson	2. DATE (YYYYMMDD) 20140710	3. TIME 1632	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E6/RA	

8. ORGANIZATION OR ADDRESS
HHC, 1-25 AVN

9. (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Paralegal NCO; June 2011

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The current command has been in command since last year (July 2013?).
I believe the command climate is great. We've had a high OPTEMPO, which can frustrate personnel, but the overall climate is good.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I believe all personnel are treated with dignity and respect equally.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 28

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1632 DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

No.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

No.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1632 DATED 20140711

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

Yes.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

Yes.

16. Is there anything else you would like to add that is relevant to this investigation?

I have had nothing but positive interactions with LTC **(b) (6)** and CSM **(b) (6)**

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR **(b) (6)**

WITNESSES

CPT **(b) (6)**

(b) (6)

Subscribed

and by law to administer oaths, this 11 day of JULY, 2014

Ft. Carson, CO

[Signature]

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. McDONOUGH

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 1-25 Conf Room	2. DATE (YYYYMMDD) 2014 07 10	3. TIME	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS W3 / RA	
8. ORGANIZATION OR ADDRESS 1-4 ARB			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
At the time I was 1-4/4-4's PC officer and Aviation Materiel Officer. Currently I serve as 1-4's PC officer / AMO.

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC (b) (6) regarding a/c transfer.
The xfer of a/c had been delayed 3 times prior to the Feb incident. During the week in question, the xfer inspection began Wed. 1-25 was in the field at this time. During the initial xfer, there had apparently been some miscommunication involving the specifics and we (4th CAB) were told to halt ops until the next day (Thursday). Thursday began again and again inspections were halted. CW3 (b) (6) (1-25 AMO) was pulled out of the field, and together, we came up with a plan for inspections on Friday. This plan was agreed by all around, and from the email traffic, had been forwarded to the CDRs of 1-25, 1-4, & 4-4, in addition to all the maint personnel & XO's. Again work began on Friday. Friday morning I was pulled away

10. EXHIBIT	11. INITIALS OF (b) (6) KING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX29

STATEMENT OF **(b) (6)** TAKEN AT 1-25 conf room DATED 2014 07 10

9. STATEMENT (Continued)

For a pilot's Brief in the morning. For whatever reason, 1-4 was not working on a/c when LTC **(b) (6)** arrived. I received a frantic phone call from 1SG **(b) (6)** & SFC **(b) (6)** that LTC **(b) (6)** had demanded everyone off the a/c and that she was specifically looking for me. I arrived and while looking at what panels had been removed saw LTC **(b) (6)** begin screaming at CPT **(b) (6)**. Present was myself, CW4 **(b) (6)**, Maj **(b) (6)**, CPT **(b) (6)**, 1SG **(b) (6)**, and CW3 **(b) (6)**. LTC **(b) (6)** then removed CPT **(b) (6)**'s rank and began screaming something about her not being a CPT, she was a "God-Damn" LTC. She then went into CPT **(b) (6)**'s office and began to throw her papers and tear up her desk. She then asked if CPT **(b) (6)** liked that. I believe I recall other lower enlisted being in the office. From there we, minus CPT **(b) (6)** went to the 1-25 PC office and hashed out a plan for a/c Xfns. This plan was almost identical to the plan developed Thursday. LTC **(b) (6)** was like a light switch in that super angry one minute, then calm and collected a minute later. The Xfns continued thru work after.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1-25 conf room DATED 2014 0710

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

no.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

CP7 **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at FT. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. MCDONOVICH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Ft Carson Co	2. DATE (YYYYMMDD) 2014 07 11	3. TIME 1335	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS CW3	
8. ORGANIZATION OR ADDRESS 1-25 ARB			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
One year in 1-25 in Colorado, 6 months with 1-2 ATK in Taria Kourt, AFB.
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Generally low morale with almost a forced motivation. You could feel as if there was a weight on everyones shoulders.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
In general people were treated well, however the commissioned side usually took some sort of "talking to" every day.
with what I could note the CSM never displayed any mal treatment towards soldiers.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I did receive my annual eval (OER) and it did reflect accurately, in fact I felt it was better than expected as this was my first time performing duties as a Production Control OIC. It's a position that requires alot of growth in a short amount of time.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX-304

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1335 DATED 11 Jul 2014

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

See questions 8-11

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Not directed at myself.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

I have seen the BC, but not the CSM, use profanity. It's been used mostly in general non directed ~~statements~~ ^{(b) (6)} statements, with it occasionally being directed towards various commissioned officers, too many to name, directly. The officers were from 1-25, 1-4, and 4-4.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have seen the BC, but not the CSM, walk out of various meetings, slamming doors, and on one occasion throwing papers across a 1-4 Company Commander's office. The throwing of the papers happened in conjunction with the aircraft transfer.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I have observed the BC belittling all company leadership at some point, as well as many of the staff officers.

The CSM has not done this to my knowledge.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

All threats that I noted involved working weekends to make mission. Personally I took them as empty, however it really took a toll on morale making it almost irrecoverable. I did not note the CSM participating in these tactics.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1375 DATED 11 July 2014

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I have no experience in this area with her.

13. Is there anything else you would like to add that is relevant to this investigation?

Generally I feel people here work under a lot of unnecessary stress imposed from the BC. There were many weeks this past winter where all you continuously heard was about working weekends, people just seemed to be yelled at left and right, and the morale dropped ~~to~~ ^{(b) (6)} to the lowest level I've seen in my 10 years of service. Therefore the output dropped to a very low level and people spent more time complaining than working. As if one problem simply piled on the other. It is like working in fear of retribution as opposed to actually enjoying the job you signed up to do.

I'd also like to add that not one time did I see the CSM do anything disrespectful to anyone. Honestly, as far as CSM's go he has been outstanding.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Making Statement)

WITNESSES:
CPT **(b) (6)** **(b) (6)** Subscribed and sworn to before me, a person authorized by law to administer oaths, this _____ day of _____ at _____

ORGANIZATION OR ADDRESS _____ (Signature of Person Administering Oath)

_____ (Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS _____ (Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Ft Carson Co	2. DATE (YYYYMMDD) 20140711	3. TIME 1335	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS CW3	
8. ORGANIZATION OR ADDRESS 1-25 ARB			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
Production Control OIC 1-25 ARB 1 yr 2 months + 6 months with 1-2 ATK in Torin Kount Aty.

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC (b) (6) regarding a/c transfer.
What happened was far from being justified, however there were many things leading up to the event.

1) 1-25 was in the field, note: Aircraft were prepped since the beginning of January and this had to happen then. Not before or after.

2) Coordination was not made the day prior, she took note of that which amplified the situation when it happened that day.

3) The level that the aircraft was turn down to was extremely excessive. Panels were pulled that aren't even removed for a phase, 500 flight hour, inspection. Typically that inspection happens every couple of years.

Those were the top factors that built up to the events that occurred. Again, not remotely justified, but a backstory from the 1-25 fox hole.

All in all this was the result of a miscommunication. The lack of coordination between 1-4 and 1-25 caused many junior soldiers from E-6 and below to begin inspecting our aircraft for acceptance. At the time I was working on the South end of 9633 and had not yet been to the North end. After her arrival she picked me up and walked to the other end of the hangar. That's when the events began.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 30-2

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1335 DATED 11 July 2014

9. STATEMENT (Continued)

Once the BC and I got to the North end of 9633 we saw many junior enlisted from 1-4 ARB all over our aircraft. Before anyone else could say or do anything she said to all of the Soldiers to "Get the f- off my aircraft!" Immediately after that we walked into the 1-4 PC office and picked up CW3 **(b) (6)** and CW4 **(b) (6)**. Little yelling was done there as we decided to take the conversation to the 1-25 PC office since it is up and out of the way. On the way there we ran into MAJ **(b) (6)** and CPT **(b) (6)**. Immediately after meeting them she began what was more of a verbal assault than anything as CPT **(b) (6)** MAJ **(b) (6)** attempted to step in and deflect which is when she pulled her rank off, held it next to theirs, and asked "Do you not understand the rank structure? How would you like it if I ~~made~~ ^{made} a mess of your things?" After that we went into CPT **(b) (6)** office at the time. The BC started removing things from drawers and at one point pulled various papers and folders and threw them across the room asking, "How do you like that? It's not very nice is it!" Following that we went to the 1-25 PC office and had a rational conversation. No further significant actions happened after that.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1335 DATED 11 July 2014

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

When she came across CPT **(b) (6)** and MAJ **(b) (6)** it appeared completely relentless. There were junior enlisted and officer alike that witnessed what I would consider the most brutally thing one person could do to another without physically harming them. It was so violent that I was in disbelief that it was even happening.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

of Person Making Statement)

WITNESSES:

CPT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS


(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAF Fort Carson CO	2. DATE (YYYYMMDD) 20140715	3. TIME 1215	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O3	

8. ORGANIZATION OR ADDRESS
HQs, BLDG 9201, BAAF, FORT CARSON, CO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
BN S1 OIC since JUNE 2013. (b) (6)

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Morale is extremely low. For at least the past 7 mth. (b) (6)

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
I believe ~~they~~ the Soldiers are treated w/ dignity and respect by both CSM & BN CDR. (b) (6)

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes, I have received an evaluation from the BC & I do believe it accurately reflected my performance & potential during rated period. (b) (6)

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 31-1

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF CPY (b) (6) TAKEN AT 1215 BAAF Ft. Carson Co DATED 20140715

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NO

(b) (6)

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO

(b) (6)

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes

(b) (6)

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

NO

(b) (6)

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, I have observed the BC slamming doors & walking out of meeting in outrage. This occurred a few times during meeting like C&S training, & CUB.

(b) (6)

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

NO

(b) (6)

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I believe the BC believes ~~her rank~~ is she can use her rank to make a statement or set a standard.

(b) (6)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

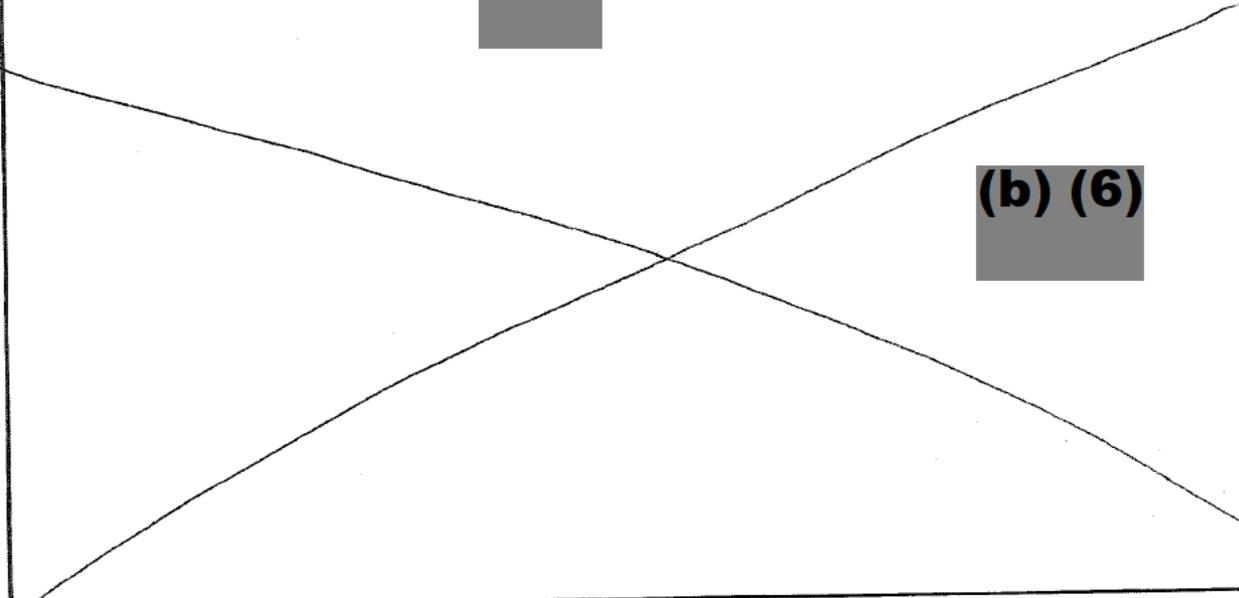
PAGE 2 OF 3 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1215 BAAF Ft. Carson, CO DATED 20140715

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.
As a staff officer I have no issues w/ the BC but could see that she doesn't provide professional development to her Company commanders (b) (6)

13. Is there anything else you would like to add that is relevant to this investigation? Nothing follows
(b) (6)



AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT

(b) (6)
(Signature of Person Making Statement)

WITNESSES:
CPT (b) (6) (b) (6)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15 day of JULY, 2014 at FT. CARSON, CO
[Signature]
(Signature of Person Administering Oath)
WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b) (6)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION: FOD BAAF FORT CARSON 10
2. DATE (YYYYMMDD): 20140715
3. TIME: 1145
4. FILE NUMBER:

5. LAST NAME, FIRST NAME, MIDDLE NAME: (b) (6)
6. SSN: (b) (6)
7. GRADE/STATUS: O3

8. ORGANIZATION OR ADDRESS: HQS BLDG 9621, BAAF FORT CARSON CO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
BN S101C since June 2013 (b) (6)

2. How many NCOERs and OERs have been submitted late to HRC in the last 12 months?
OERs - 20 (b) (6)
NCOERs - 5

3. What reason(s) caused them to be submitted late?
OERs: all OERs that were late were submitted to Battalion Commander in a timely manner. Unsure why she held on them for so long. (b) (6)
NCOERs - continue page

4. How many of those evaluations were for promotion/selection board files?
Some of the evaluations that were late (EW31CW4 board) all made it in on time for their boards but was cutting it close and I know that caused some of them to stress. (b) (6)

5. Are routine actions (awards, leaves, admin actions, etc.) processed in a timely manner in 1-25 ARB? If not, what reason(s) caused them not to be submitted in a timely manner?
Yes, the commander processes leaves, and admin actions in timely manner. Ones that may not, she usually is holding & waiting on questions to be answered from the company commander. She processes awards in timely manner. Awards such as MSA may take (b) (6)

10. EXHIBIT:
11. INITIALS OF (b) (6) KING STATEMENT:
PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 312

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF CPT (b) (6) ¹¹⁴⁵ TAKEN AT BAAF, Fort Carson DATED 20140115

9. STATEMENT (Continued)

6. Is there anything you would like to add that is relevant to this discussion?

per our discussion on a telephone.

There has been at least 3 times when the recommender was told to ~~write~~ change the award to something of lesser value. (SFC (b) (6) recommended for MSM - rewrite to ARCOM, SSG (b) (6) something, 1SG (b) (6) LOM to MSM.) During NTC & Gunning there were ARAM downgraded to COMS. (b) (6)

Q5. Continued

a bit longer but it is because she likes to do a good review before signing. (It isn't a lot longer but may have it for a few extra days). (b) (6)

Q3. continued

NCOERS - Since NTC there has been 3 late NCOERS. Prior to NTC, I spoke with the former SI NCOIC and she stated there were a couple 2 or 3.

To my knowledge none of the evaluations were late due to the Battalion Commander. Most of the fault was the result of the companies. One was due to the company & SI for multiple versions submitted. (b) (6) Nothing Followed

NAME OF PERSON MAKING STATEMENT (b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1145 BAFF Ft. CARSON DATED 20140715

9. STATEMENT (Continued)

(b) (6)

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:
CPT (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)
WILLIAM R. McDONNELL
(Typed Name of Person Administering Oath)
15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b) (6)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 1/25 AVN, FT CARSON	2. DATE (YYYYMMDD) 20140710	3. TIME 1645	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E6	
8. ORGANIZATION OR ADDRESS 1-25 AVN, FORT CARSON CO, 80913			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

SI NCOIC, since April 2014

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

The climate here is very poor, it has been like that since I have arrived and seems to have been like that for some time.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

I feel that no one here is truly treated with any dignity or respect. specific cases would be SGT (b) (6) CPT (b) (6), most staff members.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

I have not.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX32-1

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1/25 AVN DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

The LTC & CSM have disrespected the unit as a whole with their attitude for awards & Evals.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I attempted to bring up issues regarding awards/evals and was told not to worry about regulations. I know my job and do not feel respected in that sense.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

No. she micromanages everyone & have no trust in me or staff or command teams.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

They do, however I am prior combat arms and do NOT feel offended by that.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Slamming doors & leaving, yes. During command & staff. I have heard she does ~~not~~ throw objects often.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes. they tell leaders belittling things often, especially during command & staff.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Very much so. I feel that if I were to try and pursue the "right" things that I would be facing ART 15. Also, she has told soldiers not to go to IG.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT 1/25 AUN

DATED 2014 0710

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I feel as if the command team prefers to lean towards professional regression.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

1st of all, no policies are available to be carried out. And secondly, he has told me to not worry about what regs say about awards & NCOES

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

The CSM & BC do not lead as a team, they perform as individuals and do not advise on anything.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I haven't been developed as anything here. I wouldn't want him to teach me anything as an NCO.

16. Is there anything else you would like to add that is relevant to this investigation?

Nothing I haven't discussed verbally.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE

(b) (6)

WITNESSES:

CIT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH (Typed Name of Person Administering Oath)

15-6 APT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS

(b) (6)

WITNESS STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 1/25 AVN, FT CARSON	2. DATE (YYYYMMDD) 20140716	3. TIME 1645	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E6	

8. ORGANIZATION OR ADDRESS
1/25 AVN, FT CARSON (LOWAPO, 80913)

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
BN S1 NCOIC
2. How many NCOERs and OERs have been submitted late to HRC in the last 12 months?
I only cover NCOERS, since April when I arrived, there were about 10 estimated evals that late. once we were caught up, I havent allowed more than
3. What reason(s) caused them to be submitted late?
a few to be late. I am not sure as I wasn't here. However, problems I have seen are the CSM & LTC sitting on paperwork for long periods of time.
4. How many of those evaluations were for promotion/selection board files?
I am unaware.
5. Are routine actions (awards, leaves, admin actions, etc.) processed in a timely manner in 1-25 ARB? If not, what reason(s) caused them not to be submitted in a timely manner?
No. The LTC & CSM will sit on paperwork, they do not give proper guidance or enforce a standard within the unit.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX322

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1/25 AVN DATED 20140710

9. STATEMENT (Continued)

6. Is there anything you would like to add that is relevant to this discussion?

I have been told to only give awards based on rank. There have been awards denied and downgraded to "coins" - not an award, illegal to do due to regulation. The guidance of "if an award is late, just make it an ~~AAM~~ ^{(b) (6)}" which is a failure to hold people accountable and give Soldiers what they deserve.

This unit command team does not in any way support Soldiers awards or evals. **(b) (6)**

NOTHING ELSE FOLLOWS

(b) (6)

(b) (6)

(b) (6)

(b) (6)

INITIALS **(b) (6)** STATEMENT

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1/25 AVN DATED 2011 07 16

9. STATEMENT (Continued)

NOTHING ELSE FOLLOWS

(b) (6)

(b) (6)

(b) (6)

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR

(b) (6)

WITNESSES:

CPT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF **(b) (6)** STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Fort Carson
2. DATE (YYYYMMDD) 20140710
3. TIME 1300
4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)
6. SSN 048-86-21916
7. GRADE/STATUS O2 / RA

8. ORGANIZATION OR ADDRESS
HHC 1-25 ATK, BLDG 9621 BAAF, FALCO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I am the BN S2 OIC. I (b) (6) arrived to the BN in FEB 12. I have been the S2 since MAY 13. Before becoming the S2 I was the AS2.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
I think the command climate in the BN is untrusting. It seems that individuals don't feel trusted to do the jobs or duties which they are assigned. The climate turned that way shortly after (b) (6) LTC (b) (6) arrived maybe a couple months.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
I feel that LTC (b) (6) shows favorites especially within the Co. CDRs. It seems that the CDRs she liked were not looked at as hard during BN Cts or BN training meetings. (b) (6) CPTs (b) (6), (b) (6), (b) (6) did not get as much respect during meetings as the other CDRs.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I have received an evaluation from the BC. I feel it was a fair evaluation of my performance and potential. I feel that she did not accurately evaluate CPT (b) (6) and that one evaluation kept him from being accepted as an experimental Pilot.

