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

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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.

Editor: Capt. Jedidiah Z. Schlissel
Assistant Editor: Master Sgt. Christopher L. Crocker
Our office can be reached by email at usarmy.sill.fcoe.mbx.fort-sill-inspector-general@mail.mil or by phone at (580) 442-3224.

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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

Farewell to thee, IG

By Lt. Col. Timothy J. Diley, command inspector general

On June 1, 2017, Maj. Gen. Brian McKiernan swore me in as the next command inspector general (IG) for the Fires Center of Excellence (FCoE). Since that time, my goal was to have a significant positive impact on the installation, and assist various commands and agencies across Fort Sill by helping Soldiers, families, Army civilians and contractors with a variety of issues. These actions meaningfully improved the readiness and warfighting capability and contributed to the FCoE mission.

When I assumed position as the command IG, my focus was and continued to be ensuring our office diligently provided commanders and supervisors another powerful tool to make their organizations better. As a part of our Teach and Train function, our skilled professionals have trained countless brigade or battalion staff members on how to properly conduct an inspection in accordance with Army regulations. Units have also utilized our office to provide informational briefings on topics such as counseling, fraternization, and many more areas. My objective was to be proactive with organizations, and by so doing we were able to avoid unnecessary inspections or investigations because the command had been made aware of standards or noncompliance.

I have had the honor of serving with an exceptional set of officers, senior non-commissioned officers and a rock of an Army civilian. They have done and continue to do exceptional work helping the Soldiers, civilians and families of Fort Sill; they are among the most professional people I have worked with, and I wish them all the best.

My departure, as I retire from this office, is bittersweet. I look forward to changes as I transition to civilian life, and I look with fondness at the time I have spent in this dynamic job. Our staff looks forward to receiving my replacement, Lt. Col. Cynthia Henderson, who was delayed due to COVID-19 on her way from the Republic of Korea, and is expected to arrive this September. In the meantime, the team at the FCoE IG office is fully functional and ready to support all Fort Sill entities both military and civilian. Do not hesitate to contact us to inquire on how we can assist in making your organization more effective. It has been an honor and privilege to be Fires Center of Excellence Command IG. Although I will be taking off the uniform, I hope to continue interacting with the Fort Sill community in a new way.

"Droit-et-Avant"

Lt. Col. Timothy J. 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. Diley has been serving as the command inspector general at the Office of the Inspector General, USAFCoEFS since June 2017. Diley retired from the United States Army October 2020.

Upcoming inspections

Date	Agency	Units Affected	Topic
27-31 JUL 2020	TRADOC IG	428th FA BDE, 434th FA BDE, 30th ADA BDE	Drill Sergeant Program and Hold-over/under Follow-up (virtual)
03-07 AUG 2020	DAIG	RAHC, FCoE HQ, USAG	MEDCOM Transition to DHA
20-23 OCT 2020	IMCOM IG	All Fort Sill Units	Army Barracks Maintenance Program
25 JAN - 05 FEB 2021	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Special Conditioning
2nd QTR FY21 (TBD)	FORSCOM IG	31st ADA BDE, 75th FA BDE	Tactical Readiness
Postponed (TBD)	DA IG	FCoE HQ, USAG, 434th FA BDE	Army Enlistment Program

Trainer / trainee inappropriate relationships

By Master Sgt. Christopher L. Crocker, inspector general NCOIC

This office has seen enough inappropriate relationships between cadre and trainees on Fort Sill to make this a relevant topic. This conduct is covered in the Department of Defense Instruction (DoDI) 1304.33 and subsequent documents that are signed by both the cadre and the trainees, the DD Form 2983 and the DD Form 2982. This DoDI (cited in TRADOC Regulation 350-6, *Enlisted Initial Entry Training Policies and Administration*, along with the requisite DD Forms) has direct application to the largest population on our installation and it seems not everyone is aware of the possible implications of an inappropriate relationship. Leaders should ensure the review of this document annually with each cadre member to confirm that they keep it in mind throughout their tenure as cadre. Each cadre member should review the DoDI often to ensure they are adhering to regulations throughout their tenure.

The following are a few short excerpts that show how the applicability to both the trainer. Leaders and subordinates on all levels should ensure that relationship between cadre and trainee should be given special attention.

Prohibited Activities (DoDI 1304.33, Encl 3, paragraph 1a-n):

"Prohibited activities between a recruit and a recruiter and a trainer providing entry-level training and a trainee are listed in paragraphs 1a(1)(a) through (n) of this section. These prohibitions apply from the first contact between a recruit and recruiter, through entry-level training, and for 6 months after the trainee completes entry-level training. This listing is not all-inclusive and the Military Services may add to it.

1) Recruiters and trainers providing entry-level training will not:

(a) Develop, attempt to develop, or conduct a personal, intimate, or sexual relationship with a recruit or trainee. This includes, but is not limited to, dating, handholding, kissing, embracing, caressing, and engaging in sexual activities. Prohibited personal, intimate, or sexual relationships include those relationships conducted in person or via cards, letters, e-mails, telephone calls, instant messaging, video, photographs, social networking, or any other means of communication.

(b) Use grade or position, threats, pressure, or promise of return of favors or favorable treatment in an attempt to gain sexual favors from a recruit or trainee.

(c) Make sexual advances toward, or seek or accept sexual advances or favors from, a recruit or trainee.

(d) Allow entry of any recruits or trainees into their dwelling.

(e) Establish a common household with a recruit or trainee, that is, share the same living area in an apartment (does not include facilities open to all members of a homeowners association or all tenants in an apartment complex), house, or other dwelling.

(f) Allow entry of any recruits or trainees into their privately owned vehicles. Exceptions are permitted for official business when the safety or welfare of a recruit or trainee is at risk.

(g) Provide alcohol to, or consume alcohol with, a recruit or trainee on a personal social basis.

(h) Attend social gatherings, clubs, bars, theaters, or similar establishments on a personal social basis with a recruit or trainee.

(i) Gamble with a recruit or trainee.

(j) Lend money to, borrow money from, or otherwise become indebted to a recruit or trainee.

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Trainer / trainee inappropriate relationships

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(k) Solicit donations from a recruit or trainee.

(l) Hire or otherwise employ recruits or trainees (e.g., baby-sitting, maintenance jobs).

(m) Accept personal goods, in an unofficial or personal capacity, from a recruit or trainee for storage or any other reason.

(n) Participate in closed-door discussions with recruits or trainees."

The trainers providing entry-level training will sign a DD Form 2982 with explicit and strict command guidance that acknowledges their understanding of the prohibitions listed in paragraphs 1a (1)(a)-(n) of the DoDI 1304.33 regarding the policies prohibiting inappropriate behaviors and relations outlined in this instruction. At a minimum this form will be retained in the trainer's record while they are assigned to training duty and will be revalidated annually. Once the trainer leaves training duties, the form may be disposed of at the services' discretion. However, as the form may be of value if future allegations are made against the trainer, the Services may elect to retain the form in the trainer's permanent records.

Trainers will brief trainees on the policies stated in this instruction and will provide information that trainees can use to contact someone in leadership if they wish to report any issue related to inappropriate conduct by the trainer. *Trainees* will sign a DD Form 2983 with explicit and strict command guidance acknowledging their understanding and responsibilities as outlined in this instruction no later than the first day of entry-level training at a minimum, this form will be retained in the trainees file until the trainee detaches from the training command or school. Once the trainee detaches from the training command or school the form may be disposed of at the Services' discretion. However, as the form may be of value if future allegations are made, the Services may elect to retain the form in the trainee's permanent records.

While this DoDI is to be strictly enforced, confirmed violations by either party of DoDI 1304.33, or the guidance that is given in DD form 2983, or DD form 2982 carry with them potential career ending implications. Paragraph 2(a) states that substantiated violations by trainers or recruiters will require the service member to be processed for administrative separation from military service. Although there is the requirement to initiate administrative processing it does not mean that the end result will be administrative discharge. Become familiar with this DoDI.

Leaders must familiarize and at least annually re-familiarize themselves and their subordinates with this DoDI. Leaders must ensure that trainers sign DD Form 2982 upon accession to the unit, and resign it annually. Trainers must brief trainees on these policies, and have the trainees sign DD Form 2983. Those who fail to do these things should not be surprised when blatant usurpation of them results in their careers' upending and similar results for any involved in substantiated cases of inappropriate relationships.

