The Office of the Inspector General

United States Army Fires Center of Excellence

For the
Order & Discipline

A publication for the Soldiers, Army Civilians and Families at Fort Sill, Oklahoma

October-December 2019 **Fiscal Year 2020, First Quarter**

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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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Purpose:

Originally distributed as the FCoE IG Bulletin, a monthly publication, this format features a wider variety of topics that affect the Fort Sill population. The contents exemplify a component of our Teaching and Training function to improve command readiness and warfighting capability for units across the installation.

COMMAND CORNER

Effective Communication

By LTC Timothy J. Diley, Command Inspector General

Welcome to the first edition of the Fires Center of Excellence Inspector General Journal titled, *For the Order and Discipline*. The title is significant because the original blue book was the product of the former Prussian military officer named Friedrich Von Steuben. Von Steuben became General Washington's military advisor at Valley Forge in 1778 and later became the first Inspector General in 1779. He immediately went to work fixing the discipline of the Army by focusing on standardized training for Soldiers. He codified his work and published a comprehensive set of drill regulations based on the handwritten Valley Forge documents drafted nearly a year earlier. He titled the final product *Regulations for the Order and Discipline of the Troops of the United States*. Due to shortages in paper, ink and other binding materials, the local printer used blue paper to cover the book and so the legend of the Blue Book was born. The cover of this journal will sport the color blue to preserve and represent Von Steuben's impact on the training and discipline of the troops from the Revolutionary War to present day.

This IG journal arranges information in seven distinct sections and focuses on specific groups across the installation. These focused sections include 1) introduction and command corner, 2) a non-commissioned officer section, 3) an Army Civilian section, 4) Assistance and Investigations (A&I), 5) trends, 6) Inspections and 7) IG events. The purpose of this journal is to conduct teaching and training with the command across the installation. Teaching and training is one of the IG functions and our top priority prescribed by the Army Inspector General, LTG Leslie Smith. We inform the command based on activities, issues and trends the IG office observes during the previous quarter.

As I routinely examine our caseload, one common thread that exists in most of our intakes starts with miscommunication. In this issue, I am going to discuss the importance of effective communication within the command. Issues primarily arise with miscommunication whether written, through counseling statements or emails, verbal conversations, content misunderstandings, misinterpretation, merely taking offense to an alternative viewpoint, or a total lack of communication. Leaders and subordinates need to resolve issues at the unit level through effective communication. Developing effective communication skills is critical to leader development and ultimately to unit readiness.

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 (see SFC Young's article on page 11). This is the top trending issue in the IG office since I took over as the Command IG in June 2017. Most of the time, the command is not aware that there is an issue with their Soldier(s). Nonsupport issues exemplify how effective communication is lacking beginning with the Soldier, through first-line supervisors, to the battery and battalion chains 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 and the*

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Self Development

By MSG Salvador Valle, Inspector General NCOIC

The Army develops its Soldiers and leaders within three training domains: institutional, operational and self-development. Human Resources Center drives institutional and operational training. The Army dictates when you attend professional military education (PME) and when your unit conducts organization-training operations. We, as Soldiers and leaders, are personally responsible for our self-development, as well as our Soldiers'. The Army continuously reassesses and evaluates methods to employ innovative techniques to improve self-development opportunities.

As of 01 August 2018, Soldiers are eligible to use tuition assistance upon completion of Advanced Individual Training (AIT). Statistics provided by the Fort Sill Truman Education Center show only 15% of recent AIT graduates, less than two years in the Army, have enrolled in college. Leaders need to ensure Soldiers are aware of this change and emphasize the importance of college to them. A way to get after this is by incorporating an orientation of the Truman Education Center as a part of in-processing Soldiers to the unit and through developmental counseling. Whether a Soldier stays in the military until retirement or plans to get out, a college education will greatly benefit them. During the Career Management Field 13 FY18 SFC Centralized Promotion, only 7.6% of non-commissioned officers (NCO) selected had some form of college degree. For NCOs who had a completed college degree, this one credential separated them from their peers. Furthermore, in the Filed After Report- Fiscal Year 2019 Master Sergeant Promotion Board stated, "Many NCOs are not pursuing professional development opportunities in either the institutional or self-development domain. Board members favorably viewed NCOs pursuing higher levels of civilian education and technical certifications. Additionally, NCOs recognized as distinguished honor graduates or commandants list during PME were viewed more favorably by board members."

The Army is also transitioning from the existing five levels of structured self-development (SSD) to six distributed leader courses (DLC). Soldiers currently enrolled in SSD 1 or 2 had until 30 September 2019 to complete the course. Soldiers currently enrolled in SSD 3 have until 29 February 2020 to complete the course. Failure to complete the required SSD will result in the appropriate DLC enrollment by their component quota source managers. As of 01 July 2019, component quota source managers only enroll Soldiers in distributed leader courses. Similar to SSD, DLC is now a prerequisite before appearing before a promotion board and attendance to all resident NCO professional military education courses. Soldiers completing their appropriate level of SSD will receive credit for the equivalent DLC level. Additionally, there are some significant changes with DLC. The grade earned upon competition of DLC will become part of the next resident PME grade. The purpose is to give DLC meaningful weight and eliminate it as a check the box requirement. DLC's focal areas encompass the six Leader Core Competencies: Readiness, Leadership, Training Management, Communication, Operations and Program Management. Contrary to SSD, enrollment into the required DLC occurs when a Soldier reaches the zone of consideration for promotion to sergeant and subsequent promotion zones of consideration thereafter. For example, DLC 1 will only be available to Specialists with 18 months' time in service.

In support of the Noncommissioned Officer 2020 strategy, it is paramount that we, as leaders, place an emphasis on self-development. Self-

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Army Civilian Education System

By Lloyd E. Dixon, Deputy Inspector General

The Army Civilian Education System (CES) provides a great opportunity for civilian employees to expand their knowledge and leadership traits. The courses are student centered and focus on the transfer of knowledge using the Army's lifelong learning philosophy, with the emphasis on leader development. The courses provide students with real-world issues and problems they will encounter as leaders. The material exposes students to inquiry-based learning that focuses on questioning, critical thinking and problem solving. This allows students to practice new skills in an environment that encourages participation and offers immediate feedback.

The CES offers many training opportunities and different courses, but for the sake of this article I will only discuss four courses. The **Foundation Course** is required for all Army Civilians hired after September 2006. This course is online and provides Army Civilians with an orientation to leader-development concepts, building their careers and becoming Army Civilian Leaders. The course objectives include the following: to understand U.S. Army leadership doctrine; to increase self-awareness as it relates to one's profession; to understand team building and group dynamics; to develop effective communication; and to learn how to complete the administrative requirements expected of Army Civilians. The Foundation Course is also a prerequisite for all other CES courses.

The **Basic Course** is designed for the Army Civilian leader who exercises direct leadership to effectively lead and care for teams. This course is required for Army Civilians in the grades GS 1-9 or equivalent. Students can find the Basic Course offered online. Students may also undergo the Basic Course in the format of a two-week resident course at Fort Leavenworth; however, this is limited to a quota of only 240 students per year (first-come-first-served basis).

The **Intermediate Course** prepares Army Civilian leaders in the grades GS 10 through GS 12 with the goal to become more innovative, self-aware and prepared to effectively lead and care for personnel and manage assigned resources at the organizational level. Training and developmental exercises focus on mission planning, team building, establishing command climate and stewardship of resources. The course is conducted in two phases, consisting of a distance-learning portion and a three week resident training at Fort Leavenworth. Training takes place in a university setting, encompassing a classroom environment and small group seminars.

The **Advanced Course** prepares upper grade Army Civilians GS 13-15 to assume increasing levels of responsibility and leadership within organizations. Graduates leave the course skilled in leading complex organizations in support of national security and defense strategies, managing organizational resources, leading change, inspiring vision and creativity, directing program management, and integrating Army systems. As with the Intermediate Course, administrators conduct the Advanced Course in two phases. Distributed learning followed by a four week resident training at Fort Leavenworth.

These CES Courses are centrally funded so there is no cost to your organization, FY 20 courses are now available for registration. Take advantage and sign up today.

"The courses expose students to inquiry-based learning that focuses on questioning, critical thinking and problem solving."

Lloyd Dixon entered Civilian Service as an Assistant Inspector General, in 2008. He has been serving as the Deputy Command Inspector General at the Office of the Inspector General, USAFCoEFS since April 2010.

ASSISTANCE & INVESTIGATIONS

The Assistance Function Explained

CPT Jedidiah Z. Schlissel, Chief of Assistance & Investigations

The Inspector General (IG) is an Army organ with a variety of functions that a majority of service members misunderstands. Focusing on Assistance, we will attempt to dispel preconceptions of the IG. We will discuss use of IG findings and IG Confidentiality, and provide a description and the purpose of the IG's Assistance function. Finally, who may take advantage of the IG's services (spoiler alert: anyone!)?

Across the Army, the Assistance function of the IG Office produces the bulk of our workload. The vast majority of Soldiers and Army-collocates have a mistaken and deep-set impression that the IG's primary function is to conduct investigations. IG Investigations must meet a number of qualifying factors, ones that necessitate the discretion of IG confidentiality to protect reputations and preserve unit cohesion. Actually, investigations for the IG occur relatively infrequently and only in one of two narrowly specified circumstances: 1) Department of Defense-approved cases of Whistleblower Reprisal (reference SFC Mays' article, page 6, for more information on this) and 2) those specifically directed in writing by the Commanding General (CG), once having met a selective set of criteria.