10. EXHIBIT
11. INITIALS OF PERSON MAKING STATEMENT (b) (6)
PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 33

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I don't know if other people find this disrespect but Public ridicule is a general theme of the BC. It's not against specific people bc if you did something she thinks is wrong or that she doesn't agree w/ no matter where the incident took place the BC will discuss it there.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not felt personally disrespected by any leaders in 1-25.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I feel the BC has confidence in my ability to do my job. Outside of a few backhanded comments about briefs or physical security incidents, she has never expressed a lack of confidence.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Yes the BC consistently uses profanity, the CSM not as much. I have seen the BC's use of profanity directed more at groups specifically the staff. She often told us as a group we sucked and our work was "F-ing" "S--t". CSM use of profanity was no more than any other CSM.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have seen her on multiple ~~occasions~~ ^{(b) (6)} occasions storm out of meetings and slam doors on the way out. ^{(b) (6)} These outbursts occurred in at least 1 of every 4 BN level meetings. She often walked out of meetings due to slides not being correct.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I have not seen any specific belittling of leaders. I have seen the public ridicule of leaders but no specific insults.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

The BC uses threats as a scare tactic. Often they are directed at formations than specific people. Often times the threats are if ~~something~~ something is not right a punishment will be implemented.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT Fort Carson

DATED 2014 07 10

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

The BC says she encourages professional development but does not follow through. I have received only one OPD and it was not applicable to me since it was about flight management. She will ridicule you for mistakes but never explain how to correct them which is frustrating.

13. Is there anything else you would like to add that is relevant to this investigation?

From a staff perspective it seems that there is a large deal of micro-managing from the BC. It really interferes w/ our ability to function and get ahead of tasks.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

EP7 (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of July, 2014 at Fort Carson, CO.

(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH

(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BLDG 9022 Airfield Rd, Ft Carson CO 80913	2. DATE (YYYYMMDD) 2014 07 10	3. TIME 1615	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O2/AD	
8. ORGANIZATION OR ADDRESS			

9. I, 1LT (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

Assistant S2
I've been in the battalion since October 2012 (1 year, 8 months) (b) (6)

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

There is a negative command climate. This command climate as existed for a few months under LTC (b) (6) CoC. (b) (6)

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

(b) (6) No, Not all soldiers are treated with respect by the LTC (b) (6) I've witnessed her publicly berate CPT (b) (6) MAG (b) (6) and the junior CPTs and NLTs of the S3 shop as well as other company commanders. (b) (6)

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

Yes, I've received an eval from the BC as my senior rater. I do feel it accurately reflected my performance (b) (6)

10. EXHIBIT	11. INITIAL (b) (6) KING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 34

STATEMENT OF LT (b) (6) TAKEN AT Bldg 9622 Ft. Carson DATED 10 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Yes, I believe its disrespectful to berate someone publicly and I've seen her do it numerous times. Yes she was justified to berate them, however it should have been behind closed doors. Its been directed towards the same people I've mentioned before

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have never personally experienced an act of disrespect by any leader in 1-25. (b) (6)

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I do feel the BC has confidence in my ability to do my job. As assistant S2 I don't interact with her a lot, however I filled in as SI for approx. 2 months and serve as BN FIC and she hasn't said anything derogatory to me about my work.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC uses profanity. It is usually directed at a group (ie. during Command Staff). ie. "FOR FUCKS SAKE GANG... this is not that difficult, I mean shit" - she uses this phrase a lot.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes LTC (b) (6) has stormed out of meetings, slammed doors and I've seen her throw papers.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes. During meetings I've seen LTC (b) (6) belittle MAJ (b) (6) all of the company commanders at one point or another especially CPT (b) (6), and ~~one~~ members of the S3 shop. (b) (6)

11. In your opinion, do the BC and (b) (6) use threats and scare tactics? If so, who are they directed at? Please provide details.

I wouldn't say she uses threats but there is definitely a fear of making mistakes. If you make a mistake you will probably get berated (b) (6)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT

Bldg. 9622
Ft. Carson, CO

DATED

10 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

She has had 2 approx. 40 men long OPDs with LTs/CPTs. I have been counseled by the SGT, 1LT (b) (6) who was my wife's as a 2LT, however I haven't been counseled since and have had very minimal OPDs.

13. Is there anything else you would like to add that is relevant to this investigation?

The biggest issues in this battalion are public beratement and a severe lack of OPD. As a junior officer at my first unit this is not the environment I expected. There is a lot of dissatisfaction among my peers of LTs and junior CPTs. If we had the opportunity to transfer to another unit on post, I believe we all would. I understand that all units have their strengths and weaknesses but I'd rather be in a unit that encouraged its leaders and actually seemed to care about their careers/professional development. (b) (6)

AFFIDAVIT

I, 1LT (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL IN (b) (6)

WITNESSES:

CPT (b) (6) (b) (6)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 9622 Butts Army Airfield	2. DATE (YYYYMMDD) 20140710	3. TIME 1121	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS ES	
8. ORGANIZATION OR ADDRESS HHC, 1-25 ATK			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
I'M the S2 NCOIC and have been apart of the battalion for about 3 years.
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
A lot of the Battalion has a low morale, but continue to work to make mission. A lot of the tension & low morale stems from the continues loss of family time or consistent late work days.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
From my perspective I'd have to say treatment is moderate. BN CDR would directly state if she felt you were not performing or doing your job or mission correct.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I have not.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 35

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1121 DATED 7/10/14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

NO, personally being an military Intelligence soldier, the BN CDR
Have on Multiple occasions, stating that as her time being in MI
as an LT she could do my job better.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

yes, Multiple occasions of this going on during Battalion formation. I
have also over heard meetings where the BC was using a considerable
amount of profanity.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

yes, BC has walked out of meetings in
outrage a couple of time because information was not given
out in a timely matter.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I have not.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

BC constantly uses scare tactics and or negative reinforcement, for example
threats to take out time when BC deems appropriate.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1121 DATED 7/10/14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Do not know.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

I Don't feel the CSM appropriately carry out policies & standards, other then if something goes wrong punishment normally is given.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I feel that there is not a great communication between the BC & CSM primarily when it comes to certain policies or expectations for the Battalion.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

no, the CSM Does not other then over a discussion normally one sided, CSM does not do much interaction.

16. Is there anything else you would like to add that is relevant to this investigation?

Nothing further.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT

(b) (6)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Bldg 9622, Ft Carson, CO 80913	2. DATE (YYYYMMDD) 20140715	3. TIME 1020	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O4/RA	
8. ORGANIZATION OR ADDRESS HAC / 1-25 ATK			

9. I, **MAJ (b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

S3 OIC since JUL 2013 (12 months)

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

1-25 ARB operates in a manner where high standards are expected and anything that falls short of a perceived standard is often handled harshly by the BN CDR. In my opinion, this has created a zero defect mentality where subordinates often hesitate to show initiative.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

CSM (b) (6) treats all personnel with dignity and respect. LTC Bangh often corrects subordinate commanders and staff harshly in front of junior personnel.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

No - I have not received an evaluation from the BC.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 36

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF MAJ (b) (6) TAKEN AT 1020 DATED 20140715

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not observed any acts of disrespect from the CSM. The BN CDR criticizes leaders in front of subordinates frequently. At NTC LTC (b) (6) made several disparaging remarks to LTC (b) (6) after relieving him from Battle Captain duties.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

LTC (b) (6) publically criticized and reconed-guessed subordinates (including the XO and I) in a more ~~public~~ open manner than I have ever seen.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I believe the CDR has confidence in me, but less confidence in many of my subordinates.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The commander uses profanity at meetings, but it is generally out of frustration and not directed at specific individuals.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have not witnessed either of them throw items. The BN CDR has walked out of multiple BN-level meetings (and slammed the door). Usually, this occurs when the CDR gets frustrated during meetings.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Never with the CSM. The CDR's ~~frustrated~~ ^{cautious} tone in correcting and second guessing subordinate commanders in BN-level meetings could be viewed as belittling.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Never from the CSM. The CDR has reminded personnel that she writes their DER's during training meetings, command and staff meetings, etc.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF MAS **(b) (6)** TAKEN AT 1020 DATED 20140715

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes, however not to the extent I would like. ~~The~~ The BC does not have an OPD program established. When I offered to begin an OPD program, I was to not to since "we can't get the little things right."

13. Is there anything else you would like to add that is relevant to this investigation?

AFFIDAVIT

I, MAS **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENC

(b) (6)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15th day of July, 2014 at Ft Carson, CO

[Signature]

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

IS-6 APPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC Bldg 9622 FT. Carson CO.	2. DATE (YYYYMMDD) 20140711	3. TIME 1030	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E7/SFC	
8. ORGANIZATION OR ADDRESS HHC 1-25 ATK			

9. I, SFC (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
I am the S3 NCOIC and have been in the BU for about 4 years
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
In my opinion the command climate is pretty low and has existed about a year
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
No.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes. My NCOER is currently up for signatures. On my evaluation I received a 2-1, that I feel is unjustified with all the work that I am tasked with in the BU. I have never dropped the ball on any task and always try to ensure that my shop is doing the things that we are assigned to do.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

9437

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF SFC (b) (6) TAKEN AT 1030 DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Yes!

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Yes:

The BN had a precautionary landing and was trying to come up with different courses of actions. A question was asked about a soldier going on the mission to recover the aircraft. I answered the question and was ~~completely~~ ^{(b) (6)} told that is what happens when people but in and have no idea what they are talking about

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

NO:

All my efforts to try and setup things within my shop were never good enough. I was constantly ripped apart in front of my junior soldiers as well as soldiers outside of the unit.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Yes.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes:

I have sat in training meetings and command staffs and have witnessed the BC get upset about slide presentations and would walk out of the room

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes:

I myself was treated like I

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Yes: I myself was threatened with Article 15 because my soldiers who I had to put down to get rest ended up with their feet in the sun. The mission did not allow me the time to get sleep tents or shade up, but I had to get my soldiers rested

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF SFC (b) (6) TAKEN AT 1030 DATED 2014 07/11

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

In my opinion NO. The BC constantly rips people apart and things are her way period. There is no professional Development when all you receive are threats and beat downs.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

I feel that CSM did carry out policies and standards. He would always talk to the NCO's about getting back to the basics

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I have witnessed CSM speak with the BC (b) (6) on enlisted matters and training but I can not say if it is appropriate or not.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

NO, In my position I speak with CSM on a daily basis about Professional Development. He has me put NCO's on the calendar and things would always conflict with the training. I have only been apart of two NCO's during his time in command

16. Is there anything else you would like to add that is relevant to this investigation?

NO

AFFIDAVIT

I, SFC (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CPT (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. McDONOUGH

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION: 1-25 ARB HQ, Fort Carson CO
2. DATE: 20140711
3. TIME: 1330
4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME: (b) (6)
6. SSN
7. GRADE/STATUS: O-3

8. ORGANIZATION OR ADDRESS: HHC / 1-25 ARB / 25th CAB

9. I, CPT (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Current - 09 SEP13 Assistant S-3 (Plans)
Jan 12 - 08 SEP13 Platoon Leader (A Co.)

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Toxic, this has existed since Oct 13 when our battalion conducted it's first FTX since Redeployment. The toxic climate is present because of the lack of competence, confidence, and mental agility of LTC (b) (6) to perform her duties as a Battalion Commander. This is not a reflection of our Co. Leadership

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I have always witnessed CSM (b) (6) treat soldiers with dignity & respect. LTC (b) (6) has publicly berated formations groups and individuals on multiple occasions. Specifically, MAJ (b) (6) (S-3), CPT (b) (6) (A Co. CO), CPT (b) (6) (D Co. CO), CW3 (b) (6) (PC OCC), SFC (b) (6) (S3A) and LTC (b) (6) (B Co. PL). She embarrassed them by throwing tantrums in front of other soldiers.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? Yes, I have received one OER from LTC (b) (6). I feel that it did not accurately reflect my performance. However, I have observed multiple OER'S that did not accurately reflect their performances as officers in the battalion.

10. EXHIBIT
11. INITIALS OF PERSON MAKING STATEMENT: (b) (6)
PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 38

STATEMENT OF CPT (b) (6) TAKEN AT 1000 DATED 17 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. Yes, LTC (b) (6) disrespects her subordinates on a consistent basis. She frequently would yell at my boss MAJ (b) (6) in front of his entire staff. I have seen her berate Co Cdr's at command + staffs, tear up AAR comments and throw the crumpled papers at the commanders who wrote them. She has thrown flight schedules in my peers faces when she was throwing a tantrum over a platoon leader's decision.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances? She has never directly targeted me. However, she has told the S-3 shop in which I work that we are the worst S-3 shop she has ever seen.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? Yes, she has rated me as her #1 LT in the BN and has sent me to Indonesia & NTC to represent the BN.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. BC uses profanity frequently in meetings and in front of formations. Profanity is directed toward groups i.e. Company Command teams, BN Staff officers, S-3 Shop. "You all are fucking terrible," "You want to see toxic leadership, I'll show you fucking toxic," "S-3 Shop you are fucking this BN over." Have been frequent quotes from LTC Baugh to groups and individuals.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details. I have witness LTC (b) (6) perform all of the above on countless occasions. She would show up to meetings late, lecture us on professionalism then get mad and throw papers during the meetings only to get angry and storm out of the room while making it a point to slam the door on the way out.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details. Frequent for LTC (b) (6) to use her rank & position to belittle & bully subordinate leaders. She targets those who question BN decisions or bring up alternate ideas. Instead of encouraging outside thought she prevents it by paralyzing junior leaders from making decisions.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details. Yes, LTC (b) (6) relies on scare tactics for her command & leadership style. She threatens the entire BN to work weekends and longer hours than necessary. She also said to Co CDR's & Staff, "You want to see toxic leadership? I'll show you fucking toxic."

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1000 DATED 14 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

LTC (b) (6) Does not conduct OPD with her subordinates. She does not encourage leader development as she hinders junior leader decision making, by fear of backlash and grudges being held.

13. Is there anything else you would like to add that is relevant to this investigation?

Any leader that stands in front of her formation and says "Do you want to see a toxic leader? I'll show you fucking toxic." Should be relieved of their duties as a leader. I have never witnessed a senior officer conduct his or herself in such an unprofessional manner in front of their subordinates. Her lack of ability to provide purpose, direction, and motivation to leaders of all levels is an embarrassment to the Army Officer Corps. LTC (b) (6) is not a pilot-in-command this demonstrates her lack of competence as an attack aviator and tactical understanding. AR 95-1 defines the difference between a Pilot in command and a pilot is "Maturity & judgment." I ~~now~~ now know why LTC (b) (6) has gone her entire career without that designation, because she lacks both. I have lost confidence in the officer corps and the Army promotion system because of LTC (b) (6) being selected to command an Attack BN. Her lack of respect for her soldiers is apparent in her words and actions. She should be relieved of command and no longer allowed to lead a formation.

AFFIDAVIT

I, CPT (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES:

CPT (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at FT. CARSON, CO

[Signature]

(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 1 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Fort Carson</i>	2. DATE (YYYYMMDD) <i>20140710</i>	3. TIME <i>1600</i>	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>03</i>	
8. ORGANIZATION OR ADDRESS <i>1-25 ARB</i>			

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

ASS. I have been in the Battalion since Dec 2011

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

I believe that the moral of the organization is low while maintaining a high OP tempo. This climate has existed for about a year.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

NO, MAJ (b) (6), SFC (b) (6) would be treated in front of their soldiers.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

YES, I have received an evaluation from the BC and I feel that it did not accurately reflect my performance or potential. During the evaluation period I felt that I did work hard and was dedicated to the success of the mission. I worked and coordinated with my subordinates, peers, and leadership to accomplish the mission.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <u>5</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX39

STATEMENT OF **(b) (6)** TAKEN AT 1600 DATED 10 JULY

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Yes, there have been times when ^{has been} it ~~was~~ a specific individual ^(S) ~~(S)~~. One example is during a training meeting LTC **(b) (6)** pulled MAJ **(b) (6)** out of the meeting and slammed the door on the way out. She then chewed out MAJ **(b) (6)** outside the meeting but most of everyone could hear the yelling.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Yes. During the NTC rotation we had an OH-58 have a hard landing. There was minor damage to the aircraft and no injury to the crew. The hard landing occurred prior to shift change of the Battle Captains. — See Continuation Page

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

NO, All feel back from any work that I have done has all been negative ~~from~~ ~~in~~ in the eyes of the BC.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC does use profanity consistently. The profanity is directed at groups and individuals alike during multiple training and command and staff meetings. Any time she is not happy with something or someone she will use profanity.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, multiple times during training meetings and command and staff she has done all the above.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes, she has belittled multiple leaders in the Battalion in front of others.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NOT THAT I RECALL

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 5 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1600 DATED 10 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

NO, During the year she was in charge I only recall one "LTOPD" session.

13. Is there anything else you would like to add that is relevant to this investigation?

I have not seen any outages, profanity use, or toxic leadership from the CSM.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 5. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

Statement)

WITNESSES:

CPT

(b) (6) **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014
Ft. Carson, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTG 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 5 PAGES

STATEMENT OF

(b) (6)

TAKEN AT

1600

DATED

10 JUL 14

9. STATEMENT (Continued)

She then told me I did a shit job at the 1st gunner and that she will have me regarding SI containers. she then said I was worthless again and as she was walking away she again said I want him out.

After the confrontation MAJ (b) (6) said, "thats not how I see that going."

nothing follows

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 5 OF 5 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Fort. Carson CO	2. DATE (YYYYMMDD) 20140710	3. TIME 1720	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O3	

8. ORGANIZATION OR ADDRESS
1-25 ARB

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Assistant S3 3 1/2 years

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
I feel that The Command climate under LTC (b) (6) is TOXIC and promotes low moral across the battalion. This has been consistent since Fall 2013.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I have always seen CSM (b) (6) treat Soldiers with respect. LTC (b) (6) treats soldiers with respect sometimes but will digress into screaming and swearing when she becomes angry. I have never seen her scream at a lower enlisted soldier, however NCOs and officers take frequent reprimand.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No, I have yet to receive an evaluation from LTC (b) (6)

10. EXHIBIT	11. INITIALS (b) (6) PERSON MAKING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 40

STATEMENT OF CPT (b) (6) TAKEN AT 1730 DATED 10 July 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.
 Yes, LTC (b) (6) utilized screaming and swearing along with abusive language. It is a general trend for the most part. During NTC however, Maj (b) (6) and SFC (b) (6) were frequent targets for her unprofessional anger outbursts.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
 Yes, on one occasion. I was leading the daily Commander's update brief during NTC. A slide came up that had the "Wrong Title" and LTC (b) (6) said that if I did not change it for tomorrow she would "throw her boot through the TV and charge me for it".

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?
 Yes, outside of the instance noted above she has given me no reason to believe otherwise.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.
 I have never seen the CSM use profanity directed at any soldier. The BC uses profanity very often, especially when angry. It is typically directed at an individual or section, depending on what she is angry about.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.
 Not the CSM. I have seen the BC storm out of ~~the~~ BN Pilots Briefs, BN Training meetings, and various other meetings. During those times, slamming doors was the norm.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.
 Yes for the BC. I observed her yell at a battle captain asking if he wanted her to "hold his fucking hand" and that he'll be "guarding SI Containers because that's all he's good for". This individual was a LT at the time.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.
 LTC (b) (6) has used threats as described in #6 and #10. I feel that they were empty threats but threats none the less.