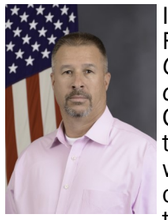
Master Sgt. Christopher Crocker entered active duty as a 13M, multiple launcher rocket system crewmember, in 2004. He has served in various positions including 75th Brigade operations sergeant, 75th Brigade master gunner and MLRS platoon sergeant. Crocker has been serving as assistant inspector general at the Office of the Inspector General, USAFCoEFS since June 2016.

Leaders should ensure the review of DoDI 1304.33 annually with each cadre member to confirm that they keep it in mind throughout their tenure as cadre.

DEPUTY CORNER

Military whistleblower complaint processing

By Lloyd E. Dixon, deputy inspector general



In accordance with Army Regulation 20-1 *Inspector General Activities and Procedures* when an Inspector General receives an allegation of wrongdoing he/she will provide the chain of command the opportunity to resolve the allegations. Regulation requires the IG office to refer allegations to the appropriate level of command to address the complaint. Whistleblower reprisal complaints are an exception to this rule. The Department of Defense (DoD) IG investigates or oversees all DoD component IG investigations of allegations of restrictions from lawful communications or reprisal; therefore, only an IG can conduct a Military Whistleblower Investigation (AR 20-1, para. 7-3.).

Supporting regulations: The Whistleblower Protection Act delineates these stipulations, with the purpose and intent to provide protection for Soldiers who have come forward with complaints that need to be addressed. Title 10 United States Code 1034 (Protected communications; prohibition of retaliatory personnel actions) is implemented by Department of Defense Directive 7050.06. This directive requires the Army to establish internal procedures for receiving, reporting and investigating allegations of restriction and reprisal.

There are **four elements** to a whistleblower reprisal complaint:

1. Did the complainant make, prepare to make or has been perceived as making or preparing to make a protected communication (PC). A PC is any communication, no matter the subject, to a member of congress (including one of their staff) or an IG. These communications constitute something the complainant believes to be a violation of a law or regulation to any person or organization that is designated to receive such complaints. In addition to IGs and members of congress, examples of recipients for such lawful communications include unit commander, equal opportunity representative or victim advocate.

2. Was an unfavorable personal action (PA) taken or threatened to be taken against the complainant or was a favorable PA withheld or threatened to be withheld from the complainant following the PC. Examples would be discipline under UCMJ, Article 15, a denial or downgrade of an award, bar to reenlistment or otherwise unwarranted reassignment.

3. Did the responsible management official (RMO) have knowledge of the complainant's PC or perceive that the complainant made or prepared to make a PC.

4. Causation: Would the same PA have been made, withheld or threatened in the absence of the PC.

Processing: When a Soldier presents a complaint of reprisal to an Army IG and their complaint fulfills the requirements of the first two elements, the IG must report the reprisal complaint to the Department of the Army IG (DAIG) within five days. In turn DAIG has another five days to report the complaint to DoD IG. Once our office makes their initial report to DAIG, our office has 30 additional days to gather evidence to make a recommendation to investigate or dismiss the complaint.

Qualifications for investigation: The IG is looking for evidence that shows the PA was appropriate for the circumstances. Examples of appropriate circumstances include those where documentation — often in the form of counseling — shows the PA began as a result of actions that began before or apart from the PC or misconduct on the part of the complainant. If the evidence clearly shows the causation of the PA was not the PC, the IG will recommend to dismiss the complaint. The decision to dismiss or investigate ultimately rests with IG DoD.

Determination criteria: During

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If the chain of command and / or first-line leaders had conducted proper counseling with the Soldier, an investigation could have been avoided.

DEPUTY CORNER

Military whistleblower complaint processing

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investigation, the IG works to decipher the presence and character of the four elements of reprisal. In making the decision whether or not to investigate, the IG must have already established the presence of elements one and two: that a Soldier reported something, and then they received a negative personnel action. If the IG finds that the third element is a yes and the fourth element is a no then the case will be substantiated. In other words, if the IG can establish the person responsible for enacting the negative personnel action, aka the RMO, knew about complainant's report, and because of, and perhaps, motivated by that knowledge, processed or influenced the personnel action, the IG can substantiate the allegation of reprisal. The element of causation is often the most difficult to determine.

Higher headquarters review and approval: If the decision has been made to investigate, normally the receiving IG will be the office of investigation and DAIG will be the office of record. In other words, the local IG will do the investigation, write a report of their findings, get a legal review, and get the commanding general's approval of the investigation. As a TRADOC installation, the Fort Sill office will obtain the concurrence of our findings from the TRADOC IG before it goes to DAIG. Once DAIG approves of the finding, it is then sent to IG DoD for the final approval. The investigation's review and approval by higher headquarters is often time-consuming.

In the course of conducting many of these investigations, our office has observed a failure on the part of leaders at each level to counsel their Soldiers in any meaningful and provable way. In a majority of cases, if the chain of command and / or first-line leaders had conducted proper counseling with the Soldier, an investigation could have been avoided. Additionally or alternatively, the Soldier would clearly know why the PA was taking place and not believe it was in reprisal.

Lloyd Dixon entered civilian service as an assistant inspector general, in 2008. He has been serving as the deputy inspector general at the Office of the Inspector General, USAFCoEFS since April 2010.

Did you know?

Nuisance noise produced by vehicles (i.e.; excessive engine noise or stereo volume levels) and in post housing must be kept to a minimum to avoid interference with the perception of warning sounds or emergency vehicle signals. Soldiers and Civilians must remain in compliance with existing safety, vehicle operation, and housing area rules to include "quiet hours." The Garrison Commander retains inherent authority to regulate excessive noise. Disturbance by loud or unusual noise (to include the inappropriate discharge of firearms) or abusive, violent, obscene, profane or threatening language is also a citable offense under Title 21, Oklahoma Statutes, Section 1362. Acceptable noise is context and task specific. See Department of the Army Pamphlet 40-501, para. 6-2 for further definition and explanation of nuisance noise. (Fort Sill Regulation 40-501, Chapter 11)

Notes on Army Regulation 15-6, part 2

Capt. Jedidiah Z. Schlissel, chief of assistance & investigations

In this, our second rumination on Army Regulation 15-6, *Procedures for Administrative Investigations and Boards of Officers,* I again recommend to all members of your formation: read this regulation. Its relevance is paramount. Our second contemplation will include a number of pointed issues and trends our office has encountered in the course of referring allegations and reviewing command products, observed among commands, in their prosecution of fact-finding procedures, with general observations and with specific application to interactions with our office. (For brevity, paragraph-line citations without a regulation number come from AR 15-6.)

Many of the issues discussed fall under individuals' general failure simply to read. Merely not reading, or relying on another to read in one's stead, is an issue having far-reaching effects of regulatory ignorance and violation. Incidentally, a reading Army would obviate the need for this article. This failure is evident daily, but especially in units' not reading hand-delivered Inspector General (IG) memoranda, which require actions and cite the correlating and relevant regulations. "A capacity, and taste, for reading gives access to whatever has already been discovered by others." — President Abraham Lincoln

> *Many of the issues discussed fall under individuals' general failure simply to read.*

Common command pitfalls. Commanders must beware of delaying action, as command will make its members liable to allegations of delays of personnel action. The trouble often comes in the form of complaints made against the chain of command for delaying Soldier personnel actions, intentionally or unintentionally. Take special note, that AR 15-6's vagaries of time strictures do not preclude the command's responsibility to act quickly. "Military authority is exercised *promptly*, firmly, courteously and fairly... Authority to use [administrative corrective measures, training, instruction or correction] is part of the inherent powers of command" (emphasis added, AR 600-20 *Army Command Policy*, para. 4-6.). Also, "Commanders ... at all levels are directly responsible for the correct and timely input of personnel data as well as the accountability and accuracy of personnel data in eMILPO" (AR 600-8-6 *Personnel Accounting and Strength Reporting*, para. 1-6.b(1), 1-9.b., 1-23.b.). This stipulation, found verbatim three times in AR 600-8-6, is far-reaching in its implication, to include, and by no means limited to, the mandatory inputting of a Soldier's flag due to investigation.