With all IG matters and for all IG functions (Assistance; Investigations; Inspections; Teaching and Training), the IG does not enact punishment or initiate adverse actions. In fact, neither our directing authority (the CG), our IG office nor units may enact adverse actions solely based on IG findings, unless approved by The Inspector General (TIG) of the Army or the Secretary of the Army. Incidentally, this restrictive basis for adverse action is one of the chief reasons for the narrow purview of the IG's scope of investigations. It was in the 1970s under LTG Richard G. Trefry (the most significant TIG since MG von Steuben) that the IG reoriented its emphasis away from a "black hat" compliance focus to one which identifies issues belying systemic faults. In cases where wrongdoing is apparent or alleged, IG procedure dictates referral to an appropriate investigative and adjudicating authority, usually the appropriate level chain of command, i.e. an agency with UCMJ authority. The non-prosecutorial nature of IG-derived findings is a central reason for the referral to units of allegations of wrongdoing; incidentally, this restriction also aids in reinforcing the intended sense of confidentiality inherent in IG communications and findings.

In all that the IG does, the Privacy Act of 1974 and the strict stewardship of IG Records' confidentiality govern our actions. The IG-to-complainant relationship is ethically comparable that of a doctor to a patient. The IG protects the privacy of individuals' information to minimize risk of reprisal and maintain confidence in the IG system. Whatever communication (verbal or documentary) a Soldier makes to an IG is never off the record and becomes an IG record. However, the IG cannot guarantee confidentiality, chiefly for two reasons: First, The Inspector General of the Army and the Secretary of the Army own all IG Records and maintain release authority of them; second, the IG can only control its own handling of information, but not the information's handling by others.

What, then, is the IG's role in Assistance? The IG's objective in the Assistance function is to resolve complaints and issues for an individual using the Inspector General Action Process. As part of the Assistance function, the IG renders assistance, helps commanders to correct injustices and attempts to eliminate conditions detrimental to the efficiency or reputation of the Army. In so doing, the IG records and analyzes data for

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"The chief intention of [Assistance] is to assist commanders with improving readiness and warfighting capability."

Assistance Explained (continued)

(From page 6)
corrective action and reports on the status of the Army through resulting trends. These generalized trends feed well into future identification of areas for IG Inspections, which is a component of the Organizational Inspection Program (see CPT King's article on page 10 for more information).

In this manner, the IG provides Soldiers an avenue to correct injustices, whether real or perceived. Additionally, this provides Soldiers with an alternative to the chain of command to help solve the problem. Incidentally, this office often engages the Soldier's chain of command in resolving a majority of cases that come to our office. In keeping with the guiding philosophy of Major General von Steuben (the U.S. Army's founding IG), the chief intention of this function is to assist commanders with improving readiness and warfighting capability.

Who, then, may seek assistance from the IG? There are no restrictions on who may request assistance from the IG. Anyone in any status may submit assistance requests. Here is a non-inclusive list: Active, Reserve and National Guard Soldiers, Army family members, retirees, civilians. The IG is not always the proper agency to address every issue that complainants may present, but as long as an issue is Army-related or within the influence of the Ft. Sill installation, the IG office can identify and refer the issue to the appropriate agency for proper redress or action.

Being now better versed in the IG's assistance function and perhaps freed of some misconceptions, confidently take advantage of this valuable tool. Come one; come all! If you do not know where to go for help with your particular issue, start here. General Colin Powell once said, "The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

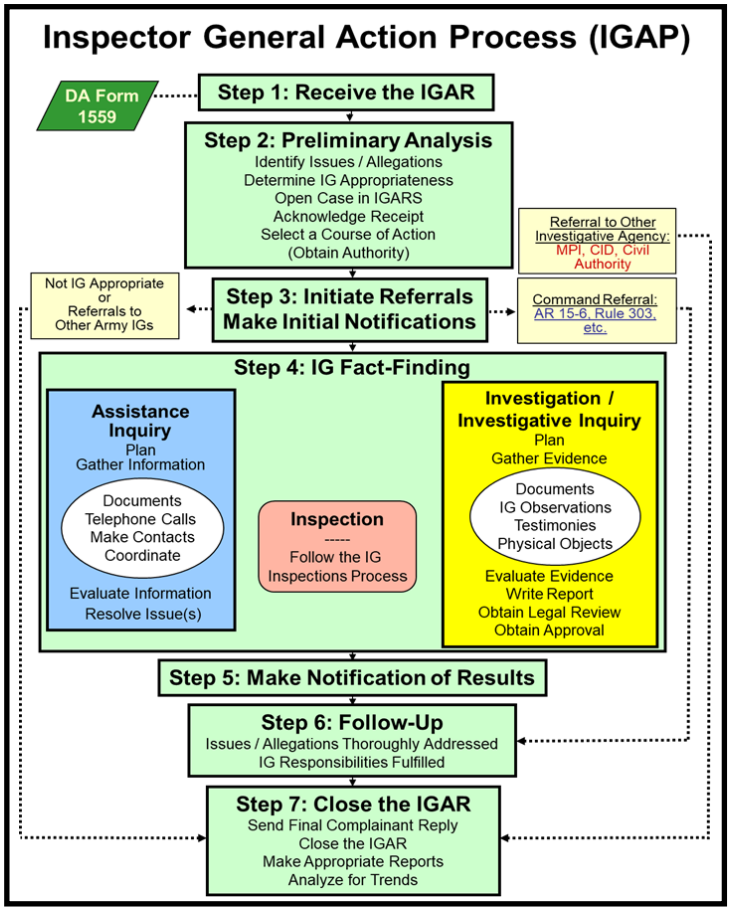

Figure 1: The IGAP is our guide for completing Assistance cases. In our next issue, we will examine this process in more detail.

Captain Jedidiah Schlissel entered active duty as a 13A, Field Artillery Officer, in 2011. He has served in various positions including Basic Combat Training Battery Commander, Fire Support Officer and Multiple Launcher Rocket System Platoon Leader. CPT Schlissel has been serving as Chief of Assistance and Investigations at the Office of the Inspector General, USAFCoEFS since May 2019.

Permanent Change of Station Made Easy

By SFC Eric J. Ballheimer, Assistant Inspector General

With Permanent Change of Station (PCS) season approaching, it is helpful to get the relocation process correct the first time. Soldiers who move from one duty station to another are authorized many entitlements (services) and monetary allowances. This process does not have to be difficult. The following steps can make it easier.

First, set up a meeting with the Ft Sill transportation office. At this meeting, find out about all the moving options available including a Do It Yourself (DITY) move. Military members can ship up to 18,000 pounds of household goods (HHG), varying by rank and dependent status. During overseas assignments, Soldiers can elect to have the military store all or part of their household goods on a permanent basis during the assignment, up to their maximum weight allowance. Also, a separate allowance for annual shipment of up to 1,250 pounds per year of consumable items. Soldiers also have the option to put a personally (POV) in storage when ordered to an overseas assignment to which POV transportation is not an option, or sent on Temporary Duty (commonly called TDY) travel on a contingency operation, for more than 30 days. When the move is completed, military members have 75 days from the date of the HHG delivery to report a loss/damage to the transportation office and then nine months to file the claim. Soldiers will submit claims through the Personal Property Office on the Move.mil website.

Secondly, contact the family center at the new location. Family centers offer relocation assistance programs that provide moving information to Soldiers and their families. Ask questions to learn about the new community. If living in government quarters, notify the housing office no later than 30 days prior to the projected move date. Make sure to review all the regulations about cleaning the home before moving out.

Make an appointment with the finance office at Building 4700. Soldiers who PCS have many entitlements. One is Permissive Temporary Duty (or PTDY), which is non-chargeable leave. This is available for up to 10 days in conjunction with a PCS move between and within the 50 States. Additionally Temporary Lodging Expense (or TLE), up to 10 days, will partially offset lodging and meal expenses when a military member and/or dependents need to occupy temporary lodging in the continental United States (CONUS). Military members receive a "per diem" allowance during the move as a partial reimbursement for lodging and meal expenses when traveling from one duty station to another. Those who travel to their new duty station by car are entitled to a mileage allowance, in lieu of the cost of airline tickets. Within CONUS, dependents may be authorized to travel by commercial means (air, rail, bus), unless they elect to travel by POV, from the old location to the new location.

On Fort Sill, Soldiers can pick up installation clearing papers from Building 4700 ten working days prior to the departure date. Soldiers must have a copy of orders and the PCS leave form (with control number) in order to get clearing papers. Finally report to new duty station no later than the report date indicated on the PCS orders. Even if not moving just yet, now is the time to become familiar with the rules of military support before, during and even after the PCS. Knowing the benefits can make this next PCS the easiest of all.

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Fit Philosophy for Functional Fitness

By SFC Regan L. Davis, Assistant Inspector General

The Army is shifting gears to incorporate functional fitness. Once the Army puts out finalized guidance, you can bet Soldiers will hit the ground running with a fit philosophy. Which brings up the question, what is functional fitness anyway? How should units start designing the programs? What challenges will be faced? And what is the goal of introducing this to the troops? Functional fitness prepares you for life by training specific muscles for preforming daily tasks. Programmers design this type of exercise to enhance strength and mobility while imitating everyday movements.

The unit's physical training should have a program that can adequately prepare Soldiers to conduct their mission-essential tasks. The program needs to address the primary fitness demands for the Soldiers in the unit. Once a unit determines its goals, leaders should tailor the training to activities Soldiers do every day. The unique thing about functional fitness is that it is not a one-exercise-fits-all approach. The design should have flexibility for progression depending on individuals. Leaders should closely monitor Soldiers' progression to avoid injuries.

The biggest challenge in implementing functional training is poor posture and a weak core. Using Kettlebells and deadlifts can be extremely effective functional fitness moves. However, Soldiers who execute poor movement patterns with a weak core can experience a net regress. The emphasis should be to strengthen your core to stabilize your body during dynamic movements. Functional fitness can decrease your risk of everyday injuries, such as lower back injuries, from lifting something heavy through building muscle memory. Ensuring Soldiers are lifting correctly and optimizing proper technique can increase strength and prevent injuries.

