OFFICE OF THE INSPECTOR GENERAL,
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IG Bulletin

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Toxic Leadership

By LTC Timothy J. Diley, Command Inspector General

The term "toxic leadership" is often used when subordinates try to define leaders that are malicious or create a climate that does not promote good order. The term has been used loosely to describe leaders that are detrimental to the Army Profession and the Army Ethic. The Army recently revised Army Regulation 600-100, Army Profession Leadership Policy (dated 5 April 2017) to clearly de-fine counterproductive leadership such as toxic leadership and the five destructive leadership styles. The regulation encompasses leaders at all levels including officers, noncommissioned officers, Soldiers and Army Civilians. If leaders possess or continue to display these leadership styles, then the regulation is clear that actions such as removal from position, punitive action, and removed from the Army Profession will occur.

AR 600-100 paragraph 1-11 (d) states, "Toxic leadership is defined as a combination of self-centered attitudes, motivations, and behaviors that have adverse effects on subordinates, the organization, and mission performance. To be classified as toxic, the counterproductive behaviors must be recur-rent and have a deleterious impact on the organization's performance or the welfare of subordinates." It further states, "Counterproductive leadership behaviors prevent the establishment of a positive organizational climate, preclude other leaders from fulfilling their requirements, and may prevent the unit from achieving its mission." A positive command climate is a direct re-flection of the quality of its leaders. Leaders establish the climate by enforcing standards, developing subordinates and leaders, and taking caring for the welfare of everyone in the organization especially families.

According to AR 600-100 paragraph 1-11 (e), destructive leadership styles can be bro-ken down into the following five categories:

(1) Incompetent managers - They possess inadequate cognitive or emotional fitness or have inadequate prior experience to function at their level. They cannot move from the tactical to the strategic level when so required. They cannot make sound decisions on time.

(2) Affable non-participant- These leaders are interpersonally skilled, and intellectually sound, but incapable of taking charge, making decisions, providing timely guidance, and holding subordinates accountable. They provide minimal guidance, avoid decisions, are fond of committees, meetings, visitors, and often lack passion or creativity.

(3) Insensitive driven achiever - These leaders are usually bright and energetic and consumed by need for unit accomplishment and its attendant recognition. They often provide impressive short term results, but create a frenzied, micro-managed climate. They are frequently inattentive to the morale of their organization.

(4)Toxic self-centered abuser - These leaders are also usually bright and energetic, as well as goal-oriented and boss-focused. Capable of producing spectacular short term results, but are arrogant, abusive, intemperate, distrusting, and irascible. They are typically distrusting micro-managers never burdened by introspection.

(5) Criminal - These individuals may be energetic, bright, and sometimes charis-

Summer Safety

By MSG Jay Litzenberg, Assistant Inspector General

Mark Twain once said, "Climate is what we expect, weather is what we get." The change in the temperature around this time of year indicates an increased amount of outdoor activities for Soldiers and their families. During this time, there will be more pedestrians jogging, cycling, and walking outdoors taking advantage of the warmer weather. School season is quickly approaching its end and children will be spending more time outside in the neighborhoods and playgrounds. Increasing temperatures and activities symbolize an enjoyable time of year, but brings the arrival of some safety concerns.

One of the most common safety threats during this time of year is heat injuries. Proper hydration and work rest cycles are essential for the prevention of heat injuries. These mitigation tools are not only for Soldiers, but also for family members, especially children and pets. AR 670-1, chapter 3, paragraph 3-7(d) states, "Soldiers may wear optional uniform items as prescribed in this regulation and DA Pam 670–1. All uniform combinations are authorized for year-round wear. However, Soldiers should use appropriate discretion based upon weather conditions and duties. Wearing combinations of uniform items not prescribed in this regulation, DA Pam 670–1, or other authorization documents approved by HQDA is prohibited. Commanders will not prescribe seasonal wear dates for uniform items, but may prescribe uniform(s) based on safety reasons (for example, for extreme cold or hot weather based on temperature)." One of the most neglected protective tools that Soldiers forget to apply is sun block. Not only can sun block protect you from the pain of sunburn, it protects you from skin cancer. Neglecting the application of sun block is not only painful to the child, it also makes for a long night for the parents dealing with an uncomfortable child.