Commanders must address any allegation or issue of which they become aware (whether by personal observation or third-party report) – or which others refer them. Failure to take appropriate action violates Army regulation, i.e. when a leader, aware of alleged misconduct by a subordinate fails to take action to address the alleged misconduct. The requirement of exemplary conduct includes this: "All commanding officers and others in authority in the Army are required... to take action consistent with Army regulations in any case where a Soldier's conduct violates good order and military discipline" (AR 600-20, para. 1-5.c.(4)...(d)). (Also refer to AR 600-20, para 4-4.a.(2) and AR 600-100 *Army Profession and Leadership Policy*, para. 2-1. and 2-23). (For more information on the process of IG-originating command-referred allegations for investigation, please refer to "Command Referral: An Evolution" found in this publication's FY20Q2 issue.)

IG-originating allegations. The March 2020 update of AR 20-1, *Inspector General Activities and Procedures*, expanded the authority for review that the IG already had over Department of Defense Hotline cases to that of any IG-originating allegation, namely, to request revision of the command products to ensure the evidence directly supports the

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Notes on Army Regulation 15-6, part 2

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findings. For any allegations or issues that the IG refers to a unit, the command must address them. When a command fails to do so for any reason, the IG will ensure command addresses that issue. "Once the command completes the investigation, the IG will review the final command product only to ensure that the command answers all allegations and any related issues referred by the IG....If the...investigation did not answer the allegations and issues referred by the IG, the IG will provide the responsible commander the opportunity to resolve the unanswered issues or allegations." If the unit fails to address it properly, the issue or allegation's adjudication level could escalate to the CG (AR 20-1, March 2020, para. 7-1.i.(3)(b) & (c)).

IG brief to investigating officer (IO). Upon delivery of allegations to the command in the hand-delivered memorandum, our office provides instructions to have the IO, upon appointment, contact our office prior to their beginning investigation. At that meeting, an IG provides the IO important information, not only on the case itself, but on the procedural requirements of AR 15-6 as to the involvement and role of the IG regarding that investigation. We also advise on interrogatory development. Please ensure you continue to send your IOs to our office for this brief, and provide updates to our office. Once a case starts with our office, it must end with our office.

Reproduction of IG documents. Units may not reproduce IG documents. Countless units scan IG documents and use them as enclosures in their investigations. This and any other reproduction of IG documents are in direct violation of AR 20-1, chapter 3. All sensitive IG documents specify this prohibition, to this effect: "This Inspector General document contains privileged information and requires protection in accordance with chapter 3 of Army Regulation 20-1. You will restrict dissemination of this document to the absolute minimum consistent with your requirement to provide a reply and return it to this office when your action is complete. Unauthorized retention or reproduction of IG documents is strictly prohibited."

Legal review. Regulation requires the approval authority, i.e. the appropriate level command, submit administrative investigations for legal review. Many units fail to do this before returning the investigation to our office, unnecessarily elongating the process. For preliminary inquiries, neither AR 15-6 nor AR 20-1 require commands to submit these for a legal review, but it is in the command's best interest to do so to ensure actions and procedures are legally sufficient. A legal review evaluates the investigation's legal compliance, that it is generally free of error, that its findings are supported by the preponderance of the evidence and that the recommendations are consistent with those findings (AR 15-6, para. 2-7.). If a unit returns an unreviewed administrative investigation to our office, our office will ensure one takes place.

Read AR 15-6. This article is not intended to replicate or substitute the regulatory legal advice, involvement and review (as required in para. 2-6. & para. C-2.a.). The IG does not interpret regulations, we simply point you to them; neither is interpretation within the command's purview. But sole reliance on crib notes from your legal advisor is not sufficient. It is your responsibility as a leader to become familiar with it and its collocate regulations. "Learning is not attained by chance. It must be sought for with ardor and attended with diligence." – Abigail Adams

> *Units may not reproduce IG documents.*

Capt. 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. Schlissel has been serving as chief of assistance and investigations at the Office of the Inspector General, USAFCoEFS since May 2019.

Soldier Family Readiness Group

By Sgt. 1st Class George T. Schwarz, assistant inspector general

When becoming part of your new Army community, one of the first questions you will hear is, "Would you like to receive information from the SFRG?" Your best response should be "yes," but allow me to explain why.

Back on Dec. 16, 2019 Headquarters, Department of the Army published Executive Order 233-19, making some significant changes to Family Readiness Groups since the institution's creation following the first Gulf War. The groups have been re-named "Soldier and Family Readiness Groups" or SFRGs. This designation better highlights and links Soldier readiness to the Family, and clarifies the role of the SFRG to be more inclusive for single Soldiers, and single parents or service members with non-traditional Families to an established supportive network.

The difference between Family Readiness Group (FRG) and Soldier Family Readiness Group (SFRG) is largely the name change, and the inclusiveness that it brings. There are others aspects also. For instance, the new SFRG has a more command-driven emphasis. But the main and most important message has stayed the same: "Taking care of our own."

What is the SFRG? The SFRG is an official Army program established pursuant to Army Regulation 600-20, Army Command Policy. The Army expects unit commanders at all levels to establish and/or support SFRG operations. SFRGs are typically established at the company level with guidance and support from the battalion commander and battalion staff. SFRGs are not a morale, welfare, and recreation program; a non-appropriated fund institution; a private organization; or a nonprofit organization.

Who are the members of SFRG? There is a misconception that only spouses should be part of the SFRG. That is false. The members of the SFRG are all of a unit's assigned Soldiers (both married and single), Army civilians and their families (both immediate and extended). Note that while all of these individuals are automatically members, participation is voluntary and strongly needed.

The members of the SFRG are all of a unit's assigned soldiers (both married and single), Army civilians and their families (both immediate and extended).

What is the SFRG mission? The SFRG acts as an extension of the unit in providing official, accurate command information. They will provide mutual support between the command and SFRG membership. The SFRG will advocate efficient use of available community resources, and will help families solve problems at the lowest level.

What positions can I hold? The SFRG leadership and positions rely primarily on the support of volunteers. Unit commanders approve all staffing positions. Positions include but are not limited to unit Family Readiness representative (replacing Family Readiness liaison, fund custodian, alternate fund custodian, treasurer, key caller and welcome committee chair. The unit commander appoints volunteers in key roles and leadership positions in writing. They must in-process through the local Army Community Services Center (better known by its initials ACS) for the active component or through the RC Family Programs Office. Commanders will ensure their volunteers are supervised in the same manner as an employee, that they have a position description, and that they have followed all other legal and regulatory requirements in accordance with of AR 608-1, Army Community Service, para. J-5, and Title 10 United States Code 1588.

Where is the installation training located? The Fort Sill SFRG training has been suspended until further notice. These classes are not mandatory, but were designed to be formal familiarization for units' understanding of the SFRG and each of leadership roles' duties and responsibilities. You can still get great information from the ACS personnel located on the

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Soldier Family Readiness Group (continued)

By Sgt. 1st Class George T. Schwarz

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1st floor, south side of building 4700 "Welcome Center" (580) 442-4916. The staff there is happy to go above and beyond to assist you.

The SFRG leader's tool kit. If you are ever the SFRG leader for your service member's unit, you might find t hese tools helpful. The first tool you would need is the unit SFRG continuity book; you can request this from and discuss with the unit commander. The continuity book is created by the entire SFRG and maintained by the SFRG leader to help future SFRG leaders maintain a consistent SFRG presence. Also, you can use the existing Army-wide handbook as your SFRG leader's handbook and/or your unit can create a unit-specific SFRG leader's handbook, a modification of the Army-wide handbook.

Your "tool kit" should include:

- The breakdown of the unit's composition and / or mission (summarizing what the unit does and who is designated to each job)
- The long-range training calendar
- The continuity book, mentioned above
- The SFRG leader's handbook

Here are some additional resources that you might find helpful:

- Center for Army "Lessons Learned" (CALL): Includes FRG resources, CALL Handbook, and Guard and Reserve Family Readiness Toolkit
- Army Directive 2019-17: Changes to Soldier and Family Readiness Program
- HQDA EXORD 233-19 Implementation of the Soldier and Family Readiness Group (SFRG)
- AR 608-1 Appendix J: FRG Legal and Operational Guidance
- AR 600-8-1: Army Casualty Program
- AE Regulation 608-2: Implementing Family Readiness Systems in Europe
- AE Regulation 600-8-108: Policies and procedures for Rear Detachment Command
- Army in Europe Pamphlet 600-8-108: Family Readiness Support Assistant Guide
- Army Directive 2012-13: Implementing guide for Deployment Cycle Support

The SFRG is a key element in the unit's over all readiness. It can provide a multiplicity of resources and be a great help to all Soldiers, Army civilians and their families. As long as the group puts effort into the program, the SFRG will always be a great place to come together to give support to the unit.