INITIALS OF PERSON MAKING STATEMENT (b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1730 DATED 10 July 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

No, in her 12 months as BN CDR I have never had a Counseling or OPD with her.

13. Is there anything else you would like to add that is relevant to this investigation?

I feel that LTC (b) (6)'s leadership style exemplifies the concept of "It's better to be feared than respected". It has often been expressed by staff members that they expect to get yelled at regardless of the job they do and that soldiers work to prevent reprimand rather than for a sense of duty.

(b) (6)

(b) (6)

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY FOR OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR OTHER UNLAWFUL INFLUENCE.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CPT (b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FORT CARSON CO	2. DATE (YYYYMMDD) 20140714	3. TIME 1120	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS 03	
8. ORGANIZATION OR ADDRESS 1-25			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

FIRE SUPPORT OFFICER. 9 MONTHS.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

The ~~climate~~ command climate is tense with a negative tone. The current command climate has existed since I have joined the unit.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. **(b) (6)**

CSM **(b) (6) treats everyone with dignity and respect. The BC, she often uses a harsh and abraisive approach toward almost everyone, primarily the way she communicates when she is angry or upset which is often.**

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

No. I have not recieved an evaluation yet.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 41

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson DATED 2014 07 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

From Leaders within 1-25 ARB, I have mainly observed the BC's harsh approach, not ~~respect~~ ^{(b) (6)} disrespect (as far as personal attacks).

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have been locked in attention on more than one occasion from the BC for issues I would consider very minor. Other than being ~~person~~ generally abrasive, I have not been ~~possibly~~ ^{(b) (6)} belittled by name calling. ^(yelling and screaming)

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

It is difficult to tell. Most feedback is negative.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC often uses profanity. ~~It~~ ^{(b) (6)} From what I noticed, It is often directed toward staff. The CSM does not consistently use profanity.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

The BC very often walks out of meetings in an outrage. I do not recall her throwing anything.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes. The BC, when soldiers were ^{(b) (6)} loading a container, began micro managing the detail. I over heard her, ~~in front of~~ ^{(b) (6)} (within hearing distance of the detail) tell the ISG "Why am I doing Your JOB!"

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

^{(b) (6)} ~~Donag~~ I have heard the BC mention that positions in the Army, particularly company commanders are replaceable and that there is always someone else willing to do their job. The audience was all the company commanders ^{in her office.}

INITIALS OF PERSON MAKING STATEMENT ^{(b) (6)}

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT Fort CARSON

DATED 2014 07 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes. The BC does encourage professional development.

13. Is there anything else you would like to add that is relevant to this investigation?

What leads to the negative tone in the command climate stems primarily from the BC's approach, the way she manages anger, and the way she communicates once she is angry which involves yelling, screaming, storming out of meetings, etc, and It is very visible and occurs very frequently.

The CSM has always remained professional as far as my observations, and he treats everyone with respect.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE OR REWARD, WITHOUT

(b) (6)

WITNESSES:

Organization or address lines for witnesses.

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014

at Ft. CARSON, CO [Signature]

WILLIAM R MCDONOVAN (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

INITIALS OF (b) (6) MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BAAF, FT CARSON, CO	2. DATE (YYYYMMDD) 20140714	3. TIME 1017L	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O3/RA	
8. ORGANIZATION OR ADDRESS HHC / 1-25 ATK Batts Army Airfield, FT CARSON, CO			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
AS3, 2.5 yrs.
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Negative, frustrated, Toxic; Since LTC (b) (6) & LTC (b) (6) changed command
Not development oriented
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Inconsistent treatment. Certain Soldiers/officers who have under performed are verbally reprimanded in front of relatively large Audiences in a professional setting such as command and staff.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes, I feel the eval was accurate

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

6442

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1027 L 14 JUL 14 DATED 14 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Disrespect in the form of unprofessionalism. Always focused on a few individuals. Although underperforming, none warranted the reactions that followed.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Yes, flight schedule was crumpled up and thrown in my direction after there was something on it she did not like.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Myself yes, the 3 shop as a whole, no. Several errors on calendar or otherwise has prompted little freedom to maneuver or make decisions.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Not consistently, but when used it was often angry. A slide could be incorrect and there would be a verbal "what the F..." that followed.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, multiple times. Whether BN CMD/staff, training meeting, or other Briefs, any mistakes resulted in ~~an~~ unproportional and unprofessional outburst.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

More so just excessive verbal corrections in front of mixed audience. Fell at a LT for calendar fault at BN Training MTR in front of BN leadership/Enlisted.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

When you are hesitant to make decisions based on predicted results or negative outcomes, initiative is lost.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1027L DATED 14 Jul 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

No, I have not had an OPD session that was not spurred by a higher requirement. Most mistakes resulted in unprofessional outbursts rather than developmental conversations.

13. Is there anything else you would like to add that is relevant to this investigation?

My experience is limited, but when you read about Toxic leaders in the Army, this command team seems to hit most of the Marks. I have not had a BN CDR that I aspire to be like while in this unit. Intentions of the CMD Team I believe were good but the leadership style was destructive and unprofessional. I don't understand the requirement for Company Commanders to be Plots in Command when your BC shows no desire to ~~earn~~ earn that title. Does not seem logical that an Attack BN CDR is not considered an expert in that craft. Please refer to previous Sporn statements in regards to Command Climate investigation conducted by LTC **(b) (6)** (1-4 ARB)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

[Signature]
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC ORDERLY, 1-25 AVN	2. DATE (YYYYMMDD) 20140711	3. TIME 1320L	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS 031RA	
8. ORGANIZATION OR ADDRESS HHC, 1-25 AVN			
9. I, <u>CPT (b) (6)</u> , WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			
1. What is your duty position in 1-25 ARB and how long have you been in the battalion? BN S4OIC. Been in position since SEPTEMBER 2013 and within the Battalion since MAY 2011 (b) (6)			
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? The command climate is very Hostile. I have seen No Issues with CSM (b) (6) and Don't Believe he is a problem or complement to the Hostility. I Don't Think He is very active in the Battalion either as a CSM should be. LTC (b) (6) is a very Rough and hostile personality. I don't think she is a Bad person, only that she is Not aware of how her actions are perceived and that she has anger issues. This climate has existed since Aug 2013. (b) (6)			
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6)) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I think across the Board soldiers are Degraded when LTC (b) (6) gets angry, and are Not treated with dignity. I have Not seen problems with Disrespect in Regards to CSM (b) (6) (b) (6)			
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? I have Not Received an evaluation by the BC. My OER WAS DUE 15 JUL 14 (b) (6)			
(b) (6)			

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"		
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.		

EX 43

STATEMENT OF **(b) (6)** TAKEN AT HHC, 1-25 DATED 11 JUL 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have observed continuous acts by LTC **(b) (6)** in general. I believe she has gotten better since NTC, but ~~am~~ believe that is a Response from these pending circumstances that are coming to light. **(b) (6)**

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have witnessed the BC Threatening the company commanders during Aerial Gunnery that if, ~~they~~ "you all want to see toxic leadership, I'll fucking show you Toxic leadership." This has been a continual issue with such comments. **(b) (6)**

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes, I believe the BC has full confidence in me and my ability to Run my shop. **(b) (6)**

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC continually uses profanity and many times in a hostile manner towards individuals in the Battalion. **(b) (6)**

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, I have seen the BC Throw a mop handle during an opord brief for An FTX. LTC **(b) (6)** slams doors and walks out in anger on a continual Basis. **(b) (6)**

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes, In general she Belittles leaders when they don't execute as she expects. In one instance she threatened CPT **(b) (6)** when she continually explained a situation when the BC wanted her to stop. The BC referenced herself as a tornado and CPT told CPT **(b) (6)** she should shut up, and then the BC continued making Belittling comments to assert dominance.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Yes, the BC continually threatens all subordinate leaders (commanders, staff officers) ~~that~~ with ridiculous threats of unjust consequences. She continually swears at people and Belittles them. **(b) (6)**

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT HHC ORDER 4 DATED 11 JUL 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

The BC does Not encourage a lot of professional development Guidance and vision is never given to the staff or fellow commanders. **(b) (6)**

13. Is there anything else you would like to add that is relevant to this investigation?

I don't believe LTC **(b) (6)** intends to seek vengeance or maliciousness toward any single individual. I think she is very smart, But ~~It~~ should Not be allowed to lead Soldiers Her anger and lack of self awareness creates a Horrible example for the Battalion to follow. Mrs

(b) (6)

(b) (6)

(b) (6)

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 7. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE,

(b) (6)

Statement)

WITNESSES:

CPT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOVU
(Typed Name of Person Administering Oath)

15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC orderly room Bldg 9622	2. DATE (YYYYMMDD) 20140714	3. TIME 1101	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E6/Active	
8. ORGANIZATION OR ADDRESS HHC 125 ATK			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
I've been here since March of 2011 + I currently serve as the BN 5-4 NCOIC.
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
I would say the morale is lower than it was eight months ago.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC Baugh) and Command Sergeant Major (CSM Merriwether)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Yes: by the CSM
No: by the LTC, I can remember at C/S that **(b) (6)** was briefing + the LTC stormed off + slammed the door.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I have not received an eval from either because ^{They} ~~we~~ are not in the rating scheme.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX44

STATEMENT OF **(b) (6)** TAKEN AT 11:01 DATED 14 July 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not seen any acts of Disrespect out in the open.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not witnessed any disrespect but I have seen belittling toward the two MASORS.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes I do believe she has confidence

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

I've heard the BC cuss multiple times but not at anyone specifically. She has cussed at the BN 5-3 a couple times
shop

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes, the BC has stormed out of c/s a couple times + slammed the door.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

as stated earlier, I believe that the BC belittles the XO + 5-3 OIC. In c/s she would belittle MAS **(b) (6)** about slides not being right.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I have not seen but heard incidents where the LTC ~~was~~ assaulted a CPT in the hanger. The CPT was messing with 1-25 Aircraft & the BC was angry.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1101 DATED 14 Jul 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I have No comment for this question.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

In my opinion I would say yes to the best of his abilities.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I would also say yes, but I don't think the BC listens to what CSM says.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I, being a SSG, have not attended an NCOOP since being under CSM.

16. Is there anything else you would like to add that is relevant to this investigation?

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR **(b) (6)**

WITNESSES:

CPT **(b) (6)**

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014

FT. CARSON, CO

[Signature]

(Signature of Person Administering Oath)

WILLIAM R. MCDONOVGM

(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Butts Army Airfield</i>	2. DATE (YYYYMMDD) <i>2014 07 10</i>	3. TIME <i>1625</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>E7 / Active</i>	
8. ORGANIZATION OR ADDRESS <i>HHC 1-25 AV (ATK)</i>			

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?

S4 NCOIC, 7 months

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

Since my arrival in JAN 2014, the Command Climate here in the unit has been pretty poor.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

I have been in formations where the BC has started cussing at the Battalion as a whole. TO ME THIS IS THE ultimate form of disrespect which I am not sure that can be recovered from. THE CSM was present at these formations and instead of talking to the Soldiers AFTERWARDS HE JUST WALKS AWAY.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?

I Have not recieved an evaluation from either the BC or CSM.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX45

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT Butts Army Airfield DATED 2014 07 10

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I HAVE NOT WITNESSED ANY ACTS OF DISRESPECT FROM ANY OTHER LEADERS.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I HAVE HAD DISAGREEMENTS WITH THE CSM, WHERE HE HAS TAKEN THE WORD OF A JUNIOR NON COMMISSIONED OFFICER OVER MINE, BELITTLING ME IN FRONT OF THE SOLDIERS IN THE ALOC.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I BELIEVE THE BC HAS CONFIDENCE IN MY ABILITY AS THE S4 NCOIC, BUT NOT AS A SENIOR NCO OVER SOLDIERS.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

I HAVE NEVER HEARD THE CSM USE PROFANITY. I HAVE HEARD THE BC USE PROFANITY IN TRAINING MEETINGS AND WHILE AT LTP ~~AT~~ AT FORT IRWIN.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I HAVE WITNESSED THE BC WALKING OUT OF MEETINGS IN OUTRAGE BUT DO NOT REMEMBER THE EXACT DATE.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I HAVE NOT PERSONALLY SEEN THE BC BELITTLING LEADERS OR INDIVIDUALS.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NO

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT Butts Army Airfield DATED 2014 0710

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I have not seen to much professional development here in the unit.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

I don't not feel the CSM is to involved, I have never seen him enforce standards except for formations/accountability.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I believe that the BC has more control of the Enlisted Soldiers in the unit than the CSM. I do not feel the CSM is to involved with the day to day operations of the Enlisted Soldiers other than morning formation.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I have not been a part of any NCOOP here since my arrival to the unit. I do not believe the CSM has a system in place.

16. Is there anything else you would like to add that is relevant to this investigation?

As a Senior Non Commissioned Officer I do not feel the CSM is a quality Senior Mentor. I take my questions and seek advice outside this organization.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CP7 (b) (6) (b) (6)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 30 JULY
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1-25 ATK Bldg 922	2. DATE (YYYYMMDD) 20140710	3. TIME 1110	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O-3	
8. ORGANIZATION OR ADDRESS 1-25 ATK, 25 th CAB - Butts Army Airfield, Fort Carson, CO 80913			
9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			
1. What is your duty position in 1-25 ARB and how long have you been in the battalion? Battalion Signal Officer, 7-8 Months			
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? The climate is rough at times. This climate has existed since my arrival to the unit. Type A CDR, Type B CSM			
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. In my opinion she (BC) respects Soldiers but that isn't always nice to Soldiers			
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? I am pending a Sr. Rater review from LTC (b) (6)			
10. EXHIBIT	11. I (b) (6) PERSON MAKING STATEMENT		PAGE 1 OF 1 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF (b) (6) TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 46

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1110 DATED 10 July 2014

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have not

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

She does, but understands our lack of training & experience

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC does use profanity. It is typically directed to a group (CDRs, staff).

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

The BC has walked out of several meetings due to lack of attendance or wrong information presented

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

The BC has crushed the staff at both NTC and afterwards.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

There is a sense of fear during Command & Staff / Training Meetings that the BC would get upset about something

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1110 DATED 10 July 2014

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I have not only seen one or two professional development sessions with the BC.

13. Is there anything else you would like to add that is relevant to this investigation?

No

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY AND, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL **(b) (6)**

WITNESSES:

CPT **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Su _____ authorized by law to administer oaths, and on the day of July, 2014 at Fort Carson CO 80913

[Signature]
(Signature of Person Administering Oath)

WILLIAM R McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 2 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Fort Carson, CO</i>	2. DATE (YYYYMMDD) <i>20140714</i>	3. TIME <i>1130</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>ES/Active</i>	
8. ORGANIZATION OR ADDRESS <i>HHC 1-25 ATK</i>			

9. I, *(b) (6)* WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

- What is your duty position in 1-25 ARB and how long have you been in the battalion?
SG NCOIC, since November of 2013.
- Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The climate is tenseful, The climate has existed ever since I've been here.
- In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Not by the BC. By the CSM, yes.
- Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <i>3</i> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX47

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 6 1155 DATED 14 Jul 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC does, but only with the company leaders and staff behind closed doors. No, its not.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have seen the BC walk out in outrage. In a meeting she asked SI about something and the person didn't know, so she stormed out to go find out.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes, its ~~specific individuals~~. ~~all leaders~~ all leaders.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

The CSM has once, in a NCOOP he said if he gets a 2-3 then everyone below him are getting the same.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

STATEMENT OF **(b) (6)** TAKEN AT 1155 DATED 14 Jul 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Yes.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

Yes.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I've only been to one and I felt like it could have been better. It was my first one so I don't know exactly what to expect.

16. Is there anything else you would like to add that is relevant to this investigation?

No.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES:
CP7 **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. MCDONOVEN
(Typed Name of Person Administering Oath)
IS-6 AAPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Butts Army Airfield, Ft. Carson	2. DATE (YYYYMMDD) 20140710	3. TIME 1550	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-5 /SGT	

8. ORGANIZATION OR ADDRESS
1-25th AVN

9. I, SGT (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I'm the Command Team driver and the Family Readiness Liason.
I have been in the unit for about three years.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
-- The command climate is like a wave; at times up and others down.
It's been this way since before the present command. We have a very high tempo the past couple of month, but when I thought it was getting better uncertainty just came over.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. They are treated with dignity + respect by the above mention individuals.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
Yes, I have received an evaluation from the BC and the CSM both guide me daily basis; and my evaluation was reflected accurately.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX48

STATEMENT OF SGT (b) (6) TAKEN AT BARR, Ft. Carson DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No, I have not.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No, I have not experienced an act of disrespect.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes, I do. When I feel that there may be an inconvenience on the task at hand I'm able to ask for help or further guidance in order to accomplish my task.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

-In the Army community profanity is used; but as their driver I have heard the CSM use profanity once jokingly. The BC has only raise her voice when she is upset.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

No I haven't. I saw the BC and the CSM walking out of a meeting because the presentation was not ready, the personnel that was supposed to be there was not there or ready.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No, they say what they mean and they mean what they say.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF SGT (b) (6) TAKEN AT BANF, Ft. Carson DATED 20140710

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.
Yes, the BC has always ~~encourage~~ encourage us to do better, and establish goals in order to advance in our career.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.
Yes.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

As far as I can tell the BC + the CSM are always checking each other and advising each other on certain ~~situations~~ situations.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

- We have had once NCO DP before NTC, and with all the training and travel in the calendar I strongly believe it has been zero time to conduct another one.

16. Is there anything else you would like to add that is relevant to this investigation?

Yes, there is, I think that this investigation creates more trouble and ~~hasn't~~ than good. These concerns should be able to be solve in house. It's sad to see that some ^{enlisted} sergeants and officers don't have the character or integrity to address these concerns.

AFFIDAVIT

I, SGT (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESS

CPT (b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

William R. McDonough

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BID6 9622, Batt's AAF, Ft. Carson	2. DATE (YYYYMMDD) 20140715	3. TIME 1115	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS WZ	

8. ORGANIZATION OR ADDRESS
B CO 1-25 ARB, Fort Carson, CO 80913

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
B CO Senior Maintenance Test Pilot/Air mission commander
OCTOBER 2009.

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate is toxic. meaning that nobody knows from day to day what mood the BC is going to be in or how they will be treated by LTC (b) (6). Her attitude and command style of "my way or the highway" is not effective. Bottom line.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Negative. In my observation, LTC (b) (6) has favorites as well as targets in this battalion. I cannot identify specific soldiers who are favorites or targets, but I can say that there is no consistency on soldier treatment.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I have not recieved a OER from LTC (b) (6)

10. EXHIBIT	11. INITIAL (b) (6) KING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

2449

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1115 DATED 15 Jul 14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

LTC **(b) (6)** has been disrespectful to multiple individuals within 1-25 ARB. ~~Instances~~ This has been a general trend and such a part of her command style that specifics and certain individuals being targeted are too numerous to narrow down.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I have not personally experienced any but have observed acts directed at other individuals.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I do. She has always trusted my opinion. This is different from some others, whom she did not have confidence in.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

The BC consistently uses profanity, many times during professional settings, i.e. meetings, briefings, etc. I cannot speak for the CSM.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Yes. For lack of better explanation, it would be easier to list the number of meetings she hasn't walked out of in some sort of rage. It has come to be expected.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Although I have heard about the BC belittling leaders, I have not personally observed it.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Absolutely. She (BC), on a regular basis, uses your position or rank as leverage. Again, it has happened too many times to narrow down.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT

1115

DATED

15 Jul 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Although I have never witnessed her actively encourage professional development, I have not seen her actively discourage it either.