Currently, we have the luxury of smart phones and other media devices that we can install and have weather applications to monitor the weather. This enables us to be able to plan our outdoor activities, but here in Oklahoma the weather can be unpredictable. Oklahoma

CENTCOM Pay

By MSG Christopher Crocker, Assistant Inspector General

Did you know that as a Soldier deployed to the CENTCOM Theater of operation you are only allowed to claim the authorized daily incidental rate of $3.50? Due to recent deployments, the IG office has handled a few cases of Soldiers attempting to be paid $81/day per diem while deployed to certain locations within CENTCOM. According to a memorandum for record from the Overseas Contingency Operations (OCO) Temporary Change of Station (TCS) and Contingency Deployment Team, IMCOM-HQ G8, Budget Division, IMCOM TCS orders "clearly states that the additional location is only authorized payment of the daily incidentals at that location. Any commercial per diem required at the order amendment location (s) are the funding responsibility of the unit and must be funded by a separate TDY order.

Commercial per diem is not authorized using IMCOM OCO TCS funding at the amendment locations." The reason for the extra pay not being allowed is because the Army Expeditionary Food Service Office (ACES), and Joint Culinary Center of Excellence (JCCoE) in Fort Lee, VA has stated that there is not an Army authorized commercial per diem source in most of the locations within CENTCOM, but more specifically Syria.

The office of ACES, and JCCoE stated any travel settlements requesting payment of commercial per diem for meals in Syria using IMCOM OCO TCS funding should only be paid the $3.50 authorized daily incidental rate. This is regardless of any Statement-of-Non availability (SNA) included with the travel settlement. Any exception to the policy must be addressed to the IMCOM OCO TCS Office prior to Soldiers being paid. Additionally, the IMCOM-HQ G8, Budget Division is requesting that travel settlements already paid by DFAS using IMCOM OCO TCS funds be reviewed for overpayment and appropriate action be taken to recoup any funds paid for commercial meals.

After speaking with representatives at DFAS-Indianapolis, there will not be a formal notification to the Soldier(s) about the debt once recoupment of the debt starts. It is the responsibility of the individual Soldier to arrange payment plans, if possible, with DFAS so as to not financially cripple the Soldier. In closing, it would be highly recommended for leaders to engage Soldiers who recently returned from operations and review their travel payment, and inform the Soldiers that there may possibly be a government debt on their LES in the future.

Toxic Leadership Cont.

matic. However, they cheat, lie, steal, defraud, and assault.

We recommend that all leaders review the revised AR 600-100 (dated 5 April 2017) and understand the counterproductive leadership behaviors and their definitions according to regulation. Army leaders are expected to exhibit appropriate behavior in order to optimize organization effectiveness and climate, develop mutual trust, and facilitate mission accomplishment. Army leaders can also address these issues through mandatory performance and professional growth counseling and utilize self-awareness programs such as command climate surveys. Teaching and training our Soldiers, leaders and Army Civilians to identify and resolve counterproductive leadership issues is paramount in maintaining our status as the greatest Army in the world.

"Droit-et-Avant"

Summer Safety Cont.

is located in the center of Tornado Alley. Tornado season typically is from April to June, but it is not uncommon to see this weather outside of those months. Other severe weather that can be associated with tornadoes are lightning, strong winds, and large hail that can cause significant damage. Torrential downpours can cause flash flooding is a common occurrence and will catch you by surprise.

Poor driving habits during inclement weather is another safety concern. During daytime inclement weather, turning on your headlights is not just for the driver to see, it is for the other drivers on the road to see you. On Fort Sill, several low water crossings have the potential to fill up quickly. In May of 2015, a Staff Sergeant stationed at Fort Sill, drowned because the vehicle washed away by the rapid flowing water in the low water crossing. Every low water crossing is marked with a measuring system on the side of the road or painted lines on the street. When the water reaches a certain level, turn around and do not drown.

These are just a few safety concerns during this time of year, but this is not an inclusive list. This is a great time of year, so please take care of each other and plan ahead. Enjoy the season in the safest manner possible

Upcoming Inspections

Date	Agency	Units Affected	Topic
1-2 May 19	FCOE IG	BDE Command Teams	Sensing Session
MAY 19	FCOE IG	434 FA	BCT POI/Rigor Assessment

MSG Valle conducting a brief with BOLC-B students. The class informed our future leaders of the four functions of an Inspector General. The class instilled the importance of communication, standards, and being an approachable leader.

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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.

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