Sgt. 1st Class George Schwarz entered active duty as a 13M, multiple launcher rocket system crewmember, in 2004. He has served in various positions including battalion platoon sergeant, battalion master gunner, and brigade master gunner. Schwarz has been serving as assistant inspector general at the Office of the Inspector General, USAFCoEFS since April 2020.

Did you know?

Soldiers on-duty will remain in complete uniform at all times (on post, off post, and in transit), unless otherwise prescribed by their commander. Soldiers may remove their headgear in a privately owned vehicle. Soldiers must wear their headgear while traveling in a military vehicle, to include transportation motor pool (TMP) and General Services Administration (GSA) vehicles. The tan and tan 499 t-shirt is only acceptable as an outer garment when commanders specifically authorize it due to extreme heat in well-defined areas (Fort Sill Blue Book / Army Regulation 670-1).

Soldier For Life – Transition Assistance Program

Sgt. 1st Class Adam M. Mays, assistant inspector general

For Soldiers taking the leap from the day-to-day military operations to being put back out in the civilian market, there are many unknowns, especially for those who have been in for 20 or more years. Because of this, before a Soldier's transition from the Army back into the civilian life, the Army requires them to complete the Soldier for Life (SFL) - Transition Assistance Program (TAP) process before the separation date on their DD Form 214 (Certificate of Release or Discharge from Active Duty). Department of Defense Instruction (DoDI) 1332.35 and AR 600-81 require the establishment and implementation of SFL-TAP to ensure the transition is as smooth as possible. According to Army Directive 2019-29 (Implementation of Changes to the Soldier for Life - Transition Assistance Program), eligible Soldiers must begin TAP no later than 365 days prior to their anticipated transition from service (Soldier eligibility, as defined in AR 600-81, Soldier for Life Transition Assistance Program, chapter 7). This mandatory transition program provides service members the opportunity to make a plan that effects a smooth transition from Soldier to Soldier-for-life. Your SFL-TAP counselor will be there for you to answer those questions you have.

Soldiers must receive individualized initial counseling in person or through the Army TAP Virtual Center prior to the 12 month anticipated transition. Once the individualized initial counseling is complete, the SFL-TAP counselors will use the data collected to assign a tier level to the Soldier for their Career Readiness Standards (CRS). The three tiers, or tracks (described in AR 600-81 para. 5-3.), are 1) Accessing Higher Education, 2) Career Technical Training and 3) Entrepreneurship. Pursuant to DoDI 1332.35 and AR 600-81, commanders are responsible for all eligible Soldiers' completion of their tier level CRS. AR 600-81, Table 4-1 and 4-2 displays a timeline for meeting these requirements. The capstone process, which is mandatory, is the commander's opportunity to confirm Soldiers meet all requirements.

This process, annotated on DD Form 2958, consists of two stages. Stage one, the Capstone review, is complete when signed off by a transition counselor in the rank of lieutenant colonel or below, or first commander, in the rank of colonel and above, with UCMJ authority for eligible Soldiers. If a Soldier is not capable of meeting the requirements for CRS, the transition staff will introduce the Soldier to the appropriate resources. For step two, the capstone verification, the Soldier's commander will verify that the Soldier has met all requirements. If not, AR 600-81 para. 5-4(b) provides the appropriate steps to take. The Soldier's commander must sign DA Form 2648 verifying that the Soldier has completed the TAP requirements. The Soldier must have this signed form in order to clear. Upon completion of the SFL-TAP process, the Soldier must clear the installation. The installation clearing process allows the Soldier to demonstrate they have completed all requirements required by regulation.

Overall, the Army instituted the SFL-TAP to ensure a successful transition from Soldier life to an industrious civilian life. Commanders have the responsibility to ensure fulfillment of the requirements in DoDI 1332.35 and AR 600-81. If you or your Soldiers have any questions along the way about their transition out of the Army, contact the SFL- TAP administration or your SFL-TAP counselor to assist you. Next issue we will discuss the impacts of COVID-19 on the SFL-TAP process.

Sgt. 1st 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. Mays has been serving as an assistant inspector general at the Office of the Inspector General, USAFCoEFS since April 2017.*

> ***SFL-TAP provides service members the opportunity to make a plan that effects a smooth transition from Soldier to Soldier-for-life.***

Soldier For Life – Transition Assistance Program

Timelines

AR 600-81, Table 4–1
Timeline for meeting phased transition requirements

Months prior to anticipated transition	Services to complete
24 - 12 months	•Retirees complete: Pre-separation counseling Initial counseling •An individual transition plan Registration on the eBenefits Web site
18 - 12 months	•Non-retirees complete: Pre-separation counseling Initial counseling •An individual transition plan Registration on the eBenefits Web site
15 - 12 months	•MOS Crosswalk Workshop and skills-gap analysis Standardized Individual Assessment •Identify requirements for any certifications and licensures
12 - 9 months	•DOL Employment Workshop/DOL Gold Card
9 - 6 months	•VA Benefits Briefings I and II
6 - 5 months	•A resume of choice
5 - 4 months	•12-month post separation budget
Not later than 3 months	•DD Form 2958 (Capstone)

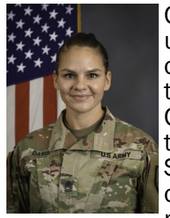
Notes:
1 Transition Career Tracks (Accessing Higher Education, Career Technical Training and Entrepreneurship) will be completed throughout the transition period, in accordance with each Soldier's ITP.
2 Continuum of Military Service Counseling will be conducted in accordance with appropriate Army timeline standards.

AR 600-81, Table 4–2
The five consecutive-days model, for rapid transitions

Day 1	Day 2	Day 3	Day 4	Day 5
Transition overview:	**DOL Employment**	**DOL Employment**	**DOL Employment**	**Financial Planning Workshop:**
- Individual transition plan	**Workshop**	**Workshop**	**Workshop**	- 12-month financial plan
- Value of a mentor	(4 hours DOL)	(4 hours DOL)	(4 hours DOL)	- Health care planning
- Special issues/concerns				- Health insurance
- Military Family concerns				- Tax planning, preparation
(1.5 hours SFL–TAP)				- Credit rating
				- Home ownership
MOS Crosswalk				- Estate planning
Workshop:				- Tools to build an integrated budget
- Gap analysis	**DOL Employment**	**DOL Employment**	**DOL Employment**	(5–6 hours SFL–TAP)
- O*NET online interest	**Workshop**	**Workshop**	**Workshop**	
profiler	(4 hours DOL)	(4 hours DOL)	(4 hours DOL)	
(2 hours SFL–TAP)				**VA Benefits Briefing II**
				(2 hours VA)
VA Benefits Briefing I				
(4 hours VA)				

Cannabidiol and hemp products in the military

By Sgt. 1st Class Regan Davis, assistant inspector general



Can a service member's use of cannabidiol (CBD) or hemp products, end their career in the military? CBD is available ubiquitously across the United States to just about anyone. CBD shops have popped up, replete with CBD gummies, and CBD cupcakes, other edibles and products from lotions to salves. Cannabis oil is supposed to be free of delta-9-tetrahydrocannabinol, the chemical commonly known as THC, which would eliminate the feeling of "excitement, intoxication, or stupefaction of the central nervous system." Hemp products may only contain up to 0.03 percent of THC. So how might it be possible that the law might consider CBD or hemp products a recreational drug, according to Article 112a of the Uniform Code of Military Justice (UCMJ)?

The answer has to do with legality within a particular principality of jurisdiction, or rather, there is a conflict between federal law and some states' laws. This clash could lead to a state's residents complying with the state's law, but violating federal law with regard to THC. Despite the fact that the use of THC is legal in more than 33 states, on a federal level, it remains illegal. Service members, being federal employees, are subject to federal law over and against local state laws. "Anyone who wrongfully possesses, uses, manufactures, imports, or distributes certain controlled substances can be court-martialed and face up to five years in prison, among other penalties" (Article 112a UCMJ).