13. Is there anything else you would like to add that is relevant to this investigation?

In my opinion, LTC (b) (6) possesses many qualities that are beneficial to the Army and this unit. However, as the (b) (6) she is not suited for the position of Battalion Commander. Her command style is toxic, and bleeds from the highest ranking to the lowest, promoting contention amongst all members of the unit.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES

(b) (6) (b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15 day of JULY 2014 at FT. CARSON, CO

(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH

15-6 APT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION FT. CARSON, BLDG 9622	2. DATE (YYYYMMDD) 20140715	3. TIME 1137	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS W2 / ACTIVE	
8. ORGANIZATION OR ADDRESS BLDG 9622, 25TH ARMY AIRFIELD, FT. CARSON, CO PCS ARB.			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
COO PILOT; 17 MONTHS

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
I BELIEVE THAT MORALE IS LOW, AND SOLDIERS AND LEADERS AVOID THE COMMAND AT ALL COSTS.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
NO; AT TIMES SOLDIERS ARE TREATED WITH DIGNITY AND RESPECT, BUT ARE OFTEN NOT. THE COMPANY COMMANDERS ARE USUALLY SINGLED-OUT AND HUMILIATED IN MEETINGS.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
(b) (6)
NO;
YES; YES;

10. EXHIBIT	11. INITIALS (b) (6)	STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT" _____ DATED _____

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 50

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1137 DATED 20140715

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

YES; IT WAS FOCUSED ON PERSONS THAT SHE (BN COMMANDER) FELT WERE RESPONSIBLE FOR SHOT CALLS (I.E. HUMILIATING TWO MTP'S FOR FLYING TOGETHER ON AN MTF WHEN THEY NEEDED TO ACCOMPLISH ADDITIONAL TASKS THAT REQUIRED TWO MTP'S)

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO; I HAVE DONE EVERYTHING POSSIBLE TO STAY OUT OF ANY SPOTLIGHTS.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

YES

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

BC: YES
CSM: NO

NO ONE SPECIFICALLY.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I HAVE OBSERVED THE BC WALKING OUT OF MEETINGS IF SOMETHING WASN'T READY, OR SOMETHING WASN'T CORRECT ON A SLIDE SHE HAS GOTTEN UP AND LEFT.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

THE BC WAS THREATENING JOBS AND POSITIONS DURING THE AR.M.'S INSPECTION FOR ISSUES THAT WERE OUT OF THEIR CONTROL.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

SEE QUESTION #10.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1137 DATED 20140715

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I HAVE ONLY WITNESSED ONE PROGRESSION TO PILOT-IN-COMMAND SINCE I'VE BEEN HERE, BUT SHE CLAIMS TO SUPPORT IT.

13. Is there anything else you would like to add that is relevant to this investigation?

NO FURTHER COMMENTS.

I, **(b) (6)** DAVIT, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREE OF ANY THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL

(b) (6)
(Signature of Person Making Statement)

WITNESSES:
CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT: **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Butte Army Airfield Ft Carson Co	2. DATE (YYYYMMDD) 20140715	3. TIME 1128	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E/4	

8. ORGANIZATION OR ADDRESS
D Co 1-25 ARN

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Crew chief, 5 years 3 month

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The moral of this unit has been low since I arrived in 2009
The best this unit has been was when LTC (b) (6) was here.
This is the lowest I have seen this units moral since 2009

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6) and Command Sergeant Major (CSM (b) (6) ? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
CSM (b) (6) has is constantly treated everyone we seen with respect-
LTC (b) (6) belittled officers and NCO's alike, in front of lower enlisted.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I received 2 NCOERs and both reflected me accurately

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 51

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 20140715 DATED 1125

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have observed over the years several acts of disrespect by leaders towards any lower ranking individuals. it wasn't a focused on a single person but an overall trend.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

N/A

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

no. She doesn't give second chances. During my field grade Art 15 hearing she listened to what I had to say but her eyes were wandering. I don't feel she trusts her NCO's

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

I've never heard the CSM use profanity.

I have heard the ~~BC~~ BC use profanity in anger several times in meetings

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

not the CSM, but the BC has told people several times "I'm the boss, I talk last" during meetings that I've seen.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

The BC is notorious for belittling all leaders: officers and NCO's in front of any that was around

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

N/A

INITIALS OF PERSON MADE STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 2014 07 15 DATED 1128

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I don't know how she talks to her subordinates behind doors but in public she has yelled at officers in front of Soldiers.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes, always.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

yes I think he does. I also think its hard for or the CSM is scared of the BC. I think hes to scared to stand up to her or not take her side.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

Yes.

16. Is there anything else you would like to add that is relevant to this investigation?

I do not believe that the CSM has any thing to do with this investigation. I believe the BC brought him down with her.

I, **(b) (6)**, AFFIDAVIT, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE **(b) (6)**. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, **(b) (6)** INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)**

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 15 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

(b) (6)
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APT DRDC DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION BADE +25 Fort Carson, CO	2. DATE (YYYYMMDD) 20140711	3. TIME 11:18	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E4	
6. ORGANIZATION OR ADDRESS C Co 1-25 ATK			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I am a ISR (apache crewchief) and have been at this unit since February 2nd, 2012.
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
My Company command is great. Very supportive. My Battalion command I have very neutral feelings on. It has existed about a year.
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
CSM **(b) (6)** I have no negative feelings about. LTC **(b) (6)** I have never had a negative interaction with but several people are disgruntled with her.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
I have not.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX52

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF

(b) (6)

TAKEN AT 11/18

DATED 11/5/14

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No I have not.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No I have not.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

Yes, I do.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

We all consistently use profanity.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

No, I have not.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

No, I have not.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Not well enough informed to know.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** EN AT 11:18 DATED 11 Jul 14

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

I don't know.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I don't know.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I don't know.

16. Is there anything else you would like to add that is relevant to this investigation?

*Ash SPC ~~ABC~~ **(b) (6)** Cco.*

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL

(b) (6)
(Signature of Person Making Statement)

WITNESSES: *CPT* **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

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PRIVACY ACT STATEMENT

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>HHC 1-25 ARB Fort Carson</i>	2. DATE (YYYYMMDD) <i>20110711</i>	3. TIME <i>1501</i>	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>SPC/E-4</i>	

8. ORGANIZATION OR ADDRESS
1-25 AVN Fort Carson CO.

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Yes. I have been in this unit for 2 years

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate its a way that people (soldiers) that work for a unit are able to expres what they think about there work place. Around 1 month.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
No, I dont think all Soldiers are dignity. No. we dont know as soldiers what to expect, because they provide false promises and never do what they say.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No, have not.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1530 DATED 20140701

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

No I have not.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

No, I have not.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

No. I feel that we as a platoon ~~have~~ ^{(b) (6)} have been micro-managed alot.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Yes, the BC. It has happened in formations and around other units.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Not personally.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Not personally.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

The BC does. She use to always threaten us with working on the weekends if the job didn't get done. And we actually worked weekends.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT ¹⁵⁷⁰ ~~201407~~ **(b) (6)** DATED 20140711

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

Don't know

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

Yes he does.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I Don't know.

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

I Don't know

16. Is there anything else you would like to add that is relevant to this investigation?

I don't have anything else to say.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Signature of Person Making Statement)

WITNESSES:

CH

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at FT. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

IS-6 APT. ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Bldg # 9021	2. DATE (YYYYMMDD) 20140711	3. TIME 1538	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-5	
8. ORGANIZATION OR ADDRESS E, Fsc 1-25 th 2510			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
 Dtrs manager
 Schools wcoic
 Training manager
 For E, Fsc 1-25th
 Been in the battalion for 4.5 years

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
 im not sure
 but if i was to assume, I would say since ive been here

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I would not say consistently with Dignity and Respect because I've be Cussed at by Ltc **(b) (6)**. the way that she went about approaching me was unprofessional.
 but for the most part, I would like to believe that most soldier were given a fair shake.

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
 No

10. EXHIBIT	(b) (6)	PERSON MAKING STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF **(b) (6)** TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

8454

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 6106 9621 DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. yes. LTC (b) (6) cussed out Lt (b) (6) SSG (b) (6) and myself one morning During PRT. I began to try and brush off the situation by laughing because I was very upset that she was disrespecting All of three of us in front of junior soldier

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

I believe that it explains it on question 5

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

yes

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

yes
mainly because someone within the battalion did something unprofessional or unsafe.
in my opinion was often

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

NO

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

NO

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NO

INITIALS **(b) (6)** STATEMENT

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT Wdg 9621 DATED 2014 07 11

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

yes

13. Does the CSM appropriately carry out policies and standards? If not, please explain. *1 Don't believe*

*So and that's mainly because I never seen LTC **(b) (6)***

Policy letters

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I would say yes but I have never witnessed it

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

NO

*I havent had a NCOOP since I've been in this Battalion
4.5 years*

16. Is there anything else you would like to add that is relevant to this investigation? *I can understand coming into a undisciplined, unorganized, and inexperienced battalion. probably extremely stressful. this battalion has too many soldiers & leaders that have been here too long. Time for change!!*

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

WITNESSES:

*CPT **(b) (6)** **(b) (6)***

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

15-6 APPT ORDER DTD 30 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1.25 Avn Fort Carson	2. DATE (YYYYMMDD) 20140711	3. TIME 1420	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-3	
8. ORGANIZATION OR ADDRESS 1.25 Avn HHC			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
WSW, medic 2.5 years
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
The command climate in my experience went from strict to toxic. I can only say this for me personally. Soldiers became tense, NCO's became almost afraid to take care of soldiers and it became grim. I began to see more and more soldiers loose their drive to "do the right thing" I noticed the change Jan 2014
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. NO. In my observation some soldiers were not treated with dignity by the BN Commander. For example LTC **(b) (6)** made 2 NCO's go down to floor level (sit on floor) so she could discipline them. This was done to SGT **(b) (6)** and another E 5 that I do not know.
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
No I have not.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 55

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1420 DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I saw the way LTC **(b) (6)** belittled some NCO's when others were around. For example during NTC she completely ripped SFC **(b) (6)** head off for packing a container with very short notice, in front of 4 other lower ranked soldiers. The way it was done was humiliating to experience. In my experience/observation this happened mostly with ~~minority~~ african american and hispanics. certain ethnicities.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Noted above.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not? NO. she did not allow me to attend school in order to comply with prerequisites for a nursing degree. I was accepted into an AMEDD program AACP but was dropped due to mission obligations. Was taken out of clinic away from patient care.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. I have heard it with major frequency only from BC.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Only the slamming of doors by BC.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

As noted above in my observation she came down harder on other ethnicities (BC) i.e. african american, hispanic

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Definitely scare tactics used by BC. Her form of correction was too harsh for public display. I do understand there is discipline but I feel as lower enlisted it made us loose respect for NCO's when she spoke to them in that manner.

(b) (6) PERSON MAKING STATEMENT

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT 1420

DATED 2014 07 11

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain. NO, I was accepted into AECF was trying very hard to become an officer in USARMY but as a result of "mission needs" was dropped from the program. My direct command, Maj (b) (6) and CPT (b) (6) told me I was not going to affect the mission if I was not at field excersises, however BC decided (or so I was told) that I would not be allowed to attend my courses.

13. Does the CSM appropriately carry out policies and standards? If not, please explain. In my opinion yes and no. Honesty is one of our strengths it underlies the army values of loyalty, respect, selfless service but he did not stand up for me as a soldier seeking his assistance with backing up his own words.

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

I am not aware

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain. He advertised it, but I cannot say yes or no

16. Is there anything else you would like to add that is relevant to this investigation?

No yes, I feel that some soldiers do not get adequate medical care due to command. As a medic I witnessed soldiers put in medically aggravating situations due to mission. For example making a soldier in crutches go to a field excersize where she kept falling and told she would not be sent back. Another soldier needing surgery and denied, BH patients made fun of due to inability to cope with stress levels caused by command.

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)

(Making Statement)

WITNESSES:

CPT

(b) (6)

(b) (6)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY 2014

Ft. Carson, CO

ORGANIZATION OR ADDRESS

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH

(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

(b) (6) PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1-25 ARB	2. DATE (YYYYMMDD) 20140711	3. TIME 1558	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E-4	
8. ORGANIZATION OR ADDRESS 1-25 Aviation			
9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			
1. What is your duty position in 1-25 ARB and how long have you been in the battalion? I am a 15R Apache Crewchief and have been with this unit for 6 and a half years.			
2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed? Due to my time in this unit I have seen the changes and they are drastic. With each command we have had there has been some sort of morale and respect along all ranks. With this command I have seen both drop drastically. Morale has become a sort of ghost that appears only every so often. I have seen people lose all respect for rank, army regs, and overall appreciation for work done since this command took over. I'd have to say this didn't start till about 3 to 4 months after the change of command.			
3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC (b) (6)) and Command Sergeant Major (CSM (b) (6))? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details. I have never personally seen the CSM treat anyone badly. I have only seen good with him. On the other hand I have seen the LTC yell and scream at soldiers of all ranks, enlisted and officers alike. I can't say for sure if anyone specific consistently gets treated that way but people have made it a habit to avoid her at all costs in fear of possibly being the brunt of her anger/frustration.			
4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not? This does not affect me. I have never had an evaluation from either.			
10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)		PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

6456

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF

(b) (6)

TAKEN AT 1558

DATED 20140711

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details. I have only seen acts of disrespect from the LTC towards random soldiers, I myself included. For me, I was eating lunch and texting my wife while in my office. She stormed in mad for some reason I still don't know why. She then began yelling at me, accusing me of slacking at work and playing on my phone instead of working. Without knowing I was on my lunch break she made the assumption I was a bad worker and lazy. I felt disrespected because she didn't know that I chose to eat at work so I can jump right back into maintenance ASAP.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?
I have and my incident is answered under question 5.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

I honestly don't. She tries to micro manage aircraft maintenance without actually having any understanding of maintenance prioritization. Due to this we have wasted more time on maintenance and trying to get the unit FMC because we were not given the opportunity to do our job the way we know best.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details. I honestly can't even recall the CSM using profanity. The BC though uses it quite often. For the most part it isn't entirely offensive but when she uses it to chew out a soldier, it gets pretty ugly.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

I have not

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

I have not personally observed this

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

I have only seen the BC use scare tactics. She uses them on anyone who has a duty she doesn't approve of how it's done. Prime example, she threatened to take out every single item in the arms room if it wasn't cleaned spotless. At the time people were coming back from N/A so of course it was in disarray. All she needed to do was ask us to clean it when we were done. Not threaten us to get it done.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

She does encourage it but I have only heard her encourage it, never actually seen anything done.

13. Does the CSM appropriately carry out policies and standards? If not, please explain.

refer to question 16

14. Does the CSM appropriately advise the battalion commander on the performance, training, appearance, and conduct of enlisted Soldiers? If not, please explain.

refer to question 16

15. Does the CSM appropriately administer the battalion's Noncommissioned Officer's Development Program? If not, please explain.

refer to question 16

16. Is there anything else you would like to add that is relevant to this investigation?

In my honest opinion, I don't believe the CSM has really had a chance to do his job. The BC tries to micro manage so much that she even steps in on the enlisted side briefings from the CSM. It perturbs me that my CSM can't be a CSM because my BC wants to run everything.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL **(b) (6)** ENT.

WITNESSES

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

ORGANIZATION OR ADDRESS

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

IS-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Fort Carson, CO</i>	2. DATE (YYYYMMDD) <i>20140710</i>	3. TIME <i>1530</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>O-4/A0</i>	

8. ORGANIZATION OR ADDRESS
HHC/1-4 ARB, Fort Carson, CO

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
I was the BN XO from June 2012-June 2014

2. Describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
Very negative toward senior leaders, junior leaders, & soldiers.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
*Not by LTC *(b) (6)*. There was a lot of negativity toward commanders specifically, CPT *(b) (6)*. At BN Formations negativity was the constant theme. LTC *(b) (6)* was very aggressive to the SB shop. ~~CSM~~ CSM *(b) (6)* always treated people fairly.*

4. Have you received an evaluation from the BC and/or CSM? Do you feel it accurately reflected your performance and potential? If not, why not?
*NO, not yet but I don't feel it will accurately reflect my performance based on my informal outburst with LTC *(b) (6)* who told me she did not feel I had supported her. She is making a lot of negative assumptions, which is very normal for her, and dismantling the training and proficiency of the staff.*

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <i>2</i> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF *(b) (6)* TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 57

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson, CO DATED 20140710

9. STATEMENT (Continued)

5. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

Just the consistently negative environment and attitude from the Commander toward anyone not meeting perfection.

6. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Yes, LTC **(b) (6)** told me "You Fucking Suck" with no real explanation of what I was failing to do to meet her intent.

7. Do you feel that the BC has confidence in your ability to do your job? If not, why not?

No. She told me "You Fucking Suck", then two weeks later told me I was back on track, then continued belittling anything not perfect.

8. In your opinion, do the BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

Seldom to occasional use of profanity but other than what I experienced in question 6 above, I never observed anything directed at an individual.

9. Have you ever observed the BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

Never the CSM, BC continually became angry, cussed, & walked out. When she returned she would normally start with the question "What the Fuck Gang?" then become very aggressive.

10. Have you ever observed the BC and/or CSM belittling leaders? If so, all Leaders or specific individuals? Please provide details.

Yes, only the BC, who called all commanders, 1SGs, CSM, XO and 53 into the BC conference room and proceeded to belittle all of us for 30 minutes.

11. In your opinion, do the BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

Not the CSM. Yes, I feel the BC uses both. She told MAJ Wilson, the incoming XO, "if you ever cross me, I will murder you in place". I have heard this before.

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson, CO DATED 20140710

9. STATEMENT (Continued)

12. Does the BC encourage the professional development of her subordinates? If not, please explain.

NO. There was no professional development program in 125, just belittling, degrading and tearing leaders down.

13. Is there anything else you would like to add that is relevant to this investigation?

NO. NOTHING Follows

(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INFLUENCE.

(b) (6)

(Person Making Statement)

WITNESSES:

SFC **(b) (6)**
H4C, 1-25 ATK
FCCO CO 80913
ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Fort Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)
15-6 ADPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD)	3. TIME	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME		6. SSN	7. GRADE/STATUS

8. ORGANIZATION OR ADDRESS

9. **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
Bn Cdr, 12 mos

2. Describe your command climate in 1-25 ARB.
Mixed; there are many soldiers that see the good that is happening but there are others that are resistant to change. It seems that the people who cannot meet the standard have the loudest voice; however, I have had numerous people tell me they think the Bn is headed →

3. In your opinion, are all Soldiers in 1-25 ARB consistently treated with dignity and respect? Are there specific Soldiers/Leaders that you feel are not consistently treated with dignity and respect?
We have problems throughout the unit in various locations. D Co and E Co specifically have had problems with leaders not taking care of their soldiers. There have also been complaints of abusiveness that I and CSM **(b) (6)** have tried to nip in the butt.

4. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? How did you respond?
The disrespect from a leader in the Bn that I have personally witnessed is towards me. MAJ **(b) (6)** the XO, has been directly disrespectful in raising his voice and being aggressive on the phone with me. I counseled him and he apologized. During the course of that discussion, MAJ **(b) (6)** further made →

5. Do you have trust and confidence in your staff's ability to do their job? If not, why not?
I have strong confidence in the S-6 to execute his duties to standard consistently. The S-4 also does a good job and requires little oversight. The S-1, S-2, and S-3 are hit or miss. Consistently I received administrative documents riddled with errors. The S-2 lacks initiative →

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT	PAGE 1 OF <u>7</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 58

STATEMENT OF **(b) (6)** TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

6. Do you have trust and confidence in your subordinate Command team's ability to do their job? If not, why not?
HHC, B, C, + E = Yes. A and D Co are hit or miss. CPT **(b) (6)** (A Co) routinely disregards my orders. For example I directed all companies complete "small unit cohesion" training prior to NTC. A Co is the only company that failed to meet this requirement. This was important training that →

7. Do any leaders in the battalion excessively use profanity? If so, is it directed at anyone specifically or is it the general environment?
I cannot name anyone that I would say uses profanity excessively. There are many people that use profanity including myself.

8. Do you use profanity at work? If so, how frequently and is it directed at anyone specifically or is it the general environment?
Yes I use profanity as a manner of how I speak. I do not direct it anyone but do routinely use profanity as I talk. This is a bad habit that I am trying to get better with; However, I told everyone when I came to the Bn that this is how I speak. If I offend anyone please →

9. Have you ever thrown items during meetings, slammed doors, or walk out of meetings in outrage? If so, how often does this happen?
I have walked out of meetings in disgust of the staff's ability to present coherent information, lack of the required attendees being in attendance, and continually mistakes of items I have requested. For example at NTC it took until Day 10 for the Cdr's →

10. Have you ever belittled Leaders or Soldiers? If so, was it focused on specific individuals or as a general comment? Did it occur in private or in public? If so, how often?
I have never belittled soldiers or leaders. I have made spot corrections, I have pointed out when people fail to meet the standard, and I have pointed out when people fail to make the changes and/or corrections I have asked for. If I feel the need to →

11. If you answered yes to Question 9, how do you feel the audience (intended or unintended) received your words?
I think those that continually fail to meet the standard hear what they want to hear and do not listen to what I say.

12. Do you use threats (perceived or real) or scare tactics as a method of motivation? If so, who are they directed at and when and how often have you used this tactic?
No, I am a very direct leader. I tell whomever is presenting the information how things are going to play out. For example some of the Co Cdr's have been told that they can take an action such as submitting a certain award but that I do not support it and if they submit it that way I will down grade →

INITIALS OF PERSON MAKING STATEMENT

9. STATEMENT (Continued)

13. Describe what happened in Bldg 9633 in late Feb 14 concerning a/c transfer.

See Attached.

14. Describe your leader professional development program. How often do you conduct formal professional development and who is your target audience? Do you feel your program is effective?

My desired LPD program is not being executed and this falls directly on me. I have let the OPTEMPO and staff work that I feel I need to ^{get} ahead of everything else. This is mainly to keep the

15. Does 1-25 ARB have official or unofficial "norms" for awards (i.e. SSG and below only receive AAM and only when they PCs, etc.)? If official, are they in writing? If unofficial, are they well known and understood within your formation?

Yes, unofficial. I have articulated to the staff and Cmdr Tins several things that generally the award recommended should be equivalent to the visibility of the authorizing official. Generally $5\% \text{ of } 3\% = AAM$

16. Describe your expectation of performance regarding administrative actions in terms of submission time line, accuracy, and processing timeliness.

See Attached.

17. Describe your leadership style.

I am a standards based leader, who is not afraid to make a correction. I am also very direct. When I want something done a specific way I will say that. When I leave it to someone else I expect them to own it. My passion

18. Is there anything else you would like to add that is relevant to this statement?

Personnel shortages that we have suffered the last 12 mos (86% highest) has made it difficult to execute our OPTEMPO. This not only generates stress but also ~~has~~ has negative effects on standards. We have highlighted this

can sometimes be confuse with anger

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTION **(b) (6)** TOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY **(b) (6)** R REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLU **(b) (6)** ENT.

WITNESSES:

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Sub **(b) (6)** person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH (Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14 (Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

#13 A/C transfer w/ 4 CAB.

We had come to an agreement with 4 CAB that we would transfer our nine AH-64Ds to them. A/C were ready for transfer NLT 15 Jan. We had told the 4 CAB XO this and notified him on 15 Jan that the A/C were ready. Neither 1-4 or 2-4 contacted us about conducting inventories until early Feb. We were on a compressed timeline completing 64E-training, gunnery, and a Bn FTX in prep for NTC. Opa 9 Feb while we were at the FTX 4 CAB contacted us about doing inventories/inspections. This should be a joint process. I gave direction that we were focused on the FTX and now was a bad time. We could and would consider time during gunnery to complete the process. The agreement was made between LTC (b) (6), MAJ (b) (6) and I that no one would touch the A/C without 1-25's knowledge. One day while I was in the rear from gunnery I walked into the hangar to find one of our A/C de-pareled. I immediately called my XO to see if he had any knowledge, he had none. Neither did my PC office. I found the D Co 4-4 Cdr (cannot remember her name) and calmly told her not to touch anymore of my A/C without my approval. The next day I walked into the hangar and found a second A/C de-pareled. This time I blew up. I had found the Co

#13 A/C transfer continued

Car and was talking with her when MAJ (b) (6) showed up. She told me that the MAJ told her to go ahead and continue on the first A/C and start a second. I am not sure when a LTC's order gets trumped by a MAJ but it happened that day and I let my displeasure be known. After a short time we got a plan together that included one of our technical inspectors being with the A/C as 4 CAB personnel conducted the inventories/inspections. — The reason got excited about someone else touching our A/C is we are responsible. The 4 CAB soldiers were not only depaneling A/C but disconnecting cannon plugs, which is not the norm according to my maint SMEs. Some of the cannon plugs being disconnected require maint test flights. Without our personnel involved we would have no knowledge that is occurred. End result could be catastrophic, which would be my responsibility with no knowledge inside our formation.

Additionally, I found it very disrespectful that another unit would tear into one of our A/C with out our knowledge/coordination.

#16 Performance of administrative actions

Our systems and processes are lacking and routinely negatively effect soldiers. I expect items such as evals and awards to be submit in a timely manner. I also expect them to be generally free of errors and ready for my signature when arriving in my inbox. ~~This~~ Routinely I have to kick items back that are not with regulation: OERs with exelavation points or miss spellings, awards that recognize achievements while deployed when a soldier had already recieved an award for that time period; SOPs with numerous miss-spelling and gross gramatical errors. I expect all paperwork that arrives on my desk to be ready for signature unless labeled as a draft. Daily I have members of the staff or personnel within the BR standing outside my door for a quick signature. I normally support but too many items that make it to my desk are riddled with errors. My S1 and XO do a poor job screening stuff that hits my inbox. Most recent example is 4 awards from A Co. Each award included an achievement from Afg although each recieved a previous award. When I was discussing these

#16 Admin Actions

four awards with my XO. He made a comment to the effect of. I know Naam I got tired of dealing with them so I said screw just send them to the boss. I was shocked and did not say anything at the time but he was clearly passing the workload he did not want to deal with up to me. This is not how an XO takes care of his boss. In reflection he has done this on several occasions. The S-1 SOP came to be no less than three times for signature each time it was plagued with errors. Errors in spelling, grammar, and the way we do business. It is a common occurrence that items I am told are in the digital folder for signature will not allow me to sign because specific blocks have not been completed. This is a failure of my S1 section to ensure all forms are filled out properly.

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

My leadership style may not be liked or appreciated by all within my formation. I believe people outside my formation enjoy the sensationalism that I am a tyrant and scream at my people. This viewpoint is so far from what really happens on a day to day basis but seems to be the only thing others outside our formation want to believe. The idea that I go through the day with a wave of carnage behind me without a second thought is not at all how I operate. I spend a lot of time self-reflecting. I doubted my leadership style the one that got me ~~me~~ ^{me} selected in command, because I watched both my FGs, both of whom were selected BZ(XO) and double BZ(S-3), struggle. At the end of the day it was the fears I had ~~of~~ ^{of} command that came true. My S-3 doesn't have the energy I am looking for, he also is a weak leader and doesn't not treat his section like his own platoon which is how I have coached him to approach it. My XO does not have enough previous staff time to truly understand how a Bn functions, his role, and the staff's requirements within the Bn. According to his ORB he has 4 mos of AS3 time prior to being a Bn XO. He has worked in very independent jobs his entire career: PLT Ldr, Co Cdr, SA @ CCC, SGS, O4 level Cmd @ Focker.

INITIALS OF PERSON MAKING STATEMENT

PAGE 24 OF 7 PAGES

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

I believe it is due to his lack of experience both on a Bn staff and being promoted early in the Army that has caused him to struggle as the XO. As recognized by MAJ (b) (6) (1-25 XO) our unit is lacking systems. This is the XO's responsibility. My failure in this process has been a lack of written counsel and my continued attempts to work through two FG officers who were not getting it done. I have tried to coach and teach, the S-3 is open to this more than the XO (MAJ (b) (6)). It has been brought to my attention by several people within my formation and outside my formation that numerous people to include MAJ (b) (6) have been subversive the entire time I have been in Cmd. As I tried to work through my FG officers they have not owned their responsibilities and have used me as a scapegoat: phrases such as "come on guys we have to do it this way because you know how she is," is counterproductive to a team environment, to the way the Army does business, and demonstrates not only a lack of ownership but also disloyalty. My standard although firm is the Army standard. I have never requested anyone do anything for my self-opin. My focus is always the mission, the unit, and the soldiers. I am a hard leader.

INITIALS OF PERSON MAKING STATEMENT

PAGE 5 OF 7 PAGES

My reputation throughout Army Aviation, as confirmed by MIA (b) (6) upon my arrival to the unit, is hard but fair. I do not call soldiers names of any sort. I do use profanity as a manner of speak but never direct it at an individual or group of soldiers. It is simply how I talk. I have heard leaders above me use this type of language so if it is unacceptable I have not been told and the opposite has been demonstrated to me.

Lastly I have been in command 12 mos. My leadership style has been judged the entire time. If there was truly a problem with how I conducted business, I have not been told. There has been little to no coaching, teaching, or mentoring but I was quickly suspended and put under investigation. COL (b) (6) has done verbal counseling with me on each visit. He has given me things to think about, we have discussed the unit and various techniques and approaches to problems. However, not once has he told me I need to out right change. Through all my discussions with COL (b) (6) I have simply been told I am intimidating and hard to work for. Past that I have gotten no feedback on my leadership.

I have had several discussions with COL (b) (6) re: my frustrations with MAJ (b) (6). I have expressed my thoughts of how MAJ (b) (6) is subversive and disloyal. Each time I have been told it is a personality conflict that the two of us will never get past. I find this insulting and have COL (b) (6) such. A personality conflict implies the Sr cannot work with the jr. or the two are equals. In either case it takes the responsibility of following your boss' guidance and direction off the subordinate. I have worked hard to get this unit turned around. We are better than we were 12 mos ago. Our performance at NTC as a Avn TF HQ's with multiple units we have never worked with and all the challenges we faced leading up to the rotation (C4E NEF+NET, ARMS Failure + re-inspection, govt shutdown during gunnery, 5 wks of no fly due to X-mn Safety of Flight, disjointed CZ, and extreme undermanning) should speak volumes for my leadership style and what we have done with the organization we were handed. ————— End of statement. (b) (6)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD) 20140714	3. TIME 1400	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS E9	
8. ORGANIZATION OR ADDRESS			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB and how long have you been in the battalion?
CSM, 1 YEAR

2. Describe the command climate in 1-25 ARB.
I would NOT SAY IT'S BAD BUT WE ARE WORKING ON A FEW ISSUES, to MAKE the BN BETTER ON A WHOLE.

3. In your opinion, are all Soldiers in 1-25 ARB consistently treated with dignity and respect? Are there specific Soldiers/Leaders that you feel are not consistently treated with dignity and respect? **YES**
I TREAT ALL SOLDIERS WITH DIGNITY AND RESPECT

4. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? How did you respond?
I HAVE NOT SEEN ANY ACTS OF DISRESPECT FROM ANY LEADERS BUT I HEARD ABOUT A FEW BUT I ADDRESS AND FIX THEM RIGHT AWAY WITH COUSSELING

10. EXHIBIT	11. INITIALS OF PER (b) (6) G STATEMENT	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 59

STATEMENT OF

(b) (6)

AT

DATED

20140714

9. STATEMENT (Continued)

5. Do you have trust and confidence in the staff's ability to do their job? If not, why not? Does the BC?

I DO NOT HAVE TRUST IN THE S-3 STAFF TO DO THEIR JOB!
AND THE BC DOES NOT HAVE CONFIDENCE IN THE S-3 OIC

6. Do you have trust and confidence in the subordinate Command team's ability to do their job? If not, why not? Does the BC?

MOST OF THE COMMAND TEAMS ~~THEY~~ ^{THEY} BEST TO DO THEIR JOB
THEY JUST NEED MORE MENTORSHIP AND COUNSELING FROM THE
BC. (b) (6)

7. Do any leaders in the battalion excessively use profanity? If so, is it directed at anyone specifically or is it the general environment?

I HAVE HEARD PROFANITY BUT NOT EXCESSIVELY. ~~IT IS~~ AND
~~IT IS~~ NOT FROM ME.

8. Have you ever thrown items during meetings, slam doors, or walk out of meetings in outrage or witnessed it happening? If so, provide details and how often it happened?

I HAVE NOT THROWN OR SLAM DOORS OR EVEN WALK
OUT OF A MEETING

9. Have you ever belittled Leaders or Soldiers or witnessed it happening by the BC? If so, was it focused on specific individuals or as a general comment? Did it occur in private or in public? If so, how often?

THE BC HAS NOT BELITTLED SOLDIERS IN FRONT OF ME BUT
WE HAVE TALKED ABOUT THINGS I HEARD ~~THAT~~ AND SHE WOULD
SAY IT DID NOT HAPPEN THE WAY THEY SAID.

10. If you answered yes to Question 9, how do you feel the audience (intended or unintended) received those words?

11. Describe your relationship with the BC?

SHE IS MY BOSS AND I KNOW SHE IS TRYING TO DO THE
RIGHT THINGS BY PLACING STANDARDS IN THE BRN

12. Do you feel subordinate Leaders receive adequate guidance in advance to effectively do their job?

I BELIEVE THE XO AND THE S-3 OIC ~~DO~~ DO NOT
GIVE ADEQUATE GUIDANCE SO THE SUBORDINATES CAN
DO A GOOD JOB!

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 4th CAB CHPT DATED 26/40714

9. STATEMENT (Continued)

13. Do you use threats (perceived or real) or scare tactics as a method of motivation or have you witnessed the BC using them? If so, who are they directed at, when and how often have you used this tactic or witnessed it?

NO I DONOT!

14. Describe your leader professional development program. How often do you conduct formal professional development and who is your target audience? Do you feel your program is effective?

I DO PROFESSIONAL DEVELOPMENT DAILY, I COUNSEL AND HANDS ON TRAINING FOR MY SOLDIERS

15. Does 1-25 ARB have official or unofficial "norms" for awards (i.e. SSG and below only receive AAM and only when they PCS, etc.)? If official, are they in writing? If unofficial, are they well known and understood within your formation?

NO NORMS BUT WE SAY THAT THEY MUST ~~EARN~~ EARN THE AWARD

16. Describe your expectation of performance regarding administrative actions in terms of submission time line, accuracy, and processing timeliness. Has this standard been articulated to the organization?

THERE IS A TIME LINE FOR AWARDS, 60, 90, 120 DAYS AND THE TIMELINE IS KNOWN BY EVERYONE

17. Describe your leadership style?

COACH, MENTOR, AND TRAIN SOLDIERS

18. Is there anything else you would like to add that is relevant to this statement?

I TREAT ALL ~~SOLDIERS~~ SOLDIERS WITH RESPECT AND I ENSURE MY 1SG, NCO'S TREAT THE SOLDIERS FAIRLY AND WITH RESPECT.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL UN

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14 day of JULY, 2014 at FT. CARSON, CO

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

WILLIAM R. MCDONOUGH
(Signature of Person Administering Oath)
WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT PAGE OF PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION: HHC 1-25, Ft Carson
2. DATE: 20140710
3. TIME: 1410
4. FILE NUMBER:
5. LAST NAME FIRST NAME MIDDLE NAME: (b) (6)
6. SSN: (b) (6)
7. GRADE/STATUS: O5-

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
BN CDR 1-4 ARB - 6 months
2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC (b) (6) regarding a/c transfer.
The A/c Transfer had been delayed about a week due to clarification of Transfer directive of equipment to be transferred. A verbal agreement had been made to conduct a joint inspection of the A/c to be transferred. 1-4 ARB Soldiers began the inspection of the A/c as we understood the agreement which was to conduct a 100% TI of the A/c. Our Soldiers were directed to stop the TI inspection. I called LTC (b) (6) to discuss the issue. LTC (b) (6) was not under the impression that we were going to conduct a 100% TI and was surprised to see the aircraft depanelled. We had a very cordial

10. EXHIBIT
11. INITIALS: (b) (6) STATEMENT
PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 60

STATEMENT OF **(b) (6)** TAKEN AT FT Carson DATED 10 July 2014

9. STATEMENT (Continued)

conversation & I explained why I wanted to conduct the TI. First, 100% TI is common place & I thought that was the agreement. LTC **(b) (6)** agreed from my recollection for the inspection to continue. I drove to 9632 and sat my team down (the seniors) and discussed the way ahead and told them they were cleared to begin inspecting again but asked them to be cognizant of mutual agreed inspection. I returned to my HQ's and received a call from either MAJ **(b) (6)** or CPT **(b) (6)** that I needed to come back to the hangar b/c. LTC **(b) (6)** was telling soldiers to get off her aircraft & had a heated conversation with CPT **(b) (6)** and MAJ **(b) (6)**. I did not witness the conversation or the altercation on the aircraft. When I arrived at the hangar, LTC **(b) (6)**, MAJ **(b) (6)** & Mr. **(b) (6)** were at the tailboom/stabilator discussing the incident and re-agreeing on a way ahead. When

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF

(b) (6)

TAKEN AT

FT Carson

DATED

10 July 2014

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

I arrived the dust had settled & the conversation was very cordial. Nothing follows.

(b) (6)

/IT

I HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL

(b) (6)

WITNESSES:

CPT

(b) (6) (b) (6)

administer oaths, this 10 day of JULY, 2014 at FT. CARSON, CO

(Signature of Person Administering Oath)

WILLIAM R McDONOUGH

(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3/1/14

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 1-25 BLDG 9622	2. DATE (YYYYMMDD) 20140710	3. TIME 1055	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS 03	

8. ORGANIZATION OR ADDRESS
D/4-4 ARB

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
I am the D CO Commander. I arrived to the unit in AUG 2013 and took Command of D CO in Sept 2013.