The goal of functional fitness is not training specifically to pass the six-event Army Combat Fitness Test. Functional fitness needs to incorporate movements for explosive strength, cardiovascular endurance, agility, mobility, muscular strength and endurance. Think of it as training for the entire test, not just one event. Functional fitness does not allow one to focus on improving only one muscle. If you can dead-lift, you can do a variety of different movements. For example, when you jump, you do not isolate only leg muscles rather you incorporate cardiovascular and musculoskeletal systems that allow movement. Functional fitness enables Solders to train with the mindset of a tactical athlete and prepares them for combat-related tasks. Mastering these tasks allows Soldiers to apply picking up ammunition boxes, a wounded Soldier or heavy equipment to a program.

Army notions of physical fitness are steering away from the old mindset of running a certain number of miles as a determination of fitness. Michael McGurk, Director G2, U.S. Army Center for Initial Military Training, noted that the Army has not changed its physical fitness test since 1980. According to McGurk, the field manual for Army Physical Readiness Training, FM 7-22, is in the process of revision with the name, "Holistic Health and Fitness." The rationale has shifted to one that favors exercises which most closely mimic tasks Soldiers perform in the course of their duty – the closer the exercise to the actual activity, the more effective the training. If you are a Soldier who needs to load cargo onto a pallet, the push-up/sit-up drill should not be your focus every day. The key to effective functional fitness training is effectively mimicking the actual movement

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> ***"The unique thing about functional fitness is that it is not a one-exercise-fits-all approach."***

Whistleblower Reprisal Investigations

By SFC Adam M. Mays, Assistant Inspector General

The Office of the Inspector General (IG) has two primary functions when dealing with complainants: Assistance and Investigations. Assistance cases can range from validation of flagging functions to awards, where the IG office assists the command team in rectifying the complaint. Most Soldiers and Army Civilians will come into our office and request an investigation regarding a violation of Army regulation or policy. However, the IG office will only conduct investigations on what the installation Commanding General directs and Whistleblower Reprisal (WBR) cases. Any other complaints that warrant an investigation, this office refers to the appropriate level of command to take appropriate action.

Title 10 U.S.C. 1034 prohibits anyone from restricting a member of the Armed Forces from making any lawful communications to a member of Congress (including their staff) or an Inspector General (IG). There is another form of protected communication (PC), that made to a member of one's chain of command or any agency whose purpose is to redress specific violations of law or regulation (examples include Equal Opportunity or Sexual Harassment / Assault Response Program). Whistleblower Reprisal is composed of four elements: Protected Communication, Personal Action, Knowledge and Causation.

Element 1 (**Protected Communication** (PC)): Did the complainant make or prepare to make a PC, or was the complainant perceived as having made or prepared to make a PC? Element 2 (**Personnel Action** (PA)): Was an unfavorable PA taken or threatened against the complainant, or was a favorable PA withheld or threatened to be withheld from the complainant? Element 3 (**Knowledge**): Did the responsible management official(s) (RMO) have knowledge of the complaint's PC(s) or perceive the complainant as making or preparing to make PC(s)? Element 4 (**Causation**): Absent the PC(s), would the RMO have taken, withheld, or threatened the same PA(s)? The PC Table (found in DODD 7050.06, see table on page 11) is a great tool to post within your footprint.

If the first three elements are yes and the fourth is no, you have the responsibility to notify your IG Office. The IG is the only entity authorized to investigate WBRs. In order for the IG Office to consider this matter, you must provide timely notification, that is, within one year of the alleged WBR. The complainant must willingly participate in the investigation and cannot remain anonymous. Once the complaint and our office complete the appropriate paperwork, we submit it to the Department of the Army IG Whistleblower Investigation Oversight Branch (WIOB) for review. Once WIOB makes its determination, their department will submit their recommendation to Department of Defense Inspector General whether or not to pursue investigation. Upon delivery of Department of Defense Inspector General's decision, our office will know whether to investigate or not. This is a time consuming process and does not happen overnight.

In conclusion, if it smells, or looks like a WBR contact your local IG Office for further assistance.

"IG is the only entity authorized to investigate WBRs."

Sergeant First Class Adam Mays entered active duty as a 13B, Cannon Crewmember, in 2001. He has served in various positions including Operations, Platoon Sergeant and Project Manager. SFC Mays has been serving as an Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since April 2017.

Whistleblower Reprisal Investigations

Types of Protected Communication

Type of Communication:	Conditions on Protection:	When made to:
Any communication	Must be a lawful communication	A member of Congress or an IG
Any communication in which a Service member communicates information that he or she reasonably believes evidences: • A violation of law or regulation, including a law or regulation prohibiting rape, sexual assault, or other sexual misconduct in violations of section 920 through 920c of Reference (c) (articles 120 through 120c of the UCMJ), sexual harassment or unlawful discrimination; • Gross mismanagement, a gross waste of funds or other resources, an abuse of authority, or a substantial and specific danger to public health or safety; or • A threat by another Service member or employee of the Federal Government that indicates a determination or intent to kill or cause serious bodily injury to Service members or civilians or damage to military, federal, or civilian property.	A communication will not lose its protected status because: • The communication was made to a person who participated in the activity that the Service member complained of; • The communication revealed information that had been previously disclosed; • Of the Service member's motive for making the communication; • The communication was not in writing; • The communication was made while the Service member was off duty; or • The communication made during the normal course of the Service member's duties.	• A member of Congress; • An IG; • A member of a DoD audit, inspection, investigation, or law enforcement organization; • Any person or organization in the chain of command; • A court-martial proceeding; or • Any other person or organization designated pursuant to regulations or other established administrative procedures to receive such communications.
• Testimony, or otherwise participating in or assisting in an investigation or proceeding related to a communication as described above; or • Filing, or causing to be filed, participating in, or otherwise assisting in a military whistleblower reprisal action.		

Figure 2: Protected Communications Table, found in DODD 7050.06

Nonsupport of Family

By SFC Scott E. Young, Assistant Inspector General

This year, the Fort Sill Inspector General (IG) Office received more than 60 cases for Soldier nonsupport of family members; however, this particular issue is not IG appropriate. Supporting family members is obviously a Soldier's personal responsibility; however, when the Soldier fails to meet his obligation, Army regulations confer certain responsibilities to unit Commanders. Army Regulation 608-99, Family Support, Child Custody and Paternity, "sets forth Department of the Army (DA) policy, responsibilities and procedures on financial support of family members, child custody and visitation, paternity and compliance with court orders regarding these and related matters" (para 1-1a). Let us review the respective responsibilities of the Soldier, commanders and the IG in regards to a Soldier's support of legal dependents.

It seems obvious, but Soldiers must fulfill their financial support obligations. Additionally, they may not stop payments when their commanders change out (a occurrence we have observed). While the Army recognizes the transient nature of military duty, AR 608-99 prohibits the "use of a Soldier's military status or assignment to deny financial support to family members or to evade court orders on financial support, child custody and visitation, paternity and related matters" (para 1-5.a.). A Soldier's "obligation to provide financial support to their family members is not contingent upon whether the Soldier is entitled to, or receiving, any form of BAH" (AR 608-99, para 1-7.b.). Soldiers must maintain "reasonable contact with their family members so that their financial needs and welfare do not become matters of concern for the Army" (AR 608-99, para 1-5.b.(1)). Interestingly, when a Soldier's family members are residing in government family housing, the Soldier is not required to provide additional financial support (AR 608-99, para 2-6).

Soldiers "may not deny or revoke benefits and privileges, or issuance of an ID for an eligible dependent without appropriate legal documentation" (Air Force Instruction (AFI) 36-3026, para 8.1.2; previously AR 600-8-14). Family members cannot be removed from DEERS upon the personal request of the sponsor or the family member without appropriate documentation to terminate the relationship." AFI 36-3026_IP Volume 1, governs all identification cards for members of the uniformed services, their eligible family members and other eligible personnel.

Company/Battery-level commanders have several response requirements to an inquiry (AR 608-99, Chap. 3). An inquiry is any form of communication from a family member "that requests information, expresses dissatisfaction, states a protest, makes a complaint or claim for money, or asks for other relief about financial support, child custody or visitation, paternity, or related case involving a Soldier or family member" (AR 608-99, para 3-1.a.). When a commander receives an inquiry, the Battery or Battalion commander, as appropriate, must counsel the Soldier who is the subject of the inquiry and inform them of the nature of the inquiry. It is important to keep in mind, that as far as the involvement of the IG office, we simply require proof of communication between the commander and complainant within 14 calendar days of receipt for each inquiry (email traffic is sufficient proof, with this office copied) in accordance with (IAW) AR 608-99, para 3 -1.e.(1) and 3-5.a.(1). Once opened, this path of communication is an important means of keeping the dependent informed. This is the final requirement for IG involvement, but does not preclude command's fulfillment of all remaining

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TRENDS

Trends for Fort Sill

Assistance and Investigations

(Fort Sill Inspector General Office Cases: 4th Quarter 2019)

Why Soldiers Seek Out Inspectors General:

- Command Referred Issues (42 / 28%)
- Requests for Assistance (108 / 72%) **"I Have a Problem"**

150 Issues brought to IGs

"What Walks Through the Door"

(Top Five Trending Categories Only)

1. **Command / Leadership Issues (55 / 37%)**
   Nonsupport of Family (40%)
   Commander's Decisions (9%)
   Dignity and Respect (9%)

2. **Personnel Management – Military (28 / 19%)**
   Flagging Actions (23%)
   DEERS (18%)
   Assignment Orders (13%)

3. **Healthcare (13 / 9%)**
   Medical Profiles (25%)
   Staff attitude and courtesy (16%)
   Denial of Medical Appointment (16%)

4. **Sexual Misconduct (13 / 9%)**
   Adultery (54%)
   Intimate (36%)

5. **Personal Misconduct (11 / 7%)**
   Communicating a threat (40%)
   Hazing (30%)

*Legend: Issue Type (Number of cases/relative percentage of caseload)

What's going on throughout the installation?

Bottom Line: Most Inspectors General spend most of their day solving problems brought to them by Soldiers, Army Civilians and Family Members… it's what we do!