> *"Anyone who wrongfully possesses, uses, manufactures, imports, or distributes certain controlled substances can be court-martialed and face up to five years in prison, among other penalties" (Article 112a UCMJ).*

Additionally, levels of THC found in products are not uniform. Despite its lack of excitement or intoxicating qualities, cannabis oil and CBD may contain 0.3 percent THC classifying it as a controlled substance. The Food and Drug Administration does not regulate CBD products and does not certify levels of THC. Therefore, a CBD product could contain more THC without requiring it to be labeled. CBD products do not have to be accurately labeled to reflect their ingredients. A recent study from the Netherlands evaluated the accuracy of the labels provided on 84 CBD-only products purchased online. The researchers detected THC in 18 of the products tested. These products were mislabeled at the production facility. Even a trace amount could lead to a positive urinalysis because urinalysis results cannot differentiate the sources for THC to "legal" products, such as hemp from illegal sources, such as marijuana and its derivative products.

When President Donald Trump signed the Agricultural Improvement Act (or "Farm Bill") in December 2018, the bill excluded hemp from being classified as marijuana and legalized production of hemp-derived products. Also in 2018, the Department of Justice announced that federal prosecutors could pursue criminal cases whenever state and federal marijuana laws collide. This presented an apparent legal grey area, if not legal conflict. If service members had any doubts, Matthew P. Donovan, in performing the duties of the Under Secretary of Defense for personnel readiness, signed a memorandum (Feb. 26, 2020) for the "adoption of punitive general orders to address use of the hemp products." The document removed any ambiguity by declaring prohibitions for all products likely to contain THC including CBD and hemp products to all military members.

Can CBD cost you your career? The answer is yes. Donovan specified, "Military departments are hereby directed to issue punitive general orders or regulations enforceable under Article 92 of the Uniform Code of Military Justice prohibiting the use by active-duty service members and the members of the Reserve Components of products made or derived from hemp, including CBD, regardless of the products THC

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Pet ownership on Fort Sill

By Sgt. 1st Class Eric P. Castillo, assistant inspector general

Most families today have dogs. The day you welcome a puppy into your household will change y our life forever. These tiny balls of fluff eventually mature and offer you so much more than companionship. Dogs have the capability to reduce our stress. There is nothing better than arriving home after a hard day's work to a wagging tail and a happy pup greeting you at the door. Dogs bring out the best in us and they have the ability to sense when we need loving affection. Those who suffer from depression or have anxiety issues count on their dog as a good distraction from the issues causing our symptoms. Dogs are always there for us and never judge or criticize you.

Fort Sill has specific restrictions on what breed of dog may reside in your residence on the installation. Fire Center of Excellence Regulation 40-600, *Pet Control and Disease Prevention*, para. 2-2(i)(1) covers what breeds of dogs are banned (https://sill-www.army.mil/usag/dhr/publications/REGULATIONS/Fort_Sill_Reg_40_600.pdf). A few banned breeds are Pit Bulls, Rottweilers, Doberman Pinschers, Chows, and wolf hybrids. The regulation specifically names the different types of Pit Bulls and their so called "Terrier" varieties such as the American Staffordshire Terrier, Staffordshire Bull Terrier, English Staffordshire Terrier, American Pit Bull Terrier, and the American Bully. Fort Sill does not allow these animals on the installation and the garrison commander is the approving authority to make an exception for a specific dog. (Refer to Appendix C for pictures of banned breeds.)

Along with banned breeds, Fort Sill has established standards for acceptable and prohibited behavior for dogs (FCoE Reg 40-600, para. 2-2(i)(2)). Any dog demonstrating aggressive behavior, such as unprovoked barking, growling, or running along the fence line with people present could be in violation of the regulation. If a dog is housed outside, it must be within a fenced in area. Owners must provide the dog adequate cover, food, and fresh potable water. Adequate cover examples include a dog house or any type of shelter with a minimum of three walls and a roof big enough for the animal to sit upright. When dogs are in common areas, owners must ensure dogs are on a leash not exceeding six feet in length. FCoE Reg 40-600 prohibits retractable leashes allowing the dog beyond six feet. Furthermore, the "person having charge of the pet must be physically capable of controlling the animal on the leash" (FCoE Reg 40-600, para. 2-3 (d)(2)). Owners must ensure that a child may not have charge of the leash if the dog would pull the child off their feet.

Fort Sill's *Pet Control and Disease Prevention* delineates a number of other violations considered acts of abuse, mistreatment, nuisance, or neglect. A few examples include disturbing the peace due to a dog's excessive barking, allowing your dog to attack people or other pets, and not providing them adequate food, water, or shelter. Excessive barking is the most prominent violation found in housing areas. Owners on the installation are responsible for maintaining their animals. If found to be in violation of the regulation or the resident responsibility guide, the owner may have their privilege to own a pet on the installation revoked or lose the privilege of living in on-post housing. Know your responsibilities as a pet owner; ignorance is not a defense for your accountability.

> ***"FCoE Reg 40-600, Pet Control and Disease Prevention, is the governing document for pet ownership on the installation.***

Sgt. 1st 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. Castillo has served as an assistant inspector general at the Office of the Inspector General, USAFCoEFS since July 2016.

Updates to the Army Body Composition Program

By Master Sgt. David M. Qutaishat, assistant inspector general

The Army is clear, "Each Soldier (commissioned officer, warrant officer, and enlisted) is responsible for meeting the standards prescribed in this regulation," Army Regulation 600-9, The Army Body Composition Program ((ABCP) para 2–13.). Commanders' emphasis on overall fitness and soldierly appearance as set forth in the ABCP is critical for the force's warfighting readiness. Commanders should take a proactive approach, ensuring their unit receives proper education and they designate and provide proper training to the requisite number of personnel regarding the procedures and requirements of this program.

The ABCP's updated publication, dated July 16, 2019, includes a number of salient changes that assist in commanders' ability to be proactive and make informed and measured decisions. The updated ABCP provides not only the standard, but describes a number of changes to the program and provides information regarding Soldiers' and a command's responsibilities to maintain height and weight standards within their units, as well as highlighting the specific requirements and qualifications for being able to tape another Soldier. The update incorporates a second set of measurements during the height and weight procedures, and also describes the use and involvement of other supporting agencies' services, specifically, the Army Wellness Center.

The [update's] shift in emphasis ... alters commanders' involvement from one of implementation by detached supervision to ... proactive management.

Among this edition's changes, the ABCP specifically delineates that "[commanders] and supervisors (RA and Reserve Component (RC)) ... [maintain] memorandum of record to document completion of training on proper height, weight, and body circumference methodology for the unit fitness training Noncommissioned Officer (NCO) or other designated NCOs" (para. 2-15.c.). The shift in emphasis from this regulation's previous version (28 June 2013) to this one alters commanders' involvement from one of implementation by detached supervision to implementation by proactive management. Integral to this change is the above cited maintenance of certified personnel to administer the program, setting the tone for the rest of the program.

The update further specifies that commanders actively direct personnel conducting weighing and taping to receive appropriate training, and appoint proper certified people to the job. "Unit commanders will require that designated personnel have read the instructions regarding technique...Individuals taking the measurements will be designated unit fitness trainers, certified in body circumference methodology, a certified master fitness trainer [(MFT)], and/or a NCO trained in body circumference methodology, as specified in para. 2–16b(1) or 2–17a(1)" (emphasis added, para. B-2.a.).

One significant change of the updated ABCP is the stipulation requiring Soldiers not having passed their first taping another mandatory second taping by a different team. Commanders will immediately initiate another opportunity for this second taping when the Soldier's body circumference does not meet the ABCP standards. "If ... the Soldier's body circumference does not meet the ABCP standards, a confirmation will be completed. The above process will be completed by a different team than the completed initial set of measurement. This must occur before any actions are taken by the commander" (para. B–2. e.). The second attempt will be considered a confirmation from the first measurements. This team will be completely different despite being in the same organization. The second team can be from a different organization as well, depending on the

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Updates to the Army Body Composition Program

(continued)

(From page 16)

current conditions and mission requirements. The confirmation attempt will benefit all parties involved to ensure that the Soldier has been taped properly both times.

Soldiers will be measured by two trained individuals regardless of rank. If a trained individual of the same gender is not available to conduct the measurements, a female Soldier will be present when a male Soldier measures a female, and a male Soldier will be present when a female measures a male IAW AR 600-9. The trained personnel are charged with taking down the measurements, proper placement, tension, as well as record measurements on the DA Form 5500 and DA Form 5501 respectively. Some units have another person in the room or setting such as the First Sergeant/NCOIC to serve as another pair of eyes. Also, the third person can potentially ensure the placement is accurate and advise any adjustments IAW AR 600-9. The third person in the room is not mandatory but can be viewed as being helpful in the matter.