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC (b) (6) regarding a/c transfer.
In late February 2014 1-25 was transferring a/c to both 1-4 and 4-4 ARBs. Initial -17 inventories of fly-away gear had already been conducted by the line commanders receiving the a/c from 1-25. The two 4 CAB D COs were conducting 100% inspections and serial number verifications on the a/c. We were cleared through coordination between the 3 unit PC Offices and XO's to conduct the inspections. To conduct the inspections the a/c panels have to be removed to see the components. 1-4 and 4-4 were conducting the inspection one a/c at a time. The morning of the incident, we each had an aircraft de-panelled and were working according to guidance from our PC Officer CWB (b) (6) who was the PC OIC for 1-4 and 4-4 at that time. When I came back to the hangar with my lunch I was approached by LTC (b) (6) and 1SG (b) (6). She proceeded to ask me what I thought we were doing to her a/c and why we had them so far stripped (de-panelled) and who did I think I was. I tried to answer her with what we were doing and was cut off by her. She got angrier so I came to attention and kept my answers more to a "yes ma'am/no ma'am" format from there on. She made very clear to me that our Soldiers were

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 4 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 61

STATEMENT OF CPT (b) (6) TAKEN AT 1055 DATED 2014 07 10

9. STATEMENT (Continued)

directed by her to stay off of her aircraft and that no 4CAB Soldiers were to touch her aircraft. I and 1SG (b) (6) acknowledged her directive and she left the hangar. I then called MAJ (b) (6) and explained what happened to him. He came down to the hangar and he, CW3 (b) (6), 1SG (b) (6), me, CW3 (b) (6) (1-25) discussed the plan of how to proceed. LTC (b) (6) also got involved and spoke to LTC (b) (6). By the end of all of this coordination, the agreement as all of us understood it, was that 1-4 and 4-4 would re-panel the aircraft and so they wouldn't sit de-panelled over the weekend eating ~~down~~ ^{(b) (6)} time and on Monday at 0730 our teams with TI (technical inspector) supervision from 1-25 would together re-engage and continue the 100% inspections. I asked twice if we were all clear to re-panel the a/c and was given clearance from MAJ (b) (6). He had the clearance from the 1-25 PC OIC and LTC (b) (6) that the plan was agreed to by all three BNs. So, I directed my NCO to have the a/c re-panelled. A very short time later, 30-60 minutes, SFC (b) (6) entered my office with a shocked expression and told me "they are looking for you." I got up and exited my office and saw LTC (b) (6) making a rapid approach toward my office. I met her about 5-10 feet from my office door. She was clearly angry and ~~she~~ ^{(b) (6)} immediately confronted me. Trailing behind her were MAJ (b) (6), CW4 (b) (6), CW3 (b) (6) and CW3 (b) (6). SFC (b) (6) was also still standing near by. She stood within 12-14 inches away from me and asked me what part of do not touch her aircraft did I not understand. I was very confused at that point since we had all agreed to the plan and I looked over to MAJ (b) (6) to ask him weren't we good to re-panel the a/c? I didn't get past the first couple of words before she cut me off jumped back next ^{(b) (6)} to MAJ (b) (6) and looked back and forth at her own rank and his rank. Then she ripped off her rank and held it next to his rank and asked me something to the effect of why was I looking to him she outranks him and she's the one addressing me. I understood this now to be again a one-way conversation and reverted again to "yes ma'am/no ma'am" answers as she dressed me down on the open hangar floor in public view of everyone in the hangar, to include my Soldiers. She then stormed over to what was at the time my ~~PC~~ ^{(b) (6)} OIC and PSG office. We all followed her into the office. She went over to the bookshelf and started pulling off binders. Her intent seemed to be to pull out and disperse papers from the binders but the two or three she happened to pull off were empty. So she gave this up and moved to one of the desks. She began pulling items out of the desk and slamming them down on the desktop. She began pulling items still in her hand, if may have been a stapler, she shook the item in my direction and asked me how did I like someone touching/messing with my things? She then raised her voice higher and louder because my answer wasn't immediate and fast enough for her because by this point I was myself getting angry and ^{(b) (6)} and upset about being talked to and treated this way. She yelled at me to answer her so I finally did answer "no ma'am." To which she then said something about

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 2 OF 4 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1055 DATED 20140710

9. STATEMENT (Continued)

how it doesn't feel nice to have other people touching your things. Then she put the office supplies back into the desk and left the room through the back door. We all followed her out and up the stairs to the 1-25 PC office. I think we were going to conference call the 1-25 AMO who was in the field. As we all took seats around the table LTC (b) (6) looked at me and told me I could get out. So, I did. I went downstairs into the 1-4 CO command office to see ISG (b) (6) and ask if he had seen what happened. He was on the phone with LTC (b) (6) and when I entered and he saw my face he told LTC (b) (6) that he advised that LTC (b) (6) come to the hangar because CPT (b) (6) just came in and something to the effect that I looked like I had an "Oh shit" look on my face. I don't doubt that my face was probably red and shocked looking. Later LTC (b) (6) told me he heard my voice in the background over the phone and could tell I was upset / something wasn't right. I stayed in the office for a little while with ISG (b) (6) as I calmed down. Then I went to my Tech Supply and addressed my Soldiers. Without making negative comments about LTC (b) (6), I talked to my Soldiers about professionalism and explained they had done nothing wrong and that if she or any 1-25 personnel approached them in a similar fashion in the future they should be respectful and then let me or someone higher in the chain of command know as soon as possible. Around the time I finished talking to them MAJ (b) (6) had returned downstairs. He then addressed my Soldiers as well, discussing leadership styles, professionalism etc. While he was speaking to my Soldiers his Blackberry rang and he handed it to me to answer. I left the room to speak to LTC (b) (6) on the phone. He asked me what happened and I briefly explained what happened without getting too specific into the behavior LTC (b) (6) displayed. He told me he would be at the hangar shortly. When he arrived he and LTC (b) (6) spoke. After that we were told that we would leave the a/c depanelled and would proceed on Monday as previously briefed with the plan of continuing the 100% with the 1-25 TI supervision. I had no further interaction with LTC (b) (6) or any future incidents during the a/c transfer.

Nothing else follows on this page see final page (b) (6) 10 JUL 14
Nothing else follows on this page (b) (6) 10 JUL 14

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 4 PAGES

STATEMENT OF CPT (b) (6) TAKEN AT 1055 DATED 20140710

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

I have been in the Army for 11 1/2 years and I have never seen a senior Officer behave in such an unprof unprofessional and inappropriate way. I was excited to meet and have the potential to work with LTC (b) (6) because she is the first female attack battalion commander. Now, I'm dissatisfied and regret that she is our first representation and standard bearer. Nothing follows (b) (6) 10 JUL 14

~~Nothing Follows (b) (6) 10 JUL 14~~
~~Nothing Follows (b) (6) 10 JUL 14~~

AFFIDAVIT

I, (b) (6), HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 4. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL

WITNESSES:
SFC (b) (6)
1-25 ATK
Fort Carson CO 80913
ORGANIZATION OR ADDRESS

(b) (6)
ORGANIZATION OR ADDRESS

(b) (6)
Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of July, 2014 at Ft. Carson, CO
(Signature)
WILLIAM R MCDONOVEN
(Typed Name of Person Administering Oath)
15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b) (6)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.
ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION 2. DATE (YYYYMMDD) 3. TIME 4. FILE NUMBER
5. (b) (6) 6. SSN (b) (6) 7. GRADE/STATUS E8

8. D 1/4 ARB

9. (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?

(b) (6) I am D 1-4 ARB's 1SG. I have been with the organization for 11 months. (b) (6)

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC Baugh regarding a/c transfer.

(b) (6) Just prior to lunch, approx 1130 hrs I approached LTC (b) (6) in the center of building 9633. HER and a group of officers were having a conversation. LTC (b) (6) called me over and told me she was upset about the way 1-4/4-4 was going about inspecting the aircraft we were transferring. SHE did not yell at me, but she made it a point to ask me if I understood how mad she was. And to make sure I was capable of expressing that answer to the other portions of the D 1/4 & 4/4 chain of command. (b) (6)

10. EXHIBIT 11. INITIALS OF (b) (6) KING STATEMENT PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 62

STATEMENT OF **(b) (6)** TAKEN AT _____ DATED 10 JUL 14

STATEMENT (Continued)

(b) (6) THE CONVERSATION ENDED AND I MOVED AWAY. APPROXIMATELY 10 MINUTES LATER I WAS TALKING TO CPT **(b) (6)** ON THE SOUTH END OF 9633. LTC **(b) (6)** APPROACHED AND BEGAN TO YELL AT CPT **(b) (6)** SHE ASKED CPT **(b) (6)** QUESTIONS AND THEN DIRECTED HER TO SHUT HER MOUTH PRIOR TO BEING ABLE TO ANSWER. SHE WANTED US TO STOP INSPECTING AIRCRAFT AND WE ALREADY HAD. AFTER THAT 1-2 MINUTE INTERACTION WE CONTACTED LTC **(b) (6)** AND MAJ **(b) (6)** 30 MINUTES LATER LTC **(b) (6)** DIRECTED US TO RESUME INSPECTION OF THE AIRCRAFT AND THAT THE MIX UP HAD BEEN RESOLVED. 4-4 RESUMED THE INSPECTION PROCESS IMMEDIATELY. A FEW MINUTES LATER LTC **(b) (6)** TO THE HANGAR FLOOR, BLDG 9633 AND BEGAN ACTUALLY YELLING AT THE SOLDIERS TO "GET THE FUCK OFF HER AIRCRAFT". THEY WERE HER PROPERTY AND SHE DID NOT WANT ANY 4TH CAB PERSONNEL ON THEM. SHE PULLED MAJ **(b) (6)**, CW3 **(b) (6)** AND A NUMBER OF 1/25 OFFICERS UPSTAIRS TO FURTHER DISCUSS THE ISSUE. I RETURNED TO MY ORDERLY ROOM AND CALLED LTC **(b) (6)** HE CAME TO BLDG 9633 AND PULLED LTC **(b) (6)** OFF TO THE SIDE. THEY TALKED FOR 30-45 MINUTES. **(b) (6)**

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

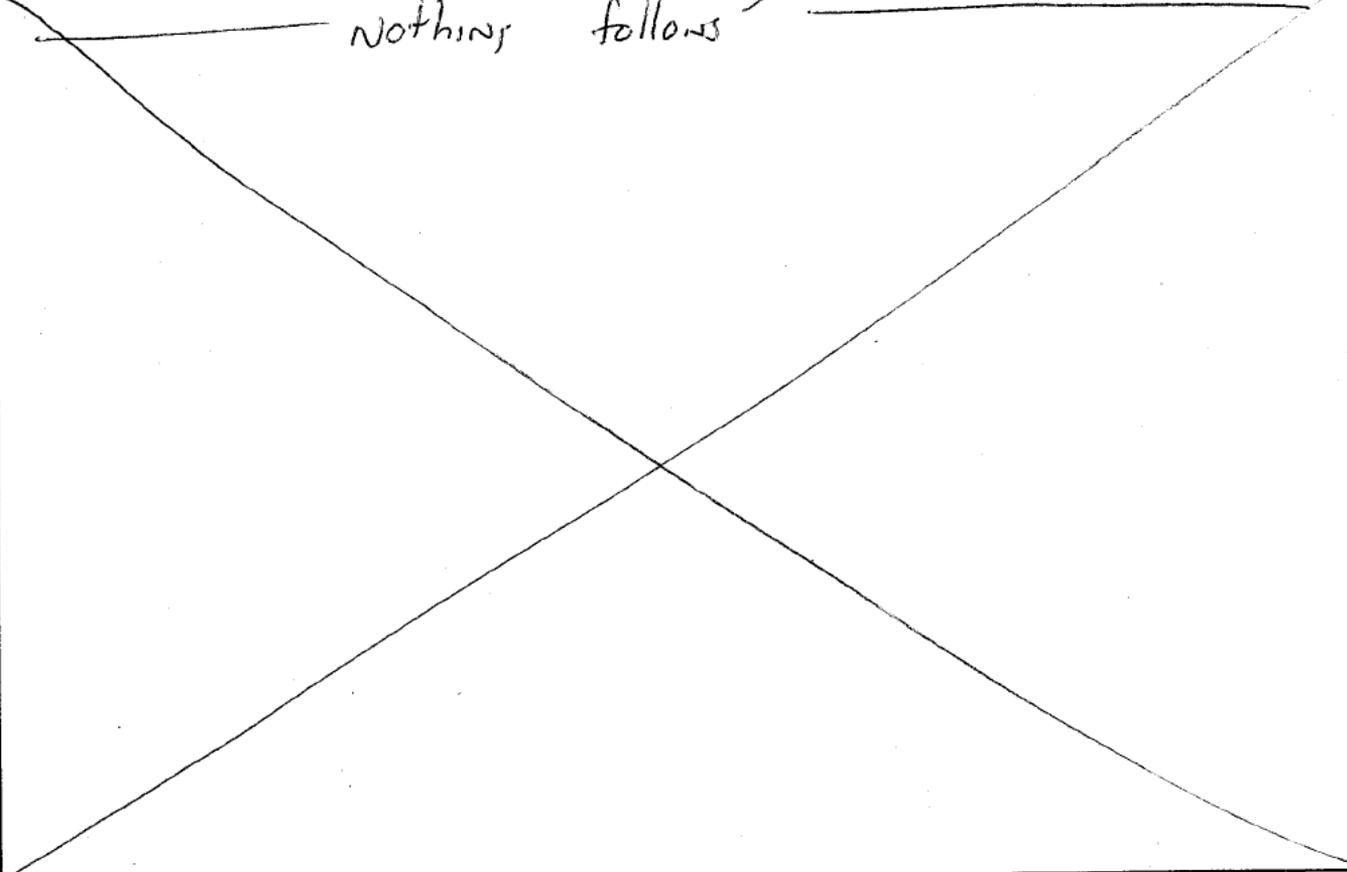
PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT _____ DATED 10 JUL 14

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

Nothing follows *XE*



(b) (6) AFFIDAVIT
I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

William R. McDonough
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>HHC 1-25, Fort Carson</i>	2. DATE (YYYYMMDD) <i>20140711</i>	3. TIME <i>10:00</i>	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>CW4 / RA</i>	
8. ORGANIZATION OR ADDRESS <i>HHC 4th CAB, FORT CARSON, CO 80913</i>			

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
4th CAB Brigade Aviation Materials Officer (BAMO) Jan 14 - Present
B 404 ASB Maintenance Test flight Section platoon leader Jan 13 - Jan 14

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC *(b) (6)* regarding a/c transfer.
I was phoned by CW5 (b) (6) the CCWO that COL (b) (6) needed me to go to Bldg 9633 and resolve the aircraft transfer dispute prior to someone getting fired. Upon arrival to the hangar CW3 (b) (6) 1-25 PC officer and CW3 (b) (6) approached me about the dispute over the aircraft transfer. At roughly the same time in introduced myself to MAJ (b) (6) the 44X0 and we also talked about the ongoing transfer. 1-25 personnel especially LTC (b) (6) were extremely unhappy about the inspection process and perceived depanel process of the aircraft transfer. We began to discuss the original agreement and the road ahead for the transfers prior to LIC (b) (6) entering. As soon as LTC (b) (6) entered she began to show her extreme disgust for the perceived extreme depaneling of the aircraft. LIC (b) (6) began to yell at soldiers on the hangar floor to get off the aircraft and explain if no one knew who she was that it was LIC (b) (6), 1-25 BC. Expletive language was used as

10. EXHIBIT	11. INITIALS <i>(b) (6)</i> MAKING STATEMENT	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 63

STATEMENT OF **(b) (6)** TAKEN AT HHC 1-25 Ft Cav DATED 2010711

9. STATEMENT (Continued)

she was yelling at the soldiers on the hanger floor. The group then began to move to towards 4-4's DC's maintenance office. This is where CPT **(b) (6)** entered the scene and LTC **(b) (6)** removed her rank held it up to MAJ **(b) (6)**'s rank and then CPT **(b) (6)**'s and began to yell at here about understanding the rank structure. LTC **(b) (6)** then entered CPT **(b) (6)** office and began to remove and throw stuff from the CPT's desk. LTC **(b) (6)** was yelling and using profanity about you dont like it if I come in your area and move your stuff. Up to this point multiple young soldiers and NCO's were present for these acts. After this the party moved up to the 1-25 PC office to further discuss the transfer and the situation. LTC **(b) (6)** voiced her disgust with the 4th CAB and the transfer process. After about 30 minutes of discussion the situation began to calm and the units agreed to the original agreement to finish the transfer process starting on Monday. After this everyone left the room and it was only LTC **(b) (6)** and myself in the room. We continued having a normal conversation and discussed the continued resolution to the aircraft transfer and the division of hanger space. After this LTC **(b) (6)**, LTC **(b) (6)**, and MAJ **(b) (6)** huddled with myself and CW3 **(b) (6)** to ensure all the commander's were on board with the aircraft transfer. I then left the hanger and returned to the BDZ headquarters to report the situation to cor **(b) (6)**

(b) (6) **(b) (6)**
(b) (6) Nothing Follows **(b) (6)**
(b) (6) **(b) (6)**

INITIALS **(b) (6)** TAKING STATEMENT

STATEMENT OF **(b) (6)** TAKEN AT HHC 1-25, Pelcosen DATED 20140711

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

The only thing I would like to add is this was the only negative situation in which I encountered with LTC **(b) (6)** outside of this situation she was pleasant to talk to.

(b) (6)
(b) (6)
(b) (6)
Nothing Follows
(b) (6)

(b) (6) AFFIDAVIT

I, **(b) (6)**, HAVE READ OR-HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

(b) (6)
(Signature of Person Administering Oath)

WILLIAM R. McDONOVEN
(Typed Name of Person Administering Oath)

15-6 APT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

WITNESSES:
CPT **(b) (6)** **(b) (6)**
ORGANIZATION OR ADDRESS _____
ORGANIZATION OR ADDRESS _____

INITIALS OF **(b) (6)** STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).
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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HHC 1-25, Ft Carson, CO	2. DATE (YYYYMMDD) 20140711	3. TIME 1006	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS SFC / AD	

9. HHC, Brigade

I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
I am currently in HHC, Brigade Staff Duty NCO, I have been in the organization for 1 yr.

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC Baugh regarding a/c transfer.
I was then Delta Company 4-4 Production Control NCOIC and acting First Sergeant, because he was on leave. We were doing our 100% aircraft inventories when LTC (b) (6) came out on the hangar floor and told us to get the fuck off her aircraft. At that time I told my Soldiers to stop working and went to LTC (b) (6) and told her that I was the acting First Sergeant and can I help you. She told me to go get my fucking Commander. So I went and got CPT (b) (6) and proceeded to LTC (b) (6). She then started yelling at both of us about being on her aircraft. She then went to our QC office and went thru our desk, putting things out of the drawers on top of the desk, asking if we liked her going thru our stuff. We told her no. From there it went upstairs to the 1-25 Production Control Office. I stayed down in the hangar, and talked to Delta Company about what had happened, then CPT

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 64

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF **(b) (6)** TAKEN AT 1006 DATED 20140711

9. STATEMENT (Continued)

(b) (6) also talked to the Company, to tell them what they were doing was right and it wasn't their fault about any of this. And to stay off the aircraft until further guidance was given.

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT 1006 DATED 20140711

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY, WITHOUT REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

WITNESSES:
CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

(b) (6)
Subscribed and sworn to before me by a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 AAPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

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AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>HHC 1-25 Ft. Carson</i>	2. DATE (YYYYMMDD) <i>20140711</i>	3. TIME <i>0945</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS <i>04/Active</i>	
8. ORGANIZATION OR ADDRESS			

9. I, **(b) (6)**, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position and how long have you been in that position?
I am the 4th CAIS brigade chaplain and I have been a year in this assignment.

2. Based on your observations and interaction with members of 1-25 ARB, describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?
I don't know for how long the tension has been going on in the BN, but the best way that I know to explain it would be, tension and fear.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC **(b) (6)**) and Command Sergeant Major (CSM **(b) (6)**)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.
Some
*I AW with what I have heard ~~the~~ soldiers in the BN have not been treated with respect. There have been soldiers with personal issues that have come before LTC **(b) (6)** and she ~~was~~ just dismissed being little compassionate to the soldiers needs.*

10. EXHIBIT	11. INITIALS OF (b) (6) MAKING STATEMENT	PAGE 1 OF <u>3</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ DATED _____"
 THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

6265

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF

(b) (6)

TAKEN AT

AHC 135 F. Tolson

DATED

20140711

9. STATEMENT (Continued)

4. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

NO, I have not.

5. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

NO, I have not.

6. In your opinion, do the 1-25 ARB BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

NO, I have not.

7. Have you ever observed the 1-25 ARB BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

NO, I have not.

8. Have you ever observed the 1-25 ARB BC and/or CSM belittling leaders or Soldiers? If so, Leaders/Soldiers in general or specific individuals? Please provide details.

NO, I have not.

9. In your opinion, do the 1-25 ARB BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

NO, I have not.

INITIALS OF PERSON MAKING

(b) (6)

PAGE 2 OF 3 PAGES

STATEMENT OF **(b) (6)** TAKEN AT HHC 1-25 Ft. Carson DATED 20 July 2014

9. STATEMENT (Continued)

10. Does the 1-25 ARB BC encourage the professional development of her subordinates? If not, please explain.

I don't know.

11. Is there anything else you would like to add that is relevant to this topic?

*No, not at this time.
Nothing follows*

(b) (6)

I, **(b) (6)**, AFFIDAVIT
HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE

(b) (6)

WITNESSES:

SFC **(b) (6)**
HHC 1-25 Ft. Carson CO 80913

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 11 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

IS-6 ADPT ORDER DTD 3JUL14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION <i>Fort Carson, CO</i>	2. DATE (YYYYMMDD) <i>20140714</i>	3. TIME <i>1015 hrs.</i>	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME <i>(b) (6)</i>	6. SSN <i>(b) (6)</i>	7. GRADE/STATUS <i>O-3 / AD</i>	
8. ORGANIZATION OR ADDRESS <i>HHC, Combat Aviation Brigade</i>			

9. I, *(b) (6)*, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position and how long have you been in that position?

Brigade Judge Advocate. 1 year.

2. Based on your observations and interaction with members of 1-25 ARB, describe the command climate in 1-25 ARB. In your opinion, how long has the current command climate existed?

My observations & interactions with members of 1-25 ARB are limited to BN COB, XO, S3. I am unqualified to render an opinion about command climate of 1-25 ARB, b/c I am not assigned to nor ^{do I} regularly interact w/ 1-25 ARB members.

3. In your opinion and observation, are all Soldiers in 1-25 ARB consistently treated with dignity and respect by the Battalion Commander (LTC *(b) (6)*) and Command Sergeant Major (CSM *(b) (6)*)? If not, are there specific Soldiers/Leaders that are consistently not treated with dignity and respect? Please provide details.

My opinion and observations are limited. I do not believe that XO & S3 are treated with dignity and respect.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT <i>(b) (6)</i>	PAGE 1 OF <u><i>3</i></u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

EX 66

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson, 10 DATED 14 July 2014

9. STATEMENT (Continued)

4. Have you ever observed any acts of disrespect by any Leaders within 1-25 ARB? If so, was it a general trend or focused on a specific individual? Please provide details.

I have observed/listened to LTC **(b) (6)** screaming at MAJ **(b) (6)** over the phone. The "discussion" pertained to her desire to appoint an additional AR 15-6 investigation to investigate officer misconduct. The additional investigation, in my opinion (and I'm not a lawyer) was unnecessary and would unduly delay forwarding of the action to 41D. The telephonic scream-fest took place in late May 2014.

5. Have you ever personally experienced an act of disrespect by any Leader in 1-25 ARB? What were the circumstances?

Not "disrespect" as defined by the UCMJ. However, I have never experienced such vitriol or ~~contentionousness~~ contentiousness in my ~~experience~~ career. I have advised 30-40 PW commanders as a trial counsel and BJA, and I have never seen a commander operate like LTC **(b) (6)** lead by fear and intimidation.

6. In your opinion, do the 1-25 ARB BC and/or CSM consistently use profanity? If so, is it directed at anyone specifically? Please provide details.

My opinion is limited. I don't know if LTC **(b) (6)** "consistently" uses profanity.

7. Have you ever observed the 1-25 ARB BC and/or CSM throwing items during meetings, slamming doors, or walking out of meetings in outrage? If so, please provide details.

No.

8. Have you ever observed the 1-25 ARB BC and/or CSM belittling leaders or Soldiers? If so, Leaders/Soldiers in general or specific individuals? Please provide details.

I have observed/listened to LTC **(b) (6)** screaming at MAJ **(b) (6)**. MAJ **(b) (6)** was an assumption of command, and LTC **(b) (6)** desired an additional AR 15-6 investigation. MAJ **(b) (6)** visited my office and while there LTC **(b) (6)** called him and screamed at him over the phone. I could hear everything she was saying b/c she was so vociferously yelling. I heard "I don't fucking care what legal says. I want a fucking investigation and want it appointed now!" MAJ **(b) (6)** and I executed her intent. Col **(b) (6)** called and determined that the action pending w/ 41D go forward w/out

9. In your opinion, do the 1-25 ARB BC and/or CSM use threats and scare tactics? If so, who are they directed at? Please provide details.

No opinion about CSM **(b) (6)**. In my opinion, LTC **(b) (6)** leads by fear and intimidation. As stated by the SB and intened by the XO, once ~~she~~ LTC **(b) (6)** has made up her mind, there is literally no changing her mind. And there is no changing her mind because she is the commander. But for her position of authority and legal authority, ~~any~~ it seems that very little soldiers/leaders respect LTC **(b) (6)**.

pulling it back and w/ a appointing an additional investigation

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**

STATEMENT OF **(b) (6)** CPT TAKEN AT Fort Carson, Co DATED 14 July 2014

9. STATEMENT (Continued)

10. Does the 1-25 ARB BC encourage the professional development of her subordinates? If not, please explain.

This does not seem likely.

11. Is there anything else you would like to add that is relevant to this topic?

From my standpoint, I am very limited in what I can divulge because I am the legal advisor to 4CABs. However, what I can divulge is that generally, LTC **(b) (6)** takes things very personally. I ~~do~~ do not find her decisions to be rational or well-supported. Simply stated, I find her command philosophy to be based in heavy-handed tactics, which are unsupported by the respect of subordinates. In my career, I have advised an MP PDE, a PCT, ENA PDE, Firis PDE, Range Regiment, SARR, and most recently a CAB, and all of the commanders within the above-referenced Brigades and units. I have never seen any ^{BN} commander that operates like LTC **(b) (6)**. I hope that this is helpful in the rehabilitation or professional development of LTC **(b) (6)**.

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 14th day of July, 2014 at Fort Carson, Colorado.

William R. McDonough
(Signature of Person Administering Oath)

WILLIAM R. MCDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b) (6)

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

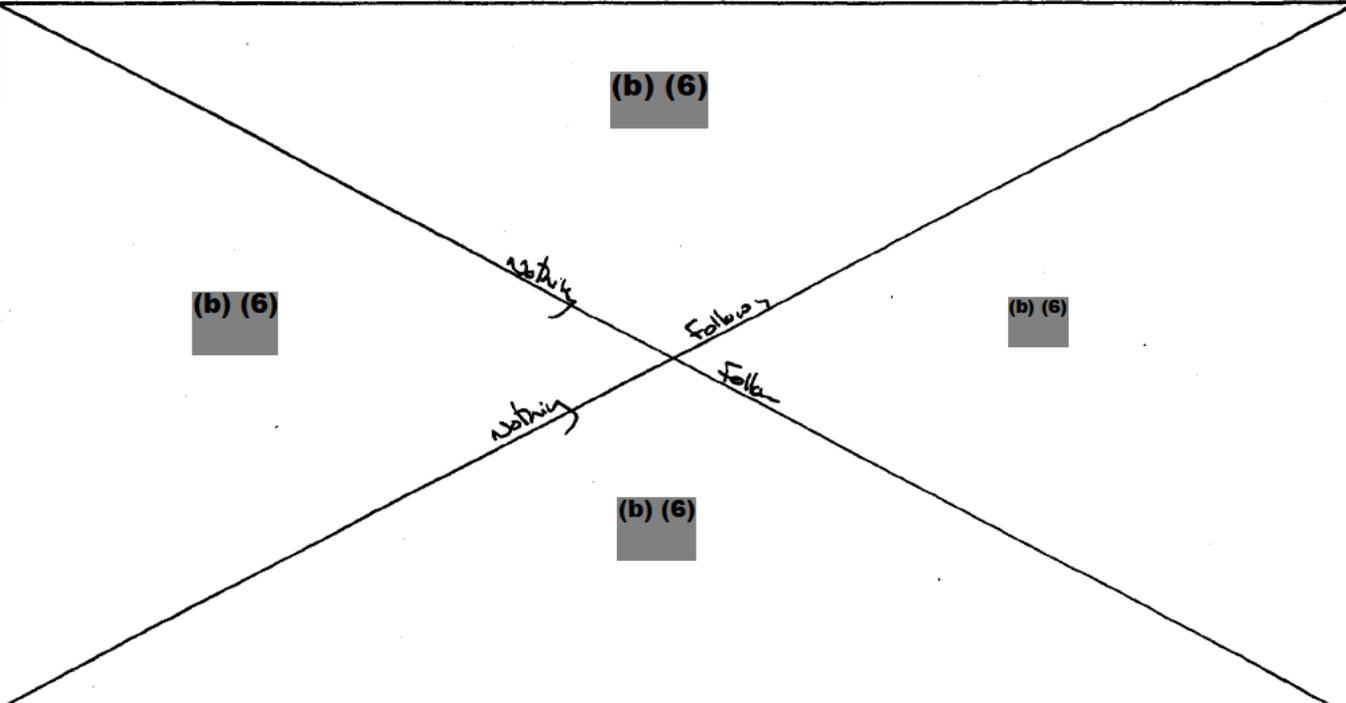
DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Fort Carson, CO	2. DATE (YYYYMMDD) 2014 07 10	3. TIME 1200	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b) (6)	6. SSN (b) (6)	7. GRADE/STATUS O4	
8. ORGANIZATION OR ADDRESS 4-4 ARB, 4 CAB, 4ID, Fort Carson, CO			

9. I, (b) (6), WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. What is your duty position in 1-25 ARB or 4 CAB and how long have you been in the organization?
BU XO for six month

2. Describe what happened in Bldg. 9633 in late-Feb 14 and your experience with LTC (b) (6) regarding a/c transfer.
Please see attached mFR



10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b) (6)	PAGE 1 OF <u>2</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

Ex 67

STATEMENT OF **(b) (6)** TAKEN AT Fort Carson, CO DATED 10 July 2014

9. STATEMENT (Continued)

3. Is there anything you would like to add that is relevant to this discussion?

Nothing
(b) (6)
Nothing
(b) (6)
Follows
(b) (6)
Follows
(b) (6)

AFFIDAVIT

I, **(b) (6)**, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b) (6)
(Signature of Person Making Statement)

WITNESSES:

CPT **(b) (6)** **(b) (6)**

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 10 day of JULY, 2014 at Ft. Carson, CO

[Signature]
(Signature of Person Administering Oath)

WILLIAM R. McDONOUGH
(Typed Name of Person Administering Oath)

15-6 APPT ORDER DTD 3 JUL 14
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT **(b) (6)**



DEPARTMENT OF THE ARMY
4-4 ATTACK RECONNAISSANCE BATTALION
COMBAT AVIATION BRIGADE, 4TH INFANTRY DIVISION
6060 MACGRATH AVE, BLDG 1368
FORT CARSON, COLORADO 80913-4289

AFYB-ARB-CO

26 April 2014

MEMORANDUM FOR RECORD.

SUBJECT: I, MAJ (b) (6), want to make the following statement under oath.

1. On or about 13 February 2014 (I do not remember the exact date or time), I was in command of 4-4 ARB, 4th CAB, 4ID as the Battalion Commander had not yet arrived to take command of our Battalion. At that time, we were preparing to receive our first lateral transfer of AH-64's from 1-25 Attack Helicopter Battalion commanded by LTC (b) (6).
2. I received a call from Captain (b) (6) the D CO, 4-4 ARB CDR, who relayed a message saying that LTC (b) (6) stopped by, was upset about the inspections, and had stopped all inspections on the aircraft we were to sign for. As this report indicated a point of friction, I decided to move to the hangar and provide the Field Grade coordination necessary to ensure mission success. I also called MAJ (b) (6) the XO for 1-25 and asked him what his BN CDR's intent was. He responded with, "we need to have a TI present to continue and there is one in the hangar so we are good to go to inspect".
3. Upon my arrival, I received word from CPT (b) (6) that "the inspections were stopped by LTC (b) (6) as they did not have the appropriate 1-25 TI oversight and that the inspections were being conducted in too much detail". I asked where LTC (b) (6) was and I was told she was not present but rather at the aerial gunnery site or on her way back to the hangar. At that time, I looked for her representatives and found CW2 or CW3 (b) (6) (Spelling of the name and or the rank may be incorrect), the PC officer for 1-25.
4. I asked Mr. (b) (6) what he thought to be the issue. He mentioned that the issue was that there were no 1-25 TI over watching the TI inspections being accomplished by 4-4 ARB TI's. I asked Mr. (b) (6) if that was the only issue and if he had any TI's to over watch the inspection. At that point, Mr. (b) (6) said "he was able and willing to supervise the inspections himself". I asked him to contact his chain of command and see if this was acceptable to the BN CDR to continue work if we had Mr. (b) (6) as a TI present. He contact the Battalion Aviation Maintenance Officer via telephone who was reportedly "co-located with the BN CDR" and asked if it would be acceptable to continue the inspections if he (Mr. (b) (6)) provided the necessary supervision. The answer he received was "yes, it is acceptable, continue the inspections". At that time, I looked to CPT (b) (6) and told her to continue with the inspections so long as Mr. (b) (6) was present and supervising.
5. Approximately 30 minutes after this conversation, I was speaking with CW4 (b) (6) (BDE Aviation Maintenance Officer) on the hangar floor when I saw LTC (b) (6). As she saw me, she exclaimed that "I am very offended by you (b) (6)". I responded with, "Ma'am, I mean no disrespect, what can I do to be of assistance?" At that point she saw 4-4 ARB inspectors

AFYB-ARB-CO

SUBJECT: Statement Under Oath

inspecting 1-25 aircraft. She immediately screamed, "What the hell do you think you are doing on those aircraft and who the fuck told you that you can work on them?" I responded with, "Ma'am, I told our guys to continue to inspect the aircraft with your TI's supervising..." She cut me off and yelled, "Where is the D CO Commander and the ISG, I want them right here right now, in the mean time, each and every one of you soldiers get off the aircraft right now. If you are wondering who the hell this is, it is LTC (b) (6), now get off these aircraft now!" In a low tone of voice, I responded to LTC (b) (6) with, "Ma'am, I gave them permission to work on the aircraft based on the guidance from your chain of command, can we take this into an office and have a discussion?"

7. As the CO CDR and the acting ISG arrived, LTC (b) (6) asked them "Who gave you authorization to work on the aircraft?" CPT (b) (6) confused, responded with "MAJ (b) (6) had ma'am". At that time she pulled off her rank from her ACU, held it up against mine and asked CPT (b) (6) "which rank wins". As CPT (b) (6) responded with, "yours does ma'am", LTC (b) (6) then moved her rank over to CPT (b) (6) and asked her "which rank wins". CPT (b) (6) responded with, "yours ma'am". At that point, I pleaded with LTC (b) (6) to move the conversation away from the soldiers and into an office. She responded with, "Yup, good idea, CPT (b) (6), this is your office right?" as she entered the D CO CMD TMs office.

8. Once inside, LTC (b) (6) identified the D CO CDR's desk and began to open drawers, pulling items such as pens, highlighters, rolls of tape, staplers, and folders. She would pick them up, hold them up to CPT (b) (6) and ask her questions as she purposely misplaced them by placing or toss them out of place meanwhile asking CPT (b) (6) "How does this feel, do you like this, do you like it when someone goes through your shit without your permission, moves it all around, and leaves it as a mess? Do you like it?" At that point, I pleaded one more time with LTC (b) (6) "Please ma'am, I think this is a misunderstanding, let us please just talk about this." At that point, we moved upstairs with her, her BAMO, her PC Officer, the D CO CDR, the D CO ISG, CW4 (b) (6) and myself. Upon arriving to a conference room, she asked the D CO CDR and ISG to leave.

9. Once we were alone, she discussed how she was offended with the depth of the inspections. She exclaimed that she felt we were looking for reasons why not to sign for the aircraft, we waited until they were in gunnery so we could get away with more stuff while they were in the field, and that she does not want the inspections to be done without her TI's supervision on each aircraft. I responded with, "Ma'am, I understand you are upset, but please do not think that we wanted to upset you. If we are inspecting too deeply as per the regulations, I will fix that. If our guys are inspecting without your teams supervision, I will fix it." I further exclaimed that if the roles were reversed, would she tell her team to continue the inspections if the 4-4 ARB BAMO, PC Officer, and XO said you were good to continue the inspections? She responded with, "that is besides the point (b) (6), if you owned a hangar and we were told to move in, would you give us half the hangar?" I looked her in the eyes and responded with, "absolutely ma'am".

AFYB-ARB-CO

SUBJECT: Statement Under Oath

10. Upon the completion of our meeting, LTC (b) (6) asked if I would step out of the office. At that point, she asked CW4 (b) (6) to remain. As I was walking out of the office, I heard her ask to CW4 (b) (6) "Ok, so what are you going to report to your boss so I know to be ready for it". I did not hear his response or any other conversation past that point as I was departing the office. I did ask her for a moment of her time once she was complete with CW4 (b) (6)

11. I waited until LTC (b) (6) was complete with CW4 (b) (6) and we had one last conversation. I mentioned to her that I know I am not a LTC, that I know that a LTC out-ranks a MAJ, and that I was not command selected for my current position. But I also mentioned that I was placed in command of a formation and until the BN CDR arrives, the mission and the soldiers are my responsibility. I explained that I am on the ground and in command, if she has a problem with the way we are executing our business, I will gladly address your grievance and command my formation to do otherwise if necessary. I asked what she would have done if I yelled at her soldiers over a misunderstanding? I explained that I would certainly show her the respect of communicating with her well before I yelled at her soldiers and demeaned the acting BN CDR and the CO CDR in front of their Soldiers. I believe at that point we came to an agreement to communicate with each other directly before she would reprimand my soldiers in public again.

12. At that point, LTC (b) (6) arrived and we began to have a discussion about the timing of the inspections. The emotions at this point were not relevant; the conversation was comfortable and respectable. At that point, I asked to be excused and I moved to the D CO area and spoke with the soldiers and the commanders and re-assured them they were doing the right thing.

13. I believe that the cause of the incident was a misunderstanding. The BN PC Officer, BAMO, and XO all stated that we were good to continue inspecting the aircraft. My assumption was that these individuals can decide day-to-day actions with the commanders intent and I assume they had consulted with the BN CDR as one was co-located with the commander. This proved to be the result of the misunderstanding and resulted in a verbal admonishment from LTC (b) (6) in public.

14. I understand that the information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

15. I, MAJ (b) (6) have read or have had read to me this statement which begins on page 1, and ends on page 4 fully understand the contents of the entire statement made by me. The statement is true. I have initialed all corrections. I have made this statement freely without hope of benefit or reward, without threat of punishment, and without coercion, unlawful influence, or unlawful inducement.