(Trend data as of 30 Sep 2019)

Organizational Inspection Program

By CPT Aaron K. King, Chief of Inspections

At every level, we often feel inundated with inspections. Most organizations plan inspections months in advance to avoid schedule conflicts, but some inspections may develop quickly as a preventative measure or result of a significant event. Speaking from an Inspector General (IG) perspective, our FY 2019 Inspection Plan outlined five inspections, but we ultimately planned and/or executed thirteen. So why does there seem to be so many inspections across the Army? In order to answer this question, we must understand the definition of an inspection. Army Regulation 1-201, The Army Inspection Policy, defines an inspection as, "[a]n evaluation that measures performance against a standard and should identify the cause of any deviation." There are many types of inspections or evaluations designed to provide a commander an accurate assessment of the unit's current state. These tools comprise the Organizational Inspection Program (OIP).

"The purpose of the OIP is the coordination of inspections and audits into a single, cohesive program focused on command objectives."

The purpose of the OIP is the coordination of inspections and audits into a single, cohesive program focused on command objectives. The OIP provides the command with an organized management tool to identify, prevent, or eliminate problem areas. AR 1-201 states, "The term 'organizational' means that the OIP is an inclusive program shared by all Army organizations. All organizations within the Army will have an OIP. The command owns and is responsible for the unit's OIP."

An OIP is a broad umbrella, which encompasses staff inspections, command inspection, IG inspections and external inspections. The IG office conducts at least one inspection a quarter directed by the installation Commanding General, also additional external IG inspections as directed by higher echelon IGs. Command inspections include Initial Command Inspections (ICI), which are mandatory for new commanders and will occur within the first 90 days of assumption of command (AR 1-201 para 3-3.). Staff inspections, Staff Assisted Visits (SAVs) and external audits or inspections are relatively self-explanatory.

In order to be effective, inspections must adhere to the five Principles of Army Inspections outlined in AR 1-201. The first principle is that an inspection is **Purposeful**. Each inspection must have a specific purpose approved by the commander and related to mission accomplishment and readiness. Tailoring an inspection to a unit's needs is more beneficial than using a one-size-fits-all approach because every unit has a unique mission set.

Second, a **Coordinated** inspection reduces inspection redundancies, complements other inspection activities and minimizes the inspection burden on subordinate organizations. When planning an inspection, consider the following: Is it advantageous to combine this inspection with others or just cancel? Does the inspection duplicate or complement another inspection? Do inspection reports exist from other agencies that can assist in the conduct of an inspection? An overwhelming amount of inspections, especially redundant assessments, generally derives from a lack of coordination. Inspections should **Focus on Feedback**. Without feedback, the commander does not know areas to address based off the inspection, thus leaving the unit in the same position rather than it improving. Inspection results should identify the root cause or the deviation from the standard, whether from training deficiencies, lack of resources, misunderstood requirements or a lack of motivation. Furthermore, identifying strengths and weaknesses brings forth best practices and identifies areas in need of attention.

The overall goal of an inspection

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Organizational Inspection Program

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Figure 3: Visual depiction of the OIP Integration; IG Inspections make up only one category of the three

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is to help commanders address problems; therefore, each inspection must bring recommended solutions directly to the attention of those individuals that can correct deficiencies. An **Instructive** inspection is an effective inspection. Teaching and training is a crucial IG tenant and an essential element that plays a major role in all IG functions. Teaching and training is not exclusive to the IG and is a vital aspect of all inspections. No inspection is effective if the inspected units do not know the relevant standards and goals and how to achieve them.

Finally, **Follow-up** actions measure the effectiveness of the implemented corrective actions. Inspections are not complete until the inspecting agency conducts follow-up actions. The inspected unit must develop and execute a corrective-action plan that permanently fixes problem areas and prevents any recurrences. Follow-up actions include re-inspections and visits to units or proponents to check the progress of corrective actions.

Sun Tzu said, "Know thy self, know thy enemy." Commanders should leverage inspections as a means to "Know thy self" and to achieve mission readiness. For more information on conducting an inspection in an adequate manner, reference AR 1-201, The Army Inspection Policy. Additionally, contact the IG for inspector training for upcoming inspections or for any questions or concerns.

Captain Aaron King entered active duty as a 35D, All-Source Intelligence Officer, in 2009. He served in various positions including Battalion Intelligence Officer, Brigade Plans Officer and Intelligence Collection Platoon Leader. CPT King has been serving as Chief of Inspections at the Office of the Inspector General, USAFCoEFS since August 2016.

Finish Fallacious Flagging

By SFC Eric P. Castillo, Assistant Inspector General

There are many types of administrative actions, but one prevents the execution of favorable actions to a Soldier when they are in an unfavorable status. The DA Form 268, more commonly known as a Flag, can be used for a number of different reasons found in AR 600-8-2, Table 2-1 (see Figure 4). When executed properly, commanders will process Flags according to regulation, know the two categories of Flags (Transferable and Non-Transferable), their proper codes and properly use the 'Other' Flag (code X).

Firstly, in order for a commander to initiate a Flag, there must be an infraction. The commander has three working days to initiate the Flag with supporting documents. Either the flagging authority or first line supervisor will counsel the Soldier in writing within two working days of initiation. The commander must provide the Soldier relevant information in the notification counseling, which contains the requirements in order to lift the Flag and all actions prohibited by the Flag. After the commander authenticates the Flag, the unit commander sends the Flag and all supporting documents to the S1 for processing into the Human Resources (HR) system.

Next, two categories of Flags exist within AR 600-8-2: 1) Transferable Flags which allow the Soldier to transfer to another unit and 2) Nontransferable Flags which keep the Soldier in place. Commonly observed examples on Fort Sill of a Nontransferable Flag are Adverse Action (Flag code A), Commander's investigation (Flag code L), Law enforcement investigation (Flag code M) and Involuntary separation or discharge (Flag code B). Once actions move from adverse action into the punishment portion, commanders will initiate a Punishment Phase Flag (Flag code H). A Punishment Phase

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Table 2–1
Reason codes

Code	Reason
	Nontransferable Flags
A	Adverse action.
B	Involuntary separation or discharge (field initiated).
C	Removal from a selection list (field initiated).
D	Referred OER or Relief for Cause NCOER.
E	Security violation.
F	Delay of or removal from a selection list (HQDA initiated).
L	Commander's investigation.
M	Law enforcement investigation.
P	Not recommended for automatic promotion to PV2, PFC, or SPC.
T	Not recommended for automatic promotion to 1LT or CW2.
U	Drug abuse adverse action.
V	Alcohol abuse adverse action.
W	Involuntary separation or discharge (HQDA initiated).
X	Other a. Lautenberg Amendment. b. Family care plan. c. AMEDD failure to obtain or maintain a license, certification, and/or registration. d. Noncompliance with 10 USC 10206, Members: physical examinations. Note: The 'Other' Flag will not be used in-lieu of more applicable codes. For example, the X code will not be used for exceeding body fat standards in order to prevent the system from recording the Soldier's ABCP enrollment.
	Transferable Flags
H	Punishment phase.
J	APFT failure.
K	ABCP.

Figure 4: Table 2-1 (Reason Codes) from AR 600-8-2

Defense Travel System

By MSG Christopher L. Crocker, Assistant Inspector General

The Office of the Inspector General (IG) has inspections as one of its four functions; it is one of the most direct ways an IG can positively influence the Command's mission readiness during operations. The Office of the Inspector IG inspects programs, systems and functions that are important to the Commanding General (our Directing Authority). During FY19 the Fires Center of Excellence (FCOE) Commander requested an inspection covering Defense Travel System (DTS), to ensure unit commanders' DTS programs were operating in accordance with the Joint Travel Regulation (JTR) 01 September 2019. This is not the reflection of the inspection results but a general overview of the DTS program and compliance with the JTR.

"The JTR implements policy and laws establishing travel and transportation allowances of Uniformed Service members and Department of Defense (DoD) civilian travelers. It also implements location and certain other allowances. The JTR has the force and effect of law for travelers and implements statutory regulations and law for DoD civilian travelers. Organizations are expected to take appropriate disciplinary action when travelers willfully fail to follow the JTR."

The most common categories of travel addressed during the course of the inspection were Temporary Duty (TDY) travel and Permanent Change of Station (PCS) travel. The principle of the JTR is to travel responsibly, meaning the traveler is cognizant of the expenses incurred during his/her travel and will take measures to reduce costs by taking the least expensive mode of transportation and lodging costs available at the time of scheduling the travel. The traveler is financially responsible for excess costs, circuitous routes, delays, or accommodations that are both unnecessary and unjustified. For travel costs not identified in the JTR, one may not assume that the allowance exists or may be authorized. Instead, if the JTR does not say that something is reimbursable, the traveler cannot submit it as a travel claim for reimbursement.

"Each Service or DoD Agency can only authorize or approve travel that is necessary to accomplish the Government's mission effectively and economically while establishing internal controls. In order to accomplish this official travel involves the participation of three key players: the traveler, authorizing or approving official (AOs) and the Travel Management Company (TMC)."

A traveler has a five-working-day period to initiate a voucher upon completion of travel, in accordance with Financial Management Regulation. During this period, the traveler is responsible to upload all receipts, or associated documents for all cost incurred during the course of the travel. The AO determines whether travel is necessary and appropriate to the mission, ensures that all expenses claimed by the traveler are valid and authorizes or approves the expenses if they are valid. The JTR warns against claiming inflated, inaccurate, or higher than normal expenses, as AOs will not approve them, specifically when compared to similar services in the locality. If the JTR indicates an expense, allowance, or other item "must or may be authorized" (such as the mode of transportation), such language means the AO must give permission before the action takes place. Likewise, if the JTR indicates, "may..." or "must be approved," then the AO may or must, respectively, give the traveler permission after the action takes place.