As a new change to AR 600-9, the Army Wellness Center is nested within the regulation to facilitate the needs of the Army in a beneficial manner. Assisting in this more proactive approach, the Army Wellness Center provides evidence-based health and health assessments along with general health education. The education it provides will cover a variety of topics that are conducive to a healthy lifestyle. Some of the topics include sleep patterns/recommended sleep periods, activities, nutrition, weight management, goal setting, performance, proper exercise, and assist with proper techniques.

In the absence of a Master Fitness Trainer (MFT), another trained and delegated NCO can administer the proper height, weight, and body circumference methodology procedures. In accordance with AR 600-9, The Army Wellness Center or other health promotion resources will deliver the pertinent training to facilitate the commands with fulfilling their respective requirement. Also, after conducting training, the Army Wellness Center will provide a memorandum of record documenting the completion of training for the command teams. This document will officially certify individuals to perform the height, weight and taping procedures outlined in AR 600-9. Fort Sill's Army Wellness Center is equipped to fill this role.

Take note of these, and other changes made to AR 600-9. Again, many of the changes assist in commanders' more proactive role in the program, ensuring that service members meet the Army's physical and appearance standards. The update provides descriptions of these changes, and provides information regarding Soldiers' and a command's responsibilities to maintain height and weight standards. The incorporation of other supporting agencies' services, such as the Army Wellness Center, greatly contribute to that end. The update highlights the specific requirements and qualifications for being able to tape another Soldier. Changes like allowing a second set of measurements during the height and weight procedures allow for better objectivity in the process. It is imperative that commander and subordinate leaders maintain and enforce these standards for force effectiveness and warfighting readiness.

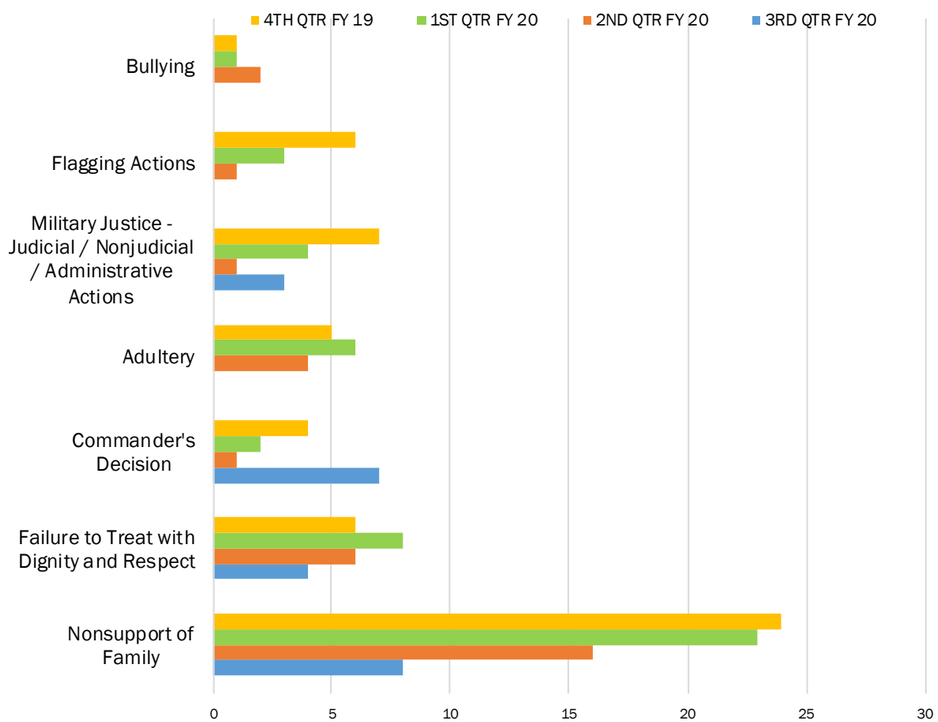
Master Sgt. David Qutaishat entered active duty as a 13J, senior fire control sergeant, in 2001. He has served in various positions including DIVARTY fire control sergeant, battalion fire control sergeant and operations sergeant. Qutaishat has been serving as assistant inspector general at the Office of the Inspector General, USAFCoEFS since July 2018.

TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases: last 4 quarters



Top Two Major Categories

1. **Command / leadership issues (169 / 37%)**
   - Nonsupport of family (39%)
   - Dignity and respect (11%)
   - Commander's decisions (8%)
2. **Personnel management – military (80 / 17%)**
   - Flagging actions (14%)
   - Assignment orders (13%)
   - DEERS (9%)
   - Leave and pass (9%)

FCoE Trends

Issues & Allegations: 460
- Assistance: 397 / 87%
- Allegations: 63 / 13%

Command referred allegations: 58*
- Command substantiated (8 / 14%)
- Command not substantiated (50/ 86%)

*Determination tracking begun 01OCT2020
(For an explanation read "Command Referral: An Evolution," from FY20Q2, page 8.)

TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases: 3rd quarter 2020

Why Soldiers seek out inspectors general:

- Command referred issues (10 / 12%)
- Requests for assistance (71 / 88%) **"I have a problem"**

81 issues brought to IGs

"What walks through the door?"

(Top Five Trending Categories Only)

1. **Command / leadership issues (32/ 40%)**
   Nonsupport of family (25%)
   Failure to treat individuals with dignity & respect (13%)
   Purposeful delay of personnel actions (9%)
   Failure to take appropriate action (6%)
   Dereliction of duty (6%)
2. **Personnel management – military (13 / 16%)**
   Leave and pass (23%)
   Contest separation (15%)
   Assignment orders (15%)
3. **Personal misconduct (10 / 12%)**
   Hazing (30%)
   AWOL (20%)
4. **Health care (6 / 7%)**
   Admission / discharge procedures (33%)
5. **Legal (4 / 5%)**
   Military judicial / non-judicial administrative actions (75%)

*Legend: Issue Type (Number of cases/relative percentage of caseload)
Sub-issue (Percentage relative to issue type)

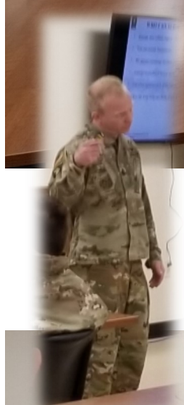
What's going on throughout the installation?

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!

(3rd quarter data as of July 1, 2020)

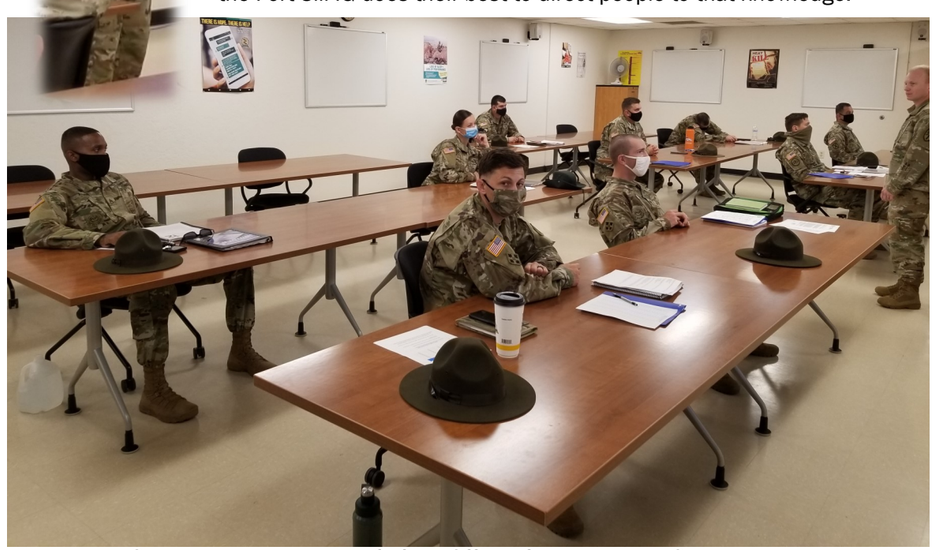
TEACH & TRAIN

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 be successful. Knowing is half the battle and the Fort Sill IG does their best to direct people to that knowledge.

