OFFICE OF THE INSPECTOR GENERAL,
USAFCOEFS

IG Bulletin

APR 2019

INSIDE THIS ISSUE:

Effective Communication	1
Tobacco Restrictions	1
Army Publishing Directorate	2
Upcoming Inspections	3

Effective Communication

By LTC Timothy J. Diley, Command Inspector General

The change of command season has already begun for key leaders at the Fires Center of Excellence. As I've been putting together briefings for the incoming commanders, an area I like to focus and share with commanders are the trends from complaints we receive at the IG office. As I examine our cases, one common thread that exists in most of our intakes started with miscommunication. Whether it be written, through counseling statements or emails, verbal conversations, misunderstanding what is trying to be conveyed, misinterpretation or merely taking offense to an alternative viewpoint, or a total lack of communication is where issues primarily arise. Many issues can be resolved at the unit level if leaders and subordinates effectively communicate. Developing effective communication skills is critical to leader development.

The number one assistance case that we refer down to the command is family nonsupport. This is a command issue as per Army Regulation 608-99 (Family Support, Child Custody, and Paternity) and not IG appropriate. However, it has been our top trend since I was sworn in as the Command IG. Most of the time the command is not aware that there is an issue with their Soldier(s). Effective communication is lacking from the Soldier through the battery's chain of command. This is just one of many examples that we see at the IG office in which better communication would improve the overall readiness and unit productivity.

The Army utilizes the Leadership Requirements Model to identify the attributes and competencies expected of its officers, noncommissioned officers, enlisted Soldiers, and Army Civilians. Army Doctrine Publication (ADP) 6-22, *Army Leadership* describes the three leader attributes and the three competency categories essential for effective leadership. Under the "LEADS" category, the model lists communicates as one of the five competencies (see Figure 1). ADP 6-22 states, "Leader competencies can be developed. Leaders continuously refine and extend the ability to perform these competencies proficiently and learn to apply them to increasingly complex situations." Leaders need to be developing themselves as well as their subordinates on developing their communication skills. Leaders need to be direct on creating opportunities for developing effective communication skills. These skills include a combination of verbal, nonverbal communication, and engaged listening.

In the IG office, the assistant IGs are tasked with writing articles for the IG bulletin, creating and briefing unit

Continued on page 2

Tobacco Restrictions

By MSG Salvador Valle, Inspector General NCOIC

Some Soldiers are unaware that the Army's restriction on smoking includes smokeless tobacco products. We have all been in a federal building on the installation, only to see people discarding (spitting) smokeless tobacco into a cup or can. The use of any tobacco product, including smokeless tobacco, is prohibited in all DA-occupied workplaces except for designated smoking areas. AR 600-63, paragraph 7-3a (2) states, "Designated areas will be at least 50 feet from common points of entry/exit and will not be located in areas that are commonly used by nonsmokers." The use of any tobacco product, including smokeless tobacco, is prohibited in all DA occupied workplaces except for designated smoking areas. The restriction is not just limited to buildings, but includes motor pools, firing ranges, and sports (athletic) fields as well. In addition, the users of tobacco products will not be allowed additional time beyond routine breaks to be away from their jobs for tobacco breaks. Supervisors will monitor their workers and initiate appropriate administrative action if workers are noncompliant with applicable regulations.

Across the installation, there has been a large increase in the use of electronic cigarettes (e-cigs). Many personnel are unaware that e-cigarette cartridges (e-liquids) or oils may also contain harmful products and are not approved by the U.S. Food and Drug Administration as a smoking-cessation aid. The Fort Sill Blue Book published on November 2017, states, "Smokeless tobacco, as well as e-cigarettes, are only permitted in designated areas; they will not be used inside or within 50 feet of an entrance/exit of any facility on Fort Sill." The provisions of the Fort Sill Blue Book Standards apply to all military personnel and civilians assigned, attached, visiting, or conducting training at Fort Sill. These standards were established to create rules and policies that all must know, understand, enforce, and follow.

Ensure your subordinates are doing the right thing by sharing this information and policy with them. A great way to remind our community of this regulation is by posting the DA Form 5560 (No Smoking sign) near entrances of our facilities, and to display a DA Form 5560-1 (Designated Smoking Area sign) for those areas authorized by the Commander as regulated in AR 600-63, paragraph 7-3a(1). If you currently use tobacco products and would like assistance quitting, talk to your health care provider for possible smoking cessation aids. If you have any questions or concerns in reference to standards or regulations, please contact the Inspector General's office.

Army Publishing Directorate: A Resource for Training and Inspection

By CPT Aaron K. King, Chief of Inspections

Memorizing every regulation is a seemingly impossible task, especially given the frequency at which proponents publish updates. Simply relying on Google for the most current regulation is a bad practice and can cause issues in some cases. The resource of choice in the IG realm is the Army Publishing Directorate (APD) website, https://armypubs.army.mil. The APD website provides the most updated versions of Army regulations, as well as access to DoD Directives, Instructions, Manuals and more. All in all, another beneficial tool for Soldiers and leaders.

So why write an article discussing APD? The short answer is simply to bring awareness to relevant constituents. Now, the long answer. During an IG inspection, we analyze data and classify deficiencies into three root causes: Don't Know, Can't Comply, and Won't Comply. For various reasons, the majority of deficiencies found in our inspections center around "Don't Know" and "Can't Comply." However, these root causes are not exclusive to inspections.