During the course of the inspection, some units did not have enough DTS officials appointed to provide oversight/coverage of their program in the absence of another

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"For travel costs not identified in the JTR, one may not assume that the allowance exists or may be authorized" (JTR, General Policy, para D10103 (B)).

INSPECTIONS

To Chapter or Not to Chapter: That is the Question

By MSG Kent W. Scobey, Assistant Inspector General

Each commander at multiple echelons of command must be aware that Soldiers or trainees who do not meet certain standards set forth by the military become liabilities over time. Leaders must deal with them accordingly in expedient fashion to ensure that the best possible candidates remain in the service to defend our nation. Approximately one percent of Americans serve or have served in the United States military. Military service itself is inherently fraught with irony in that a nation requires volunteers to die for the preservation of its citizens' freedom. It takes a special type of person to raise his or her right hand and take the oath of commitment for this nation. However, several volunteers have raised that right hand and have solemnly sworn to honor and defend this great nation, but have fallen short of the standards that this organization has molded, crafted and perfected through generations of training, warfighting and leading. This article will attempt to look at the purpose, responsibilities and processing goals for separating a Soldier from military service per Army Regulation (AR) 635-200, Active Duty Enlisted Administrative Separations. I will also attempt to persuade leaders to develop more empathetic and understanding soldiers individual and varying of levels of maturity.

"Building a chapter packet takes much longer than the processing goal timelines."

Purpose: AR 635-200 "sets policies, standards and procedures to ensure the readiness and competency of the Army while providing for orderly administrative separation of Soldiers who do not fit into the military system based on a variety of reasons" (para 1-1.a.). Furthermore, "Department of the Army separation policy is designed to strengthen the concept that military service is a calling different from any civilian occupation" (para 1-1.c.). Though millions of Americans from diverse backgrounds and a wide variety of aptitudes and attitudes served successfully in the Army, many more have failed to live up to the standards set forth by the military.

Responsibilities: From the Deputy Chief of Staff down to commanders of all major Army commands, policies are in place for enlisted separations, which meet legal standards to ensure leaders uphold the rights of both the Army and the separated Soldier. All levels of authority retain the responsibility to train Soldiers to their utmost ability and also to separate Soldiers from military service who are identified as unqualified to further serve this great nation as a part of its fighting force. "Diligent efforts will be made to identify Soldiers who exhibit a likelihood for early separation and to improve their chances for retention through counseling, retraining and rehabilitation prior to initiation of separation proceedings. Soldiers who do not conform to required standards of discipline and performance and Soldiers who do not demonstrate potential for further military service should be separated" (para 1-1.c.(3)(a)).

Processing Goals: The goal of the Army when separating a Soldier will not normally exceed 15 days after a Soldier or trainee acknowledges receipt of a proposed separation date by the separation authority, which can be of the ranks from Lieutenant Colonel through General Officer. For administrative board proceedings, the length of time to separate a Soldier will not normally exceed 50 days.

The processing goal timelines for chaptering a Soldier or trainee are skewed a bit when considering that prior to a Soldier or trainee acknowledging receipt of a proposed separation date, a chapter packet must be built. Building a chapter packet takes much longer than the processing goal timelines due to requirements for a Soldier to undergo physicals examinations and mental evaluations if necessary. Setting appointments

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To Chapter or Not to Chapter: That is the Question (Continued)

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for those exams can take time due to the amount of exams scheduled on a daily basis. Each type of chapter requires certain documents in order to complete the chapter. Such documents may include physical exams, mental evaluations, counseling statements, suspension of favorable actions or Flag, a Soldier Record Brief (SRB), an Army Physical Fitness Test (APFT) scorecard, Army Substance Abuse Program (ASAP) enrollment documents, a rehab failure declaration, police reports, psychiatrist, physician and multi-echelon command recommendations for separation, etc. Because of all the needs that go into a separation packet, building a packet takes time.

Commanders at all levels must ensure that the best Soldiers remain in this Army. They do this through recruitment and separation. Sounds easy, right? It is not. With all the responsibilities a commander has, it is possible that a hasty decision might be made to chapter a Soldier or trainee, though the Soldier or trainee might be an outstanding candidate, but possibly not yet fully matured. Who is to say that the Noncommissioned Officer (NCO) counseling a Soldier is fully matured, as well? Sergeants and Staff Sergeants are promoted based on potential. These promotions do not always pan out. People mature through time, from lessons learned and from failure or mistakes made.

As a military, we cannot allow major mistakes to negatively impact our organization so that it becomes diminished in ability, but, as leaders, we must have a certain level of patience to allow an immature person to grow into the potential that is within them. Of course, there has to be a cutoff, or a drawn line in the sand. Commanders must utilize sound judgment through empathy and maturity before determining where that line is drawn. Once a Soldier crosses the line of no return, that Soldier should be chaptered. Are commanders unduly chaptering Soldiers or trainees before they have time to mature?

Commanders are in their position because they chose to be commanders, thus, they must embrace each accompanying responsibility with seriousness and tenacity. Separating a Soldier or trainee is a particularly weighty responsibility and it can be tedious. However, commanders do not always have a front row seat to view a Soldier's performance or lack thereof. They must rely on the leaders in their command. Commanders must ensure that all rehabilitative requirements are met before starting a chapter packet on a Soldier. They must be continually aware of their obligation to provide purpose, direction and motivation to Soldiers and understand how to provide these. Soldiers must be given the opportunity to succeed before they are duly separated and commanders, at all levels, must weigh this consideration as part of their decision making process. To prevent Soldiers or trainees who do not meet the standards set forth by the military from becoming liabilities, each commander at every echelon of command must be aware that they are responsible to perform correctly and expediently appropriate actions for these Soldiers, thus ensuring that the best possible candidates remain in the service to defend our nation.

Master Sergeant Kent Scobey entered active duty as a 43E, Parachute Rigger, in 1988; after a 14-year break in service, in 2007 he reentered as a 14T, Patriot Missile Launcher Operator/ Maintainer. He has served in various positions including the Headquarter Platoon NCOIC, Air Defense Battalion Master Gunner. MSG Scobey has been serving as an Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since June 2017.

Special Conditioning Programs

By MSG David M. Qutaishat, Assistant Inspector General

Special conditioning programs are important components of a well-rounded fitness program, which Army leaders often overlook. The intent of these programs is to provide Soldiers assistance in meeting unit fitness goals, Army standards and overall readiness. Typically, leaders should conduct special conditioning programs during normal duty hours. The three programs include 1) Army Physical Fitness Test (APFT) failures, 2) Soldiers on the Army Body Composition Program (ABCP) in accordance with (IAW) AR 600-9 and 3) reconditioning from an injury. All programs are equally important that require experts to help facilitate with the training value IAW FM 7-22.

Later this fiscal year, the Fires Center of Excellence Fort Sill Inspector General (IG) will conduct a Special Conditioning Program Inspection. What follows are highlights based on observations this office has made in the course of our interactions with units on Fort Sill. For a full and detailed delineation of requirements for each of the programs, refer to FM 7-22, Chapter 6.

Across the Fort Sill footprint, this office has observed units struggling to keep the three special conditioning programs separate from each other. We have observed many units combine all Soldiers identified to be in each of the three respective special conditioning programs conducting physical training in one mass formation. Understandably, in many organizations, the limiting factor driving these improper instances of consolidation is the lack of allocation for certified Noncommissioned Officers (NCOs). However, not only is this contrary to regulation, but it causes Soldiers not to receive the correct guidance in either an effective or an efficient manner. This lack of proper structure also leads directly to time lost and wasted.

For Soldiers who fail to meet APFT standards, leaders must consider many factors. Time in training, regular participation, prolonged deployment and recovery from injuries. Time in training refers to an individual's physical conditioning level, which is often closely correlative to the elapsed time from their accession to a unit (i.e. following Initial Military Training (IMT) or long periods of transition leave) or acclimatization to different environments. Many factors affect regular participation, which may be difficult to gauge or enforce, depending on a unit's operational tempo. Ultimately, "Soldiers must understand that it is their personal responsibility to achieve and sustain a high level of physical readiness" (FM 7-22, para 6-4). Prolonged deployments can potentially cause Soldiers to lose their current state of fitness, which could reflect on the APFT Also, Soldiers recovering from injuries or medical conditions need ample time to effectively heal within their medically prescribed limitations. Leaders need to be cognizant of the individual's specific need and must place them in the correct special conditioning program IAW FM 7-22.

"AR 350-1 [Army Training and Leader Development, para F-5.d.(4)] specifies that the [ABCP] will be kept separate and distinct from other special conditioning programs" (FM 7-22, para 6-7). Soldiers enrolled in the ABCP will be on a special conditioning program developed in conjunction with the unit nutrition counselor and IAW AR 600-9. Unit master fitness trainers play a critical role in providing exercise guidance tailored for the Soldiers enrolled in the ABCP.

Leaders should design reconditioning programs to facilitate an individual Soldier's recovery from illness, injury, or other medical conditions, but also have it centrally organized and

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The Army Voting Assistance Program

By MSG Jay T. Litzenberg, Assistant Inspector General

The Army Voting Assistance Program (AVAP) is one of the most overlooked programs in the Army. With the 2020 Presidential Election around the corner, it is imperative that Commanders place more emphasis on the AVAP. Every year the Department of the Army Inspector General review the AVAP at every level of command to ensure compliance with regulations and public law. The local Inspector General submits the inspection reports to the Department of Defence Inspector General. Local Inspectors General provide the findings and recommendations from these reports to the Senior Commanders for review.