Sgt. 1st Class Young with incoming Drill Sergeants at the Drill Sergeant Orientation Course at 434th Field Artillery Brigade Training in-brief



We provide Soldiers 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.

Fort Sill Inspector General outreach

TEACH & TRAIN

Capt. King conducts training on the principles of inspections for inspectors to cadre from the 428th Field Artillery Brigade.

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.

Capt. Schlissel conducts inspection training in support of the Fires Center of Excellence directed brigade initial command inspec-

INSPECTIONS

Professionalism and military bearing

By Capt. Aaron K. King, chief of inspections

At the beginning of each school year, there is a heavy emphasis on school safety in regards to traffic and other instances. As the year goes on, people tend to become complacent and ignore the flashing yellow lights signifying school zones or become very impatient with busses, especially near bus stops. This occurs in Lawton and on Fort Sill, specifically around Freedom Elementary. Our office is on the daily distribution list for the Military Police blotter and the number of traffic violations is eye opening. Speeding, ignoring traffic signals, and use of handheld devices are all distinct violations and Soldiers know this very well, yet the infractions still exist. These violations are not exclusive to Fort Sill and occur regularly off the installation. The difference between on and off post is the people committing the infractions – service members. A large population of Lawton and the surrounding areas is affiliated with the military in some way, but many are not. The perception of the military derives from the professionalism, or lack thereof, of its service members. Something as simple as a single traffic violation can degrade perceptions of the military. For example, a Soldier in uniform on a motorcycle, speeding and weaving through traffic on Cache Road or Rogers Lane portrays a blatant disregard for the law. If this Soldier cannot follow simple traffic laws, how do they conduct themselves elsewhere?

> *The perception of the military derives from the professionalism, or lack thereof, of its service members.*

Once schools are back in session, with extra-curricular activities and sports begin, these activities undoubtedly will draw crowds. A common theme surrounding sports and other activities are unruly spectators berating players, coaches, officials and other parents. Parents are understandably passionate about their kids' sports, but realistically most of these kids will not end up in the NFL, MLB, NBA, etc. So why act out in front of everyone because of a disputed play call or non-call by a referee? This circles back to the military community discussion where many of these "passionate parents" are service members. Screaming obscenities and belittling other people is very unbecoming and unprofessional, in or out of uniform. This behavior in a public setting in front of kids, families, and community paints a grim and negative picture opposite of what the military is supposed to represent.

The military is a profession filled with professionals. In order to maintain professionalism, leaders must continue to engage with subordinates and lead by example. Do not hesitate to address an issue whether it is telling a peer to stop texting while driving, or respectfully informing a senior NCO or officer that screaming at a referee will not get their kid into the NFL. These are only a couple of examples of lapses in professionalism, but there are many others on a broad spectrum. It's essential to remember there is always someone watching. In the end, leader engagement and holding each other account-able, whether it be Soldiers, NCOs, officers, or civilians, is necessary to retain a professional standard.

Capt. 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. King has been serving as chief of inspections at the Office of the Inspector General, USAFCoEFS since August 2016.

Politics for a member of the military

Share your voice; know your limits

PUBLIC DEMONSTRATIONS

ACTIVE DUTY MILITARY

CAN
Express your opinions and participate in peaceful non-partisan public demonstrations when OFF-DUTY and NOT in uniform.

CANNOT
Engage in partisan political activity or act in a manner that could imply Army approval or disapproval of any political party, campaign or candidate in a partisan election

Actively participate in a public demonstration that is organized by a political party, campaign or candidate.

Actively participate in a public demonstration that is likely to become violent or breach of the peace

MUST
Follow all orders and derivatives about specific activities that may be issued by appropriate civil and military authorities or found in the Uniform Code of Military Justice.

SHOULD
Review Department of Defense Directive 1344.10, Department of Defense Instruction 1325.06 and Army Regulation 600-20 for basic guidance in protests and other political activities.

ARMY CIVILIANS

CAN
Express your opinions and participate in peaceful non-partisan public demonstrations, when OFF-DUTY and NOT wearing an official uniform or identifying badge.*

CANNOT
Engage in a political activity in a manner that could imply Army approval or disapproval of any political party, campaign or candidate in a partisan election.

MUST
Follow all orders and directives that may be issued by appropriate civil authorities.

SHOULD
Review the provisions of the Hatch Act of 1939 (5 U.S. Code Sections 7321-7326) and Office of Special Counsel guidance concerning permitted and prohibited political activities.

*The rules regarding political activities for a limited class of employees, such as members of the Senior Executive Service, may be more restrictive.

SOCIAL MEDIA

ACTIVE DUTY MILITARY

CAN
Remember you represent the Army when you are on– or off-duty; be wise with the use of your social media accounts to express your personal views.

Donate money, sign petitions and express your personal opinions when you are off-duty and not in an official capacity.

Follow, friend or like a political party candidate running for partisan office on a personal social media account, when off-duty.

CANNOT
Post, share or link to material from a partisan political party, group or candidate, even when off-duty. This restriction also applies to "Further Restricted" civilian employees, such as members of the Senior Executive Service.

ARMY CIVILIANS

CAN
Post, share or link to material from a partisan political party, group or candidate, when off-duty and not in a government building, but not to subordinates.

Friend, follow and like a political candidate when off-duty and not in a government building.
Identify a political affiliation on a personal social media profile.

CANNOT
Post partisan political articles, websites or political cartoons, memes or gifs while on-duty, in a federal building, or using a government computer, including on a personal device, during duty hours.

Refer to your official title or position while engaged in political activity on social media.

Suggest or ask anyone to make financial contributions whether on– or off-duty and whether or not using an alias.

Link to the political contribution page of any partisan group, or like, share or retweet a solicitation, including an invitation to a fundraising event.

Engage in political activity on an account that is used for official business.

All Army Team members should **Think**, **Type**, **Post**:

Think about the message being communicated and who could potentially view it.
Type a communication that is consistent with Army Values
Post only those messages that demonstrate dignity and respect for self and others.

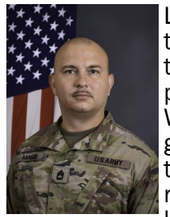
Information courtesy of US Army HRC official Facebook page. Clipart taken from favpng.com.

RESOURCES

- Hatch Act: https://osc.gov/Services/Pages/HatchAct.aspx
- Hatch Act Social Media Guide: https://osc.gov/Documents/Hatch%20Act/Social%20Media%20Quick%20Guide.pdf
- DoD Directive 1344.10: https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/134410p.pdf
- Army Social Media Guidance: https://www.army.mil/socialmedia/soldiers/

Driver's training and licensing

By Sgt. 1st Class Julian M. Maez, assistant inspector general



Licensed operators and the program designed to train them is a essential part of Army operations. Whether taking trainees in garrison, or transporting troops in a combat environment, safety, knowledge, and the skill to use Army vehicles and equipment begins with the Drivers Training Program. *The Army Driver and Operator Standardization Program,* or Army Regulation 600-55 is the doctrinal basis designed to establish the standards and policies, along with procedures for not only the selection process but also the training, testing and licensing of Soldiers and Army civilians as operators of Army (i.e. government-owned or leased) vehicles and equipment. AR 600-55 also provides all the requirements and guidelines for commanders to use to facilitate drivers training programs for a classroom as well as hands-on training and licensing. The key elements within the program are the personnel associated to the program, the phases of execution and sustainment training.

The driver's training program begins at the brigade level with a master driver manager. At that level, the main focus is oversight, validation and inspection of the program at the subordinate organizations. In all areas of training, these managers are the primary advisor to the brigade commander on all things driving- and licensure- related. Master drivers exist at the next echelon down, battalion-level. Similar to the master driver manager, the master driver is the battalion commander's advisor on all things driving- and licensure- related. However, battalion-level operations witness the training and execution of the driver's training program, as battalion conducts the majority of the program's resource facilitation and coordination.