Consider the following scenario. While on post, you notice two moving vehicles with the drivers texting. Both vehicles pull into the PX parking lot just as you are about leave. Both drivers exit the vehicles; one is a parent of a trainee, the other a captain. After you identify yourself, you explain the violation in which the parent said she did not know. The simple explanation can easily justify her response with little analytical effort; therefore, the root cause is "Don't Know." The captain on the other hand, said he knew better, but does it all the time. This is a cognizant violation of the regulation and falls into the "Won't Comply" root cause.

Over the last couple of months, we began publishing a weekly information post on our Facebook page titled, "DID YOU KNOW?" The object of the post is to share excerpts from various regulations based on trends from our cases or just from observations by IGs. Some of the topics include online misconduct, authorized locations for government vehicles, fraternization, authorized locations for the wear of physical fitness uniforms, and so forth.

Contrary to popular belief, the role of the IG is not to patrol the installation and play regulation police; however, one of our four functions is to teach and train. The most effective method of teaching and training is directly engaging with Soldiers and leaders. We do this in classroom settings, while buying coffee at the shoppette, during inspections, and many other platforms. The most predominant observation is that some individuals become apprehensive to correct violations, whether to avoid a potential confrontation, or just simple lack of knowledge. In either case, forgoing an opportunity to address a deficiency creates a new standard.

As leaders, we should never miss the opportunity to educate Soldiers and other leaders on the standards. No one is perfect, and as a previously mentioned, memorizing every regulation is nearly impossible. Fortunately, an asset like the IG or APD can assist finding the correct answer and mitigate the "Don't Know" across the leadership domain.

Effective Communication Cont.

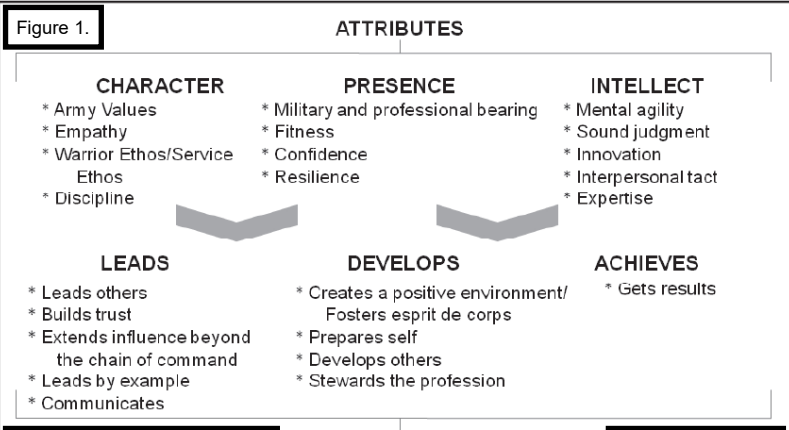
specific teaching and training events, referral engagements with the command and agency leadership across the installation, conducting inspections, and conducting telephonic and in-person intakes at the office. Unit leaders need to be engaged with developing their Soldiers and Army Civilians by giving them training opportunities to develop their communication skills. Examples include conducting briefings, writing in a unit newsletter or Facebook page, assisting with running ranges, and even participating in community events.

Effective communication is as much a learned task as calculating a fire mission or properly employing our weapon systems; leaders at every level should strive to improve communication effectiveness in themselves as well as developing subordinates. Communication skills are a developed "muscle" within ourselves that needs to be exercised and maintained with similar tenacity in which we maintain our bodies through physical training. Effective communication is the glue that helps you deepen your connections to others and improve teamwork, decision making, and problem solving. It even enables you to communicate negative or difficult messages without creating conflict or eroding trust.

The IG office is here to assist commanders with improving readiness and ultimately your warfighting capability. If you need any assistance please don't hesitate to contact our office.

"Droit-et-Avant"

Figure 1.



Army Leadership Requirements Model

Excerpt from ADP 6-22

The IG office said farewell to an outstanding NCOIC, SFC Hawkins, as she and her family move on to their next duty station. SFC Hawkins' sense of humor, professionalism, and genuine care for Soldiers will be greatly missed throughout Fort Sill. We wish nothing but the best for Team Hawkins, and look forward to their positive influences in the future.

Office of the Inspector General, USAFCOEFS

Upcoming Inspections			
Date	Agency	Units Affected	Topic
08-12 APR 19	AMC IG	USAG– FS FCoE	FMX/Housing
29 APR –10 MAY 19	FCoE IG	FCoE, 30th, 428th , 434th, 75th	Special Conditioning Programs

Inspector General Mission

The Office of the Inspector General provides assistance, teaches and trains, and conducts inspections and investigations as directed by the Commanding General for and throughout the United States Army Fires Center of Excellence and Fort Sill in order to assist commanders in achieving disciplined and combat-ready units and to maintain the operational effectiveness of the command.

For questions or assistance, or to file a complaint:

Comm: 580-442-6007/3224

DSN: 639-3224

E-mail: usarmy.sill.fcoe.mbx.fort-sill-inspector-general@mail.mil

"Droit-et-Avant"

"Right then-Forward"

We're on the Web!!

http://sill-www.army.mil/USAG/IG/index.html

or

https://www.facebook.com/FCoEIG/