According to AR 608-20, para 2-7.a., "Senior Mission Commanders will provide an installation voting assistance program and provides command emphasis and support to the program." Commanders at all levels will appoint a Voting Assistance Officers (VAO) in writing in order to accomplish the program objectives of making registration and voting assistance information, materials and assistance readily available to all eligible Army voters. As per HQDA EXORD 206-19 Transfer of the Army Installation Voting Assistance Office Program to Senior Installation Commander, para 3.B., "Beginning immediately, Senior Installation Commanders will establish Installation Voting Assistance Offices on each Military Installation." The VAO at the senior subordinate command should be an officer in the rank of major or above, or an Army Civilian in the grade of general schedule (i.e. GS) 12 or above. VAOs at the battery/company or detachment level must be in the rank of first lieutenant and above or sergeant first class and above in all units with 25 or more permanently assigned Service members. Commander should appoint additional VAOs for each additional 50 assigned Service members above the 25 Service member criteria. Commanders can wave the rank requirement if there is an enthusiastic volunteer in a lower rank or grade. In accordance with AR 608-20, para 3-3.b., "[a]ppointed VAOs at all command levels should be trained prior to assuming duties and remain assigned through the elections schedules or the commander must ensure that the VAO scheduled for reassignment is replaced...before he or she leaves."

The VAO must educate eligible voters about the importance of voting and provide them every opportunity to register and cast a ballot. As outlined in AR 608-20, para 1-1., the purpose is to describe "registration, materials, assistance and information required to encourage Army Soldiers, [Army] Civilians attached to and serving with these components outside the continental United States and family members accompanying these Soldiers and [Army] Civilians to register and vote in primary and general elections." Since the VAO has such a large scope of operations and a broad range of personnel that need voting assistance, it is important that all VAOs have, maintain and continuously update an AVAP continuity book. The AVAP continuity book should minimally consist of the Voting Assistance Guide, a number of copies of the SF 76 (Registration and Absentee Ballot Request-Federal Post Card Application) and SF 186 (Federal Write-In Absentee Ballot). This continuity book should also contain the VAOs appointment orders and AVAP training certificate. Each level of command must maintain a list of all VAOs and alternates and provide that list to the higher headquarters. Lastly, the continuity book should have all voting assistance training conducted with accompanying sign-in rosters and all training

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"The VAO must educate eligible voters about the importance of voting and provide them every opportunity to register and cast a ballot."

INSPECTIONS

Upcoming Inspections

Date	Agency	Units Affected	Topic
21-25OCT2019	FCoE IG	G-3, CDID	Intelligence Oversight
02-06DEC2019	DAIG	DOTD, CDID, USAGFS, FCoE HQ, 428th FA BDE, 434th FA BDE, 30th ADA BDE	Total Army Sponsorship Program (TASP)
09-20MAR2020	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA	Special Conditioning
3rd QTR (dates TBD)	FCoE IG	All Ft. Sill Units	Army Voting Assistance Program
3rd QTR (dates TBD)	FCoE IG	TBD	Barracks Maintenance Program
4th QTR (dates TBD)	FCoE IG	TBD	Organizational Inspection

Special Conditioning Programs (continued)

By MSG David M. Qutaishat

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conducted. IMT already conducts rehabilitation and reconditioning programs as a part of the physical training and rehabilitation program (e.g. Warrior Training Rehabilitation Program, more commonly referred to as WTRP; FM 7-22, para 6-20). For Advanced Individual Training and operational units, commanders should establish consolidation of reconditioning programs at battalion level (FM 7-22, para 6-21). Effective reconditioning programs will generally expedite the return of a Soldier back to his or her respective unit Physical Readiness Training (PRT) formation. Leaders must familiarize themselves with factors that influence injuries. Adhering to the PRT principles allows the leaders to manage injury risk effectively. Properly executed, reconditioning can bridge the gap between injury and physical readiness. Soldiers assigned to the reconditioning program include temporary medical profiles, recovery period after temporary profile expires and permanent medical profile with specific limitations. FM 7-22 requires a minimum of two fully trained NCOs per company for the supervision of the reconditioning program (para 6-23).

Special conditioning programs will be successful when there is emphasis on each separate program (APFT failures, ABCP and reconditioning) directed in a top-down manner. Battery command teams must understand the importance of these special conditioning programs and provide NCO support. Brigade and battalion medical officers should be involved and incorporated into these special programs – most especially reconditioning. Interaction between medical personnel is critical to understand fully Soldiers' individual capabilities and limitations.

Understanding the importance of the three special conditioning programs is key to a well-rounded fitness program. If you need help getting your program in order, call this office. We can point you to units on Fort Sill, whom we have seen to have some excellent ways of getting after the intent of these programs. The IG is here to provide Soldiers and their units assistance in meeting fitness goals, Army standards and overall readiness.

"Understanding the importance of the three special conditioning programs is key to a well-rounded fitness program."

Master Sergeant David Qutaishat entered active duty as a 13F, Senior Fire Control Sergeant, in 2001. He has served in various positions including DIVARTY Fire Control Sergeant, Battalion Fire Control Sergeant and Operations Sergeant. MSG Qutaishat has been serving as Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since July 2018.

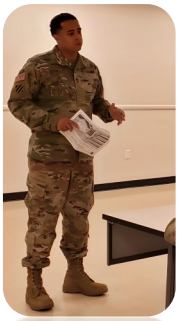
TEACH & TRAIN

Fort Sill Inspector General Outreach

The Fort Sill Inspector General Office puts a lot of energy into our Teach and Train function. This office takes a preemptive, preventative and proactive approach to arming the Soldiers and workers on Fort Sill with the knowledge they need to stay out of trouble. Knowing is half the battle and the Fort Sill IG does their best to direct people to that knowledge.

SFC Castillo briefing a group of incoming Battery Commanders and First Sergeants at the post introductory course

This office has been able to become part of a number of the introductory briefs across the installation, including 434th FA Cadre Training Course, Drill Sergeant Orientation Course, a number of Advanced Individual Training (AIT) Courses, Ordnance Training Detachment, NCO Academy and Ft. Sill Commander First Sergeant Course.



MSG Qutaishat with incoming Drill Sergeants at the Drill Sergeant Orientation Course at 434th Field Artillery Brigade

MSG Qutaishat briefing a group of Advanced Individual Training students at 30th Air Defense Artillery Brigade

We provide attendees an overview brief of the Office of the Inspector General, explain the core IG roles, functions and operating guidelines of Army regulations, identify , issues, inspections and investigations internal to the USAFCoEFS. Briefers discuss who can request IG Assistance, IG Appropriateness, IG trends, Whistleblower Reprisal, IG Scope and Confidentiality; they also highlight aspects of the IG which pertain to Soldiers now and in the future.

MSG Litzenberg briefing an incoming group at the Fort Sill TRADOC Cadre Training Course, hosted by 95th Adjutant General Battalion

Nonsupport of Family (Continued)

By SFC Scott E. Young

(From page 12)
responsibilities.

Before providing a final complainant response, the commander will gather information to determine whether a violation of regulation or other applicable laws has occurred. Always seek legal advice. The Staff Judge Advocate is able to calculate the pro-rata share that the Soldier is required to pay. (Interested parties may find calculations formulas and examples in AR 608-99, para 2-6.; also see Figure 5, below) In certain cases, a battalion commander or a Special Court-Martial Convening Authority may release a Soldier of his or her obligations under the provisions of AR 608-99, para 2–14.b.(4) &(5) or para 2-15. Commanders must "counsel Soldiers and take other actions, as appropriate, in response to all inquiries received under this regulation" (AR 608-99 para 1-4.g.(4) and para 3-4).

When our office receives a complaint dealing with a Soldier's nonsupport of family, (IAW AR 20-1, para 6-3.a), the IG will ensure that the family has their immediate needs met. Immediate needs include food, water and shelter; a number of installation resources exist to which we can refer them. The IG will not take sides and will not take part in monetary transactions of any kind. This office will contact the Soldier's commander and ensure he is aware of the complaint. Our office will monitor the case to ensure commanders meet regulatory timelines.

In summary, the support of family members always is a Soldier's obligation, but if neglected, becomes the commanders' responsibility to enforce. First-line supervisors are in a position significantly to affect this growing Army-wide issue. It is a leader's responsibility to educate their Soldiers on their responsibilities IAW AR 608-99 and AFI 36-3026_IPV1; leaders should also provide their chain of command early identification of Soldiers who may have marital issues or have had nonsupport issues in the past. Addressing these issues before they arise, will greatly increase a unit's readiness and minimize their impact on the Army. If you have any questions, come to the IG.

Sergeant First Class Scott Young entered active duty as a 13B, Cannon Crewmember, in 2002. He has served in various positions including Battalion Master Gunner, Platoon Sergeant and Gunnery Sergeant. SFC Young has been serving as an Assistant Inspector General in the Office of the Inspector General, USAFCoEFS since January 2019.

Figure 5: "Figure 2-1" Pro-rata Share Equation) from AR 608-99

$$\text{Pro-rata share} = \frac{1}{\text{total number of supported family members}} \times \text{applicable BAH II-WITH rate}$$

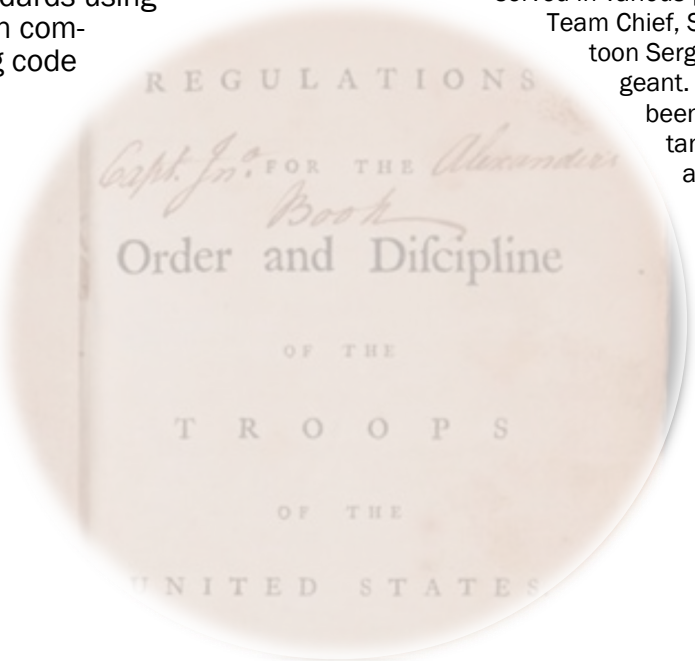
Finish Fallacious Flagging (Continued)

By SFC Eric P. Castillo

(From page 16)
Flag is a transferable and one will only be used if the punishment period is one month or longer. Two more examples of transferable Flags are Army Physical Fitness Test failure (Flag code J) and Noncompliance with Army Body Composition Program (Flag code K).