AFYB-ARB-CO
SUBJECT: Statement Under Oath

16. The point of contact for this action is MAJ (b) (6) at
(b) (6) or at (b) (6).

(b) (6)

MAJ, AV
Executive Officer

AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

Unit Matrix

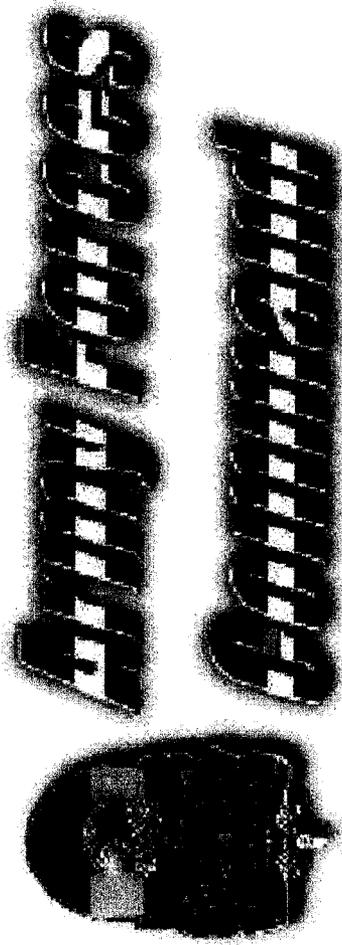
(b) (1) (B)

- OPERATIONS
- STANDARDIZATION
- TACOPS
- PERSONNEL RECOVERY
- NIGHT VISION DEVICES
- SUPPLY
- MAINTENANCE
- SAFETY MANAGEMENT
- CMD SPT PROGRAMS
- AVN LIFE SPT SYSTEMS
- AVIATION MEDICINE
- PETROLEUM READINESS
- TRAINING & COMMAND PR
- OVERALL RATING

(b) (1) (B)



768



AVIATION RESOURCE MANAGEMENT SURVEY (ARMS)

1-25 ARB

OUTBRIEF

FOUO



AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

OPERATIONS

(b) (1) (B)

(b) (1) (B)



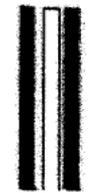
AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

STANDARDS

(b) (1) (B)

(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

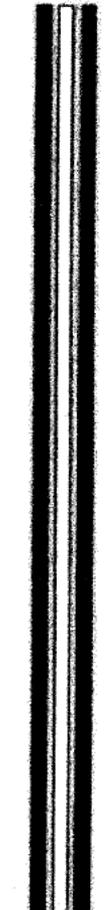
1-25 ARB

TACTICAL OPERATIONS (TACOPS)

(b) (1) (B)



(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

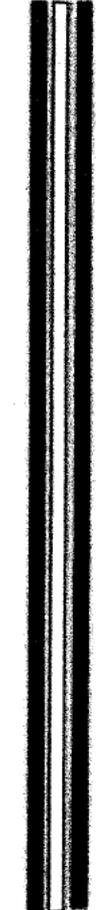
1-25 ARB

PERSONNEL RECOVERY

(b) (1) (B)



(b) (1) (B)

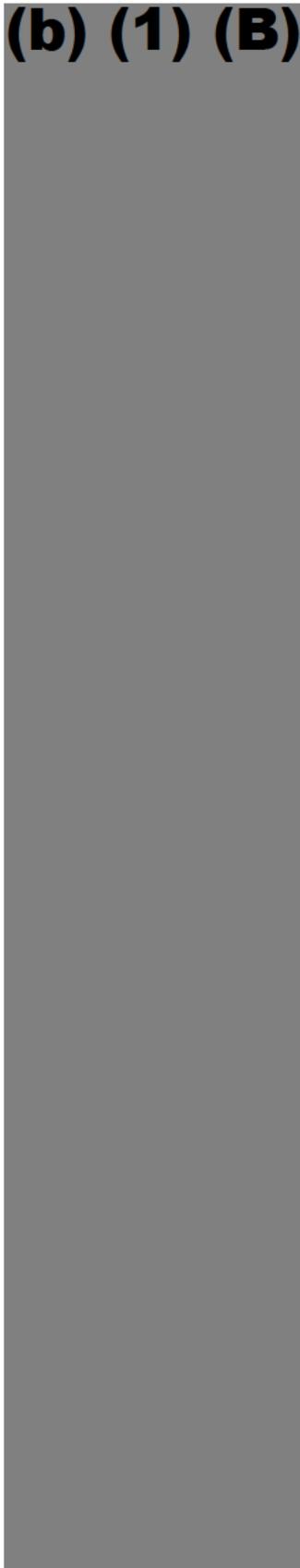


AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

AVIATION NIGHT VISION DEVICES

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(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

WAREHOUSE, TECHNICAL AND UNIT SUPPLY

(b) (1) (B)

(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

MAINTENANCE AND AVIATION SUPPORT EQUIPMENT OPERATIONS

(b) (1) (B)

(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

SAFETY MANAGEMENT

(b) (1) (B)

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AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

COMMAND SUPPORT PROGRAMS

(b) (1) (B)

(b) (1) (B)



AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

AVIATION LIFE SUPPORT SYSTEMS (ALSS)

(b) (1) (B)

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AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

AVIATION MEDICINE

(b) (1) (B)



(b) (1) (B)

AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

PETROLEUM READINESS

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AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

TRAINING & COMMAND PROGRAMS

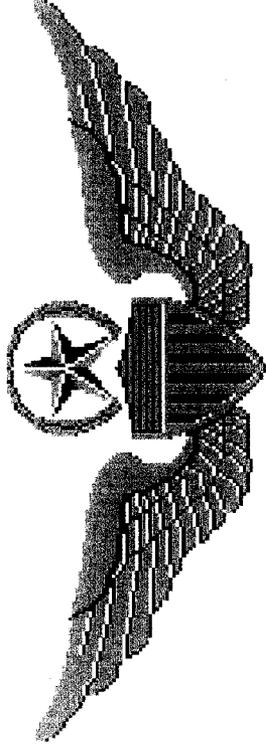
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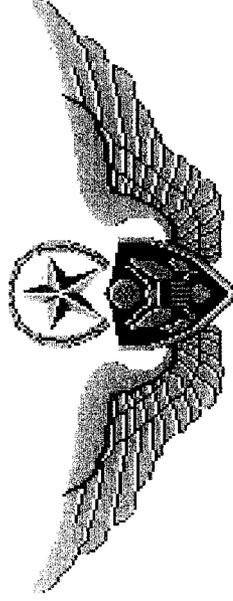


AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB



Questions



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AVIATION RESOURCE MANAGEMENT SURVEY

1-25 ARB

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TOXIC LEADERSHIP

By LTG Walter F. Ulmer Jr.
U.S. Army retired

The American Army is, of necessity, a hierarchical bureaucracy. Disciplined response to authority remains a bedrock value. Ten years of complex operations conducted typically with notable professionalism by a true volunteer force must be unique in history. And that noteworthy effort followed decades of erratic funding and potentially traumatic alterations of structure.

Our Army is also a remarkably introspective institution. Studies of leadership and command climates abound. Since “good leadership” is commonplace, headlines about “toxic leaders” should (and do) draw attention. Recent military journals provided sad details of conspicuous relief of Army and Navy commanders. The reason for concern about any toxic leaders, particularly in our senior ranks, is apparent: Talented people in the 21st century expect to work in healthy climates, where strong bonds of

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mutual trust facilitate mission accomplishment and support long-term institutional strength. Toxic leaders corrupt healthy climates. Indeed, their very presence, even in small numbers, undermines confidence in the institution's commitment to high standards of leadership.

Defining 'Toxic Leader'

Defining *toxic leader* is the first priority before addressing numbers, impact, cause and solution. Webster's defines *toxic* as *poisonous*, not far from *destructive* or *harmful*. Naturally, the definition varies with the culture: Some routine styles of command aboard the HMS *Bounty* would not be tolerated today. Soldiers today have suitably high expectations about the kind of leader behavior we have identified as doctrine.

In response to a Secretary of the Army tasking in 2003, U.S. Army War College faculty and students stated that toxic leaders "are focused on visible short-term mission accomplishment ... provide superiors with impressive, articulate presentations and enthusiastic responses to missions ... [but] are unconcerned about, or oblivious to, staff or troop morale and/or climate ... [and] are seen by the majority of subordinates as arrogant, self-serving, inflexible, and petty." This definition reminds us that not all elements of a toxic personality are independently destructive. We prize "articulate presentations and enthusiastic responses to missions." The phrase in the 2003 definition, "are seen by the majority of subordinates," is significant. In determining leader toxicity, group consensus is powerful.

The U.S. Army War College study, "Leadership Lessons at Division Command Level-2010: A Review of Division Commander Leader Behaviors and Organizational Climates in Selected Army Divisions after Nine Years of War," surveyed and interviewed 183 officers from four divisions just returning from deployment in Operation Iraqi Freedom or Operation Enduring Freedom. The study summarized officer views of toxic leaders as "self-serving, arrogant, volatile, and opinionated to the point of being organizationally dysfunctional ... very persuasive, responsive, and accommodating to their seniors." In those interviews, the report continued, "it seemed clear that officers were not describing the 'tough but fair,' or even the 'over-supervisor,' or the 'not really good with people,' or even the 'rarely takes tactical initiative.'" These officers' perceptions make a discernible, important distinction between *tough* and *toxic*. An assessment of a leader as inferior or

even unsatisfactory based on decision-making inadequacies, clumsy interpersonal skills or lack of drive did not automatically label him as toxic. It is also possible to "make tough, sound decisions on time," "see the big picture [and] provide context and perspective," and "get out of the headquarters and visit the troops"—the top behaviors of a highly regarded senior leader as reported in a 2004 division commander study—and still be conspicuously toxic as judged by a majority of subordinates. In other words, while all toxic officers are ultimately poor leaders, not all poor leaders are toxic. The forthcoming version of Army Doctrine Publication 6-22, *Army Leadership* notes, "Toxic leadership is a combination of self-centered attitudes, motivations and behaviors that have adverse effects on subordinates, the organization and mission performance." A recent study on ethical behavior by the Army Center of Excellence for the Professional Military Ethic, "ACPME Technical Report 2010-01: MNF-I Excellence in Character and Ethical Leadership (EXCEL) Study," stated, "The Army should develop leaders who understand the line between being firm ... and being abusive; and identify and separate those found to be abusive." *Identify* and *separate* are the important words.

A proposed definition: Toxic leaders are individuals whose behavior appears driven by self-centered careerism at the expense of their subordinates and unit, and whose style is characterized by abusive and dictatorial behavior that promotes an unhealthy organizational climate. Other observations about toxic leaders from surveys, interviews and literature—most derived from research and discussions about senior leaders or managers—are:

- They rarely take blame or share glory.
- They are not toxic all the time, or to all people.
- They are rarely if ever toxic when in the company of "the boss."
- They sometimes have good ideas and accomplish good things.
- They can be charming when the occasion fits.
- They are frequently described as extremely bright and hard-working.
- They often have a coterie of devoted "fans" who keep appearing on their staffs.
- Most have been seen as toxic by subordinates since early in their career.
- Their boss either does not know or pretends not to know, and almost never records, their abuse of subordinates.

LTG Walter F. Ulmer Jr., USA Ret., commanded the 3rd Armored Division and III Corps, was director of human resources development at HQDA, and served as Commandant of Cadets at USMA. He served as president and CEO of the Center for Creative Leadership and is co-author of several studies of officer leadership including the U.S. Army War College 1970 "Study on Military Professionalism;" the 2000 CSIS study, "American Military Culture in the Twenty-first Century;" and the 2004 and 2010 studies, "Leadership Lessons at Division Command Level."

Numbers of Toxic Leaders

Because there is no standard definition of *toxic*, because perceptions about a superior's behavior are subjective, because our Army culture puts loyalty to the leader and ability to absorb hardship of all kinds high on the attribute list, and because a degree of harshness has characterized some highly regarded officers, estimates of the numbers of toxic leaders are just that—estimates. The data become less subjective, however, when we can assess also the impact of toxic leadership on the climate of the organization.

The best current reference on the toxic leader issue is the Center for Army Leadership (CAL) "Technical Report 2011-3," which garnered some national press recently. Estimates of toxic leaders in that study, which assessed both noncommissioned and commissioned officers, ranged into the 20 percent level. That very high number might have resulted in part from a broad interpretation by respondents of a toxic leader, although study members took efforts to ensure that toxicity was differentiated from simply poor leadership. A recent survey at the U.S. Army Command and General Staff College, however, found a figure of nearly 18 percent. Whatever the numbers are today, the sense of the officer corps is that there are undoubtedly toxic leaders among us with the possibility that their numbers are decreasing somewhat from some undetermined past date.

One slice of information on percentages of perceived toxic leaders among colonels and general officers—the level constituting the greatest potential danger to operational effectiveness and retention of high-quality people—comes from informal surveys of some students at the Command and General Staff College (CGSC) and the Army War College over a period of 15 years. (See the chart on the next page.) These data describing colonels and generals are derived from inputs from successful student officers who had been treated well by the institution.

The percentages of senior leaders perceived by their subordinates to be outstanding/transformational (30–50 percent) would be viewed as remarkably high in any organization. Those figures are a tribute to persistent Army efforts to develop and select good leaders. The "toxic" numbers, however, are also remarkable. They deserve an institutional response. A mission command culture could be strangled by this percentage of toxic senior leaders in the force. A very good soldier and scientist, LTC Larry Ingraham, now deceased, commented on the dramatic differences among subordinate reputations of senior officers, saying that the personnel system that cannot distinguish between the revered and the despised must have a fundamental flaw.

Why Toxic Leaders Survive in Our Culture

Military environments are fertile ground for both growing outstanding leaders and tolerating tyrants. As a culture we value cooperation, loyalty and respect for authority. We honor a "can-do" attitude. We build unit pride and are uncomfortable with malcontents. We rightly prize mission accomplishment. As long as the mission is relatively short-term, before a destructive climate raises its ugly head, the toxic can-do personality can prosper. Subordinates are reluctant to identify their boss as toxic. They feel a loyalty and do not want to embarrass their unit. They want to "survive" themselves and not be written off as troublemakers. In addition, it takes a very strong and perceptive boss to identify a subordinate as toxic and take action. Most actions to relieve a toxic leader were set in motion only after a public spectacle forced an investigation that uncovered toxic leadership as a root cause.

Considerable work has been done in the social, behavioral and cognitive sciences on toxic or destructive leaders. An article in the June 2007 issue of *The Leadership Quarterly*, "The Toxic Triangle: Destructive Leaders, Susceptible Followers, and Conducive Environments," provides an excellent summary, stating, "Three components of charisma apply to destructive leaders: vision, self-presentational skills, and personal energy." It is interesting to see how closely these descriptions apply to current Army officers. The referenced paper explains the role of the narcissistic personality whose "sense of entitlement often leads to self-serving abuses of power." The fact that toxic behavior is typically linked to a substantially compromised personality does not augur well for on-the-job remediation or development as an institutional solution.

Although alerted for years to the issue, as an institution we have been reluctant to confront it directly. We have put faith in incremental adjustments to education, training and development systems. There has been little urgency to act systematically. The rarely conspicuous cases were handled individually with apparently rare exploration of underlying cultural issues. This was partly because our institution has performed well overall, because of our often "if it ain't broke don't fix it" mentality, and because the senior leader time and energy needed to fix complex internal systems were understandably captured by immediate crises that demanded their attention. Our institution is by no means broken, but it deserves some refurbishing.

There are lingering doubts within the Army about implementing remedial programs that would give subordinates any formal voice in the personnel management process. The predominant fear is of an eventual weakening of the chain of command. There are understandable suspicions also that many reports of toxic leadership are from dissatisfied subordinates who failed to meet the legitimate expectations of demanding bosses. That contention is not supported by recent studies but could provide a rationale for avoiding the unpleasant business of digging into complex personnel systems. The toxic leader phenomenon is a slowly growing organizational cancer that can be tolerated by resilient people for a long time before causing sharp institutional pain.

Solution Concepts

We are correctly cautious in adopting practices that have even a remote possibility of compromising command authority. Even admitting there are toxic leaders in our midst is problematic for a few officers. For the vast majority of officers a pretension that there are none seems patently dishonest. In any case, staying on the current path has no rational hope for solving the problem. Meanwhile, tolerance for toxic leaders among current members of the force is conspicuously low. Perceived institutional nonchalance about the situation is a serious contradiction of espoused Army values. The desired mission command culture depends heavily on an environment of mutual trust that only high-quality leaders can produce.

Two of the categories used in data collected from selected CGSC and War College student samples during 1996–2010	Estimates in population
<i>Essentially transformational:</i> Inspirational, encouraging, puts mission and troops first; coaches, builds teams and a healthy climate; sets high standards for self and others; generates and reciprocates trust.	30–50 percent
<i>Essentially toxic:</i> Alienates and abuses subordinates; creates a hostile climate; often rules by fear; rejects bad news; seen as self-serving and arrogant; is skillful in upward relationships; usually bright, energetic and technically competent.	8–10 percent

Various ongoing initiatives must be integrated into a comprehensive program in which education of the officer corps on objectives, concepts and details of these initiatives would play a major role. As the CAL 2011 report states, “This problem must be attacked simultaneously at several levels.” A near-term goal is precluding toxic leaders from getting into the pool of colonels who are general officer candidates—a practice that if carefully explained and fairly implemented could by itself rejuvenate faith in Army promotion and selection systems and reinforce important Army values by practicing what we preach. Such initiatives include the following.

Institute a system for regularly reporting the results of command climate surveys. This effort should parallel systems for reporting other elements of the readiness system, with Army-wide collection of periodic data. Battalion-size units and staffs at division level and higher should be the primary targets for standardized climate assessments.

Climate assessments have been around longer than the 360 process and remain an important tool for commanders. They have never been collected Army-wide with the same comprehensive regularity as materiel and training readiness reports, although we emphasize that troop morale is a vital ingredient in combat power.

Climate surveys can be designed for user convenience, are a method of reinforcing Army values and can provide advance warning of toxic leadership. (Determination of who has access to climate data and the levels of consolidation and review of reports are issues requiring careful attention.)

Provide selection boards with supplemental information from subordinates. This will enhance the validity of the top-down information now available and is the heart of any serious attempt to rid the institution of the toxic leader. Exclusively top-down assessments have failed to eliminate toxic leaders from hierarchical organizations, even those with generally solid reputations such as the U.S. Army.

The 2010 Division Commander Study recommends: “Revise significantly the process for selection to O-6 command to ensure that there are no future candidates for Division Command who have been identified clearly as toxic leaders. Specifically, provide boards selecting brigade-level

commanders with supplemental data summarizing leadership behavior assessments taken from a sample of officers who had served as company commanders or principal staff offices when the individuals being considered were their battalion commanders.” The description of a proposed pilot study of this procedure explains that the assessments of subordinates are taken usually one to three years after the candidate for O-6 command has departed the previous battalion-level command. (This is not use of a 360 “feedback” process. That process, designed for enhanced self-awareness and continuing growth as a leader, is used only for that purpose. It must be maintained absolutely separate from any subordinate input designed and denoted as part of the promotion, selection or assignment process.)

Given the limitations of the current database on officer performance, there may not be opportunities for the personnel management process to reliably and systematically identify the toxic leader earlier than selection for O-6 assignments. A carefully designed and closely monitored pilot program (over several years), however, may uncover possibilities for earlier intervention and would in itself indicate the Army’s commitment to confront the problem.

Establish a general officer steering committee. This will report to the Chief of Staff, perhaps led by the commanding general of U.S. Army Training and Doctrine Command, to coordinate, guide and oversee the implementation of systems modifications and innovations necessary to address comprehensively the toxic leader issue while simultaneously enhancing the quality of command climates.

Do not spend additional resources on further external studies. All the necessary experience and expertise are available within Army agencies. The key is to coordinate and integrate ongoing efforts into a comprehensive program in which education of the officer corps on the toxic leader issue should play a conspicuous role.

In light of the current commitment and attention of Army senior leaders, the urgency of creating supportive climates that will motivate and retain high-quality people, and the recognition that viable solutions for solving the problem and strengthening the institution are at hand, the time seems ripe for action. ★