Across the Army, commanders often misuse the 'Other' Flag (Flag code X) as a "catch all" Flag. The most common, though incorrect, usage of Flag code X is when a commander initiates a Bar to Continued Service. The commander should Flag the Soldier according to the infraction requiring the Bar since there is no Flag code for a Bar to Continued Service. The six authorized reasons a commander can use the 'Other' Flag are violations of 1) the Lautenberg Amendment, 2) Family Care Plan, 3) Professional licensing for medical or veterinary workers, 4) Professional licensing or certification for judge advocates, 5) Chaplain credentialing noncompliance and 6) Reserve Component noncompliance with 10 USC 10206. Commonly, commanders attempt to conceal Soldiers who do not meet the Army Body Composition Program (ABCP) standards using Flag code X. When commanders use Flag code X instead of Flag code K, the unit Flag report (AAA-095) does not show the Soldier as having an active Flag for the Army Body Composition Program. If a commander releases a Soldier from the ABCP with a Flag code X, the S1 cannot upload the required Army Military Human Resource Record (AMHRR) documents for ABCP into the Soldier's Interactive Personnel Electronic Records Management System (more commonly referred to as iPERMS).

When used properly and processed in a timely manner, initiating a Flag brings the Soldier to an unfavorable status preventing favorable actions, and removing the Flag restores favorable status to deserving Soldiers. Commanders must be aware of proper Flag codes and must be cognizant of which Flag types transfer to a Soldier's new unit. Leaders at all levels of HR who recognize correct Flag codes will prevent improper use of the 'Other' Flag. Understanding proper timing for initiation or removal and overall knowledge is key to effective use of this administrative tool. If you have any questions about Flags feel free to call the IG.



Sergeant First Class Eric Castillo entered active duty as a 14T, Patriot Launching Station Enhanced Operator/Maintainer, in 2002. He has served in various positions including Team Chief, Squad Leader, Platoon Sergeant and First Sergeant. SFC Castillo has been serving as an Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since July 2016.

Self Development (Continued)

By MSG Salvador Valle

(From page 4)
development is a lifestyle of professional and personal growth. Continual honing of writing, reading and thinking skills is an essential component of one's professional and personal growth. One should not sporadically dabble in it but consistently nurture and feed it. The Army relies on its Soldiers' conducting high-level thinking, development and broadening to remain an elite force. The Army understands that lifelong learning is a marathon, not a sprint and is most effective when consistently practiced throughout a Soldier's career.

Master Sergeant Salvador Valle entered active duty as a 13M, Multiple Launch Rocket System Crewmember, in 2000. He has served in various positions including First Sergeant, Master Gunner and Observer Controller/Trainer. MSG Valle has been serving as the NCOIC at the Office of the Inspector General, USAFCoEFS since July 2018.

Defense Travel System (Continued)

By MSG Christopher L. Crocker

(From page 17)
DTS official. Additionally organizations would not include the Government Travel Charge Card (GTCC) official in the routing chain for DTS approval due to a potential conflict of interest. To constitute a conflict of interest, the only likely scenario would involve GTCC officials reviewing and approving their own personal travel requests and vouchers. The DTS system provides measures to check and catch just such activity as a built-in component of its approval process.

The JTR does not limit the number of appointed Approving and Authorizing Officials, or GTCC officials within an organization. Appointing additional AOs makes the program more robust while also processing travel authorizations and vouchers for TDY travel, resulting in more efficient throughput. This one suggestion, the incorporation of the GTCC official, will alone effect a reduction of travel delays and delinquent payments to the GTCC as well as reduce untimely approval of vouchers. This practice proved beneficial and effective within the organizations incorporating GTCC officials. For questions or concerns regarding DTS, contact FCoE G8 or your local DTS subject matter expert.

Master Sergeant Christopher Crocker entered active duty as a 13M, Multiple Launcher Rocket System Cannon Crewmember, in 2004. He has served in various positions including 75th Brigade Operations Sergeant, 75th Brigade Master Gunner and Multiple Launcher Rocket System Platoon Sergeant. MSG Crocker has been serving as Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since June 2016.

The Army Voting Assistance Program (Continued)

By MSG Jay T. Litzenberg

Figure 6: Upcoming Elections for all states and territories (data from www.fvap.gov/)

Upcoming Elections

State	Event Type	Date
Alabama	Presidential Primary	3/3/2020
	State Primary	3/3/2020
	State Primary Runoff	3/31/2020
Alaska	State Primary	8/18/2020
Arizona	Presidential Primary	3/17/2020
	State Primary	8/4/2020
Arkansas	Presidential Primary	3/3/2020
	State Primary	3/3/2020
	State Primary Runoff	3/31/2020
California	Presidential Primary	3/3/2020
Colorado	Presidential Primary	3/3/2020
	State Primary	6/30/2020
Connecticut	Presidential Primary	4/28/2020
	State Primary	8/11/2020
Delaware	Presidential Primary	4/28/2020
	State Primary	9/15/2020
DC	District Primary	6/2/2020
Florida	Presidential Primary	3/17/2020
	State Primary	8/18/2020
Georgia	Presidential Primary	3/24/2020
	State Primary	5/19/2020
	State Primary Runoff	7/21/2020
Guam	Territory Primary	8/29/2020
Hawaii	State Primary	8/8/2020
Idaho	Presidential Primary	3/10/2020
	State Primary	5/19/2020
Illinois	State Primary	3/17/2020
	Presidential Primary	3/17/2020
Indiana	Presidential Primary	5/5/2020
	State Primary	5/5/2020
Iowa	State Primary	6/2/2020
Kansas	State Primary	8/4/2020
Kentucky	Presidential Primary	5/19/2020
	State Primary	5/19/2020
Louisiana	Presidential Primary	4/4/2020
Maine	Presidential Primary	3/3/2020
	State Primary	6/9/2020
Maryland	State Primary	4/28/2020
	Presidential Primary	4/28/2020
Massachusetts	Presidential Primary	3/3/2020
	State Primary**	9/15/2020
Michigan	Presidential Primary	3/10/2020
	State Primary	8/4/2020
Minnesota	Presidential Primary	3/3/2020
	State Primary	8/11/2020
Mississippi	Presidential Primary	3/10/2020
	State Primary	3/10/2020
	State Primary Runoff	3/31/2020
Missouri	Presidential Primary	3/10/2020
	State Primary	8/4/2020
Montana	State Primary	6/2/2020
	Presidential Primary	6/2/2020
Nebraska	State Primary	5/12/2020
Nevada	State Primary	6/9/2020
New Hampshire	State Primary	9/8/2020
New Jersey	State Primary	6/2/2020
	Presidential Primary	6/2/2020
New Mexico	Presidential Primary	6/2/2020
	State Primary	6/2/2020
New York	Presidential Primary	4/28/2020
	Federal and State	6/23/2020
North Carolina	Presidential Primary	3/3/2020
	State Primary	3/3/2020
	Federal Primary Runoff	5/12/2020
North Dakota	State Primary	6/9/2020
Ohio	State Primary	3/17/2020
	Presidential Primary	3/17/2020
Oklahoma	Presidential Primary	3/3/2020
	State Primary	6/30/2020
	State Primary Runoff	8/25/2020
Oregon	State Primary	5/19/2020
	Presidential Primary	5/19/2020
Pennsylvania	State Primary	4/28/2020
	Presidential Primary	4/28/2020
Puerto Rico	Presidential Primary	3/29/2020
	Territory Primary	6/7/2020
Rhode Island	State Primary*	9/8/2020
South Carolina	Presidential Primary - Democratic	2/29/2020
	State Primary	6/9/2020
	State Primary Runoff	6/23/2020
South Dakota	State Primary	6/2/2020
Tennessee	Presidential Primary	3/3/2020
	State Primary	8/6/2020
Texas	Presidential Primary	3/3/2020
	State Primary	3/3/2020
	State Primary Runoff	5/26/2020
Utah	Presidential Primary	3/3/2020
	State Primary	6/23/2020
Vermont	Presidential Primary	3/3/2020
	State Primary	8/11/2020
Virgin Islands	Territory Primary	8/1/2020
Virginia	Presidential Primary	3/3/2020
	State Primary	6/9/2020
Washington	Presidential Primary	3/10/2020
	State Primary	8/4/2020
West Virginia	Presidential Primary	5/12/2020
	State Primary	5/12/2020
Wisconsin	Presidential Primary	4/7/2020
	State Primary	8/11/2020
Wyoming	State Primary	8/18/2020

General Election 11/3/2020

(From page 21)

certificates and appointment orders of all alternate VAOs. The Installation VAO and the unit's Senior VAO should establish a standardized continuity book and disseminate the book down to the lowest level VAO. Prior to the reassigned VAO's leaving, Commanders must ensure that the newly assigned VAOs possess the AVAP continuity book so there is not any gap in the program.

Final thoughts: Commander's emphasis in the AVAP is the key component to managing and maintaining a successful program. With the assistance of the VAO, Commanders are able to ensure that every eligible voter has the opportunity to know and understand their voting options. Those commanders proven to have a successful Army Voting Assistance Programs place AVAP training on the training calendar during LPD, FRG, etc., establish policy on providing voting assistance during in-/out-processing; and ensure that the VAO is maintaining and updating the AVAP continuity book continuously. For more information on the AVAP, refer to AR 608-20 dated 5FEB2019, DODI 1000.04, HQDA EXORD 206-16 and www.fvap.gov/.

Master Sergeant Jay Litzenberg entered active duty as a 13P, Fire Direction Specialist, in 2006. He has served in various positions including Chief Fire Direction Sergeant, Battery First Sergeant and Instructor/Writer. MSG Litzenberg has been serving as Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since June 2017

Inspector General Events

Promotions and Accessions

This office proudly witnessed the promotions of MSG Qutaishat (Left, shown with his family) and MSG Scobey (Right, pinned by LTC Diley) this past August.

Left: Newly promoted MSG Scobey and MSG Qutaishat.

Right: The new promotees with LTC Diley

LTC Diley welcomes our newest IGs by administering the IG Oath. A time of considerable change, the IG Office has received two additions to our office this August with *SFC Ballheimer* (pictured left), hailing from Fort Belvoir, Virginia and *SFC Davis* (pictured right), from 75th Field Artillery Brigade.

Inspector General Events

Technical Channel Maintenance and Retirement

TRADOC IG Training Working Group. LTC Diley and MSG Valle, the Commanding IG and NCOIC respectively, attended 2019 TRADOC IG Training Working Group (August 2019). This was an opportunity for IG leadership across TRADOC to hear directly from the Department of the Army IG leadership the way ahead for the IG, as well as network with IGs from across the Army.

SFC Bullock's Retirement. SFC Bullock chose to close out a successful career of 20 years on a high note. Her professionalism, sense of humor and friendship are predominant characteristics that will carry her far into her future endeavors, much as they did during her tenure within the IG office. We wish her and her family nothing but the best. (August 2019)

Inspector General Events

Retiree Appreciation Day

(Left to right)
SFC Davis,
MSG Qutaishat

MSG
Qutaishat

(Left to right)
SFC Davis,
MSG Valle,
MSG Qutaishat

(Left to right)
SFC Davis,
MSG Qutaishat
(also in far
right photo)

The FCoE Inspector General Office participated in the installation's 41st Annual Retiree Appreciation Day (14Sep19). It was a fantastic opportunity to connect and engage with our retirees. It also provided the perfect occasion to remind the FCoE community that this office's services are available to all who need it. Once a Soldier, Always a Soldier ... a Soldier for Life!

Inspector General Events

Survey Child Care

The Secretary of the Army tasked Inspectors General with administering a paper survey to assess Soldiers' opinions on alternate forms of subsidized childcare – specifically nannies and au pairs. FCoE IGs went to different high traffic areas across post to administer the survey to Soldiers or spouses, based on the requested representative demographic/rank sampling.

SFC Davis (right)

Soldiers conducting paper surveys

SFC Young (left)

MSG Crocker (right)

Effective Communication (Continued)

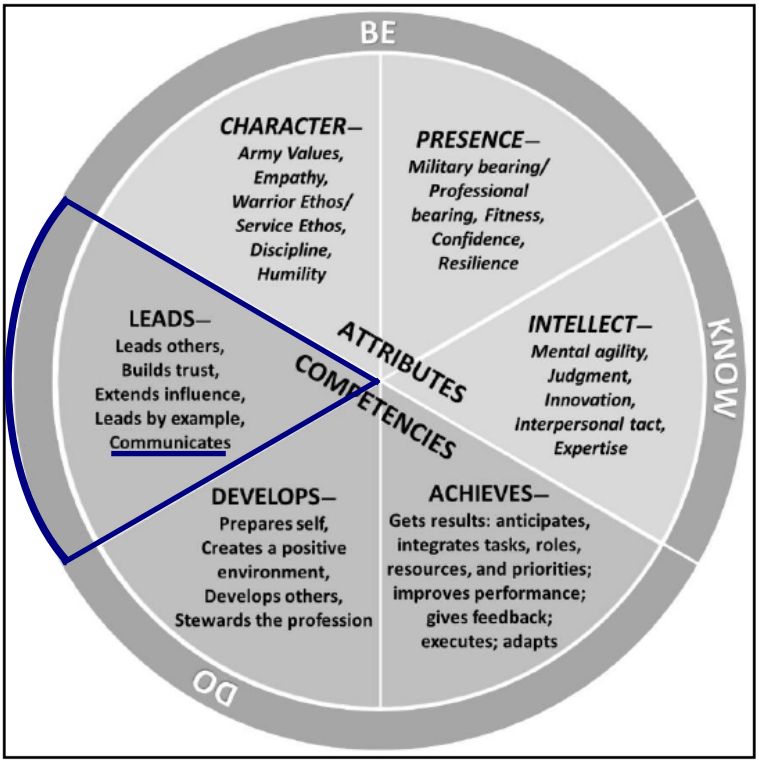
By LTC Timothy J. Diley, Command Inspector General

(From page 3)

Profession 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 (refer below to Figure 7). ADP 6-22 (para 5-70.) states, "Succinctly communicating information in a clear manner is an important skill for both leaders and subordinates to learn. Leaders cannot lead, supervise, counsel, coach, mentor, or build teams without communication." Communication, both written and verbal, is essential to all other leadership competencies. Leaders must focus on developing their subordinates' communication skills.

Effective communication is as much a learned task as calculating a fire mission or properly employing artillery or air defense artillery weapon systems; leaders at every level should strive to improve communication effectiveness in themselves as well as developing the same in subordinates. Communication skills are developed "muscles" within ourselves that need to be exercised and maintained with a similar tenacity we use to maintain our bodies through physical training. Leaders need to make deliberate and concerted efforts in creating opportunities for developing effective communication skills with their leaders, Soldiers and Army Civilians. Effective examples include conducting operational briefings, producing professional journals or unit newsletter articles, maintaining unit Facebook page submissions, administering small arms range briefings, leading officer professional development and noncommissioned professional development targeted briefings and participating in community events and Family Readiness Group meetings.

Figure 7: "Figure 1-1" (The Army Leadership Requirements Model) from ADP 6-22



Effective communication is the glue that helps you deepen your connections with others and improve teamwork, decision-making and problem solving. Effective communication enables information flow despite negative or difficult messages without creating conflict or eroding trust. Developing communication skills for leaders, noncommissioned officers, Army Civilians and Soldiers will minimize friction and misunderstanding, foster improved productivity and feedback and ultimately improve organizational climate and readiness.

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

"Droit-et-Avant"

Lieutenant Colonel Timothy Diley entered active duty as a 13A, Field Artillery Officer, in 1997. He has served in various positions including Chief of Cannons with TRADOC Capabilities Manager Brigade Combat Team Fires, Senior FSCOORD for Ministry of Interior Ministerial Advisor Group and Brigade Operations officer for 214th Fires Brigade. LTC Diley has been serving as the Command Inspector General at the Office of the Inspector General, USAFCoEFS since June 2017.

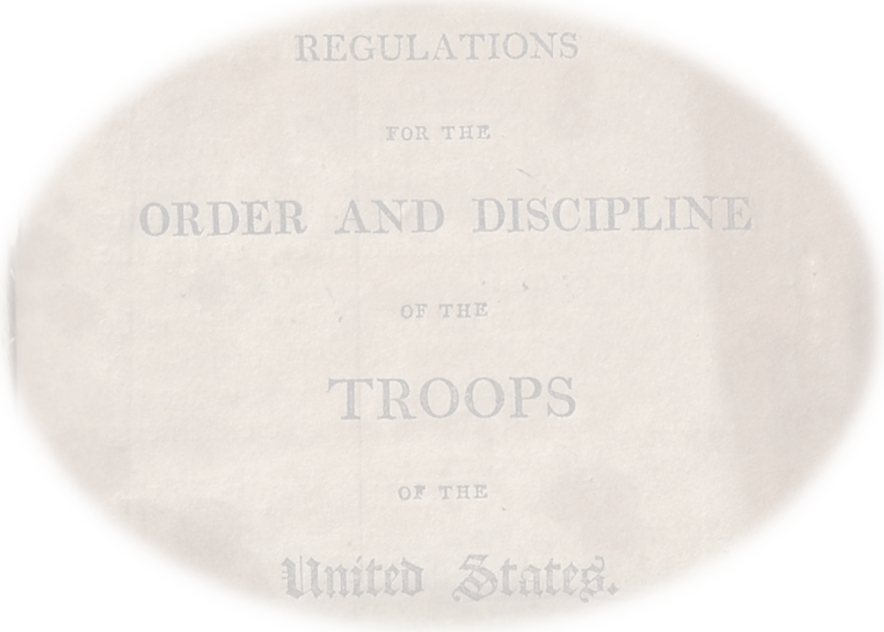
Fit Philosophy for Functional Fitness (Continued)

By SFC Regan L. Davis

(From page 9)
that you are training to improve.

Now, the athletic demands of a Soldier such as strength, agility and power are being tested. It is important that leaders train Soldiers on proper movements and programing before they jump straight into functional fitness. Exercising with proper form and for a specific activity will enhance performance and decrease injuries.

Sergeant First Class Regan Davis entered active duty as a 92Y, Unit Supply Specialists, in 2008. She has served in various positions including Battalion Logistics NCO, Operations NCO and Senior Supply Sergeant. SFC Davis has been serving as Assistant Inspector General at the Office of the Inspector General, USAFCoEFS since August 2019.



Permanent Change of Station Made Easy (Continued)

By SFC Eric J. Ballheimer

(From page 8)
Sergeant First Class Eric Ballheimer entered active duty as a 13M, Multiple Launcher Rocket System Crewmember, in 1992. After a break in service, he reentered active service in 1997 as a 42A, Human Resources Specialist. He has served in various positions including NCOIC at Human Resources Directorate and Defense Threat Reduction Agency. SFC Ballheimer has been serving as an Assistant Inspector General, in the Office of the Inspector General, USAFCoEFS since July 2019.

"Droit-et-Avant"

"Right, then Forward"

Office of the Inspector General

United States Army Fires Center of Excellence

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