Phased overview: A battalion master driver's duties include being the primary record keeper for their battalion's program and the scheduling of training for licensed examiners and instructors. These examiners and instructors are usually battery-level noncommissioned officers spread across the battalion, used to assist in the program's phase I. **Phase I** consists of operator-level training to instruct Soldiers on regulations, forms, operator technical manuals, and basic operator skills in a classroom setting, conducted by these examiners and instructors. **Phase II** consists of hands-on training following classroom equipment introduction. These battery-level licensed instructors and examiners are the primary means of conducting the next phases of the drivers training program, phase II and III, with oversight from the battalion master driver. Licensed instructors are to be vehicle and equipment subject matter experts on various pieces of equipment within the battery. Commanders will ensure that licensed instructors and examiners receive appointment orders in writing, as well as designate in writing the list of Soldiers to be trained on each particular piece of equipment during phase II of training. **Phase III** of the program consists in the examination of Soldiers by these licensed examiners. The examiners, also at the battery-level, are to be subject matter experts on vehicles and equipment that have been assigned to conduct examinations for Soldiers.

The Army designed this phased approach to the drivers training program to provide safe and accurate, progressive training for a Soldier on operations of vehicles and equipment. New operators must complete all three phases of training when licensed on the first vehicle or piece of equipment. **Phase I** provides administrative, technical and regulatory aspects of operations, validated by a written examination before proceeding to the next phase. Battalion leadership,

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Battery-level licensed instructors and examiners are the primary means for conducting operator-level instruction and hands-on training of the drivers training program

Driver's training and licensing

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including the battalion master driver, must also administer and evaluate phase I at the battalion level, unless the brigade commander provides written authorization because of factors such as, e.g., a geographical separation, to allow a subordinate level to administer this phase.

Phase II. The focus of phase II is hands-on training for all equipment taught during the classroom portion. The standard is to have hands-on equipment training and hands-on instruction for each piece of equipment on which an operator is to be licensed. This instruction-basis should include equipment capability, use of the equipment operator dash-ten technical manual (TM) which corresponds with preventative maintenance checks and services (or PMCS) inspection, and operation in a variety of environments. An appointed, licensed instructor will deliver these classes.

Phase III. The final portion of the process is the training validation/performance road test examination. This phase validates training completion in the previous phases in order for the license examiner to issue the Soldier an Army license. An appointed examiner at the battery/company level must administer the validation examination; the examiner must be licensed on the particular equipment which the Soldier is tested on. Only once Soldiers successfully complete all three phases may examiners issue them an Army license for that particular vehicle or piece of equipment. Appointed, licensed instructors and examiners must administer phase II and phase III whenever there is a need for licensed/qualified drivers on any additional type of vehicle or equipment.

The last, and perhaps most overlooked element of the drivers training program is **sustainment training**. Leaders should incorporate sustainment training within units to maintain driving skill proficiency and to prevent or correct bad driving habits. Commanders should address factors such as seasonal conditions, mission, equipment and recent mishap trends when constructing sustainment training in order to assess Soldiers in dangerous or unusual driving conditions. Leaders should minimally conduct this training annually. Also subsumed under sustainment training are annual check rides for each driver, which assess their proficiency and identify any potential weaknesses. Leaders should conduct this training on every vehicle and piece of equipment for which a Soldier is licensed. Supervisors, license instructors, or license examiners, who are licensed on the equipment, will perform the check rides.

The successful training of Soldiers to become licensed drivers requires many variables. Commanders and leaders must properly identify key personnel to each role at each level to make up the program, specifically for master driver, licensed instructors and examiners. Once established, leaders must ensure the program's execution from phase I through phase III to produce competent licensed operators. Leaders must take an active role in maintaining this program to ensure the strength of the force by sustainment and periodic training. The driver's training program's viability is an integral component for units to uphold a ready status. The program cannot rest on a single entity, but requires a team of teams in coordination, planning and execution from a battery level, all the way up.

Leaders should incorporate sustainment training within units to maintain driving skill proficiency and to prevent or correct bad driving habits.

Sgt. 1st Class Julian Maez entered active duty as a 13J, senior fire control sergeant, in 2000. He has served in various positions including DIVARTY fire control sergeant, battalion fire control sergeant and operations sergeant. Maez has been serving as assistant inspector general at the Office of the Inspector General, USAFCoEFS since April 2020.

Drill Sergeant Program

By Sgt. 1st Class Scott E. Young, assistant inspector general

The Inspector General (IG) serves as an extension of the eyes, ears, voice and conscience of the commanding general. The IG provides four basic functions which include; Assistance, Inspections, Investigations, and Teaching and Training in order to assist commanders in achieving disciplined and combat-ready units and to maintain the operational effectiveness of the command. Inspections is undoubtedly the most familiar tenant of the four IG functions. An inspection is an evaluation that measures performance against a standard and seeks to identify the root cause of any deviation. During FY19 the United States Army Training and Doctrine Command (TRADOC) commanding general (CG) directed the TRADOC IG to conduct an inspection of the Drill Sergeant Program and a Special Interest Item inspection of Hold-Over/Under Management. While this article is not a reflection of the IG's inspection results, it will provide an overview of the Drill Sergeant Program in accordance with Army Regulations (AR) and TRADOC Regulations (TR).

Personnel Utilization/ management, plays a key role in establishing and maintaining an effective organization. According to AR 614-200, *Enlisted Assignments and Utilization Management* (Jan. 25, 2019), para. 3-8, there are three main objectives of personnel management. The **first** objective is "to ensure the efficient use of enlisted Soldiers in accomplishing the Army mission." The **second** objective is "to place qualified Soldiers in positions that require the skills, knowledge and abilities as shown by their [primary military occupational specialty (MOS)], [secondary MOS], or additional MOS." The **third** objective is "to provide policies on personnel utilization that will strengthen and broaden MOS qualifications while preparing Soldiers for career progression, greater responsibility and diversity of assignment." Soldiers may volunteer or be involuntarily selected for drill sergeant duty.

According to AR 614-200 para. 8-20.b., "Drill Sergeants are *authorized only for the specific purpose* of training receptees in reception stations, training Soldiers in basic combat training, drill sergeant candidates at Drill Sergeant School, Soldiers undergoing English as a second language training at the Defense Language Institute English Language Center, and Soldiers undergoing physical readiness training at authorized fitness training units" (emphasis added). Additionally, TR 350-16, *Drill Sergeant Program* (May 5, 2020), para. 2-9.b. states, "Commanders will not assign DSs to perform major additional duties that divert them from their primary duties as a DS." According to TR 350-16 para. 2-9.b.(a), a few examples of *authorized additional duties* that can be assigned to DSs are "company chemical, biological, radiological and nuclear [noncommissioned officer (NCO)], physical security NCO, arms room NCO and equal opportunity representative." However, some *unauthorized additional duties* for drill sergeants include "operations/training NCO, supply sergeant, gate/access control guard (unless in support of family day/ graduation or a major security incident), crossing guard (unless in support of training), or bus driver (unless in support of training that will occur outside of the installation's Training Management Office supported hours)" (TR 350-16 para. 2-9.b.(b)). In the event a DS is assigned to a non-DS position for *90 days,* special duty assignment pay (commonly referred to as SDAP) *is lost* for the length of time assigned in the non-DS duty position (TR 350-16 para. 2-9.c.).

Today, most Soldiers are required

Examples of authorized additional duties that can be assigned to DSs are "company chemical, biological, radiological and nuclear [noncommissioned officer (NCO)], physical security NCO, arms room NCO, and equal opportunity representative" (TR 350-16 para 2-9.b.).

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Drill Sergeant Program

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to *certify* in their current position and in many cases, are required to recertify periodically. This is especially true for drill sergeants who serve in possibly one of the most critical positions in the Army. AR 614-200 para. 8-20.a. states that "Drill Sergeants are the primary representatives of the Army during the formative weeks of an enlistee's training; therefore, only the most professionally qualified Soldiers will be assigned to Drill Sergeant Duty." Additionally, upon successful completion of Drill Sergeant School, "Soldiers incur a 24-month obligation for Drill Sergeant Duty" (para. 8-23.a.). Drill sergeants are resourced to TRADOC installations based upon *specific ratios*. According to TR 350-16 para. 2-13.a, "Basic training units are assigned 16 DSs per company in order to sustain a ratio of *one DS to a maximum of 15 Soldiers* in training and a minimum of one female DS per platoon and no less than four per company" (emphasis added). Similarly, "[advanced individual training] units are assigned a ratio of 1 DS per 20 Soldiers in training. Female DS authorizations are based on the total number of DS authorizations of the company" (TR 350-16 para. 2-13.b.). Maintaining the drill sergeant to trainee ratio is critical to the unit's ability to train Soldiers.

Drill sergeants are an essential element of the training base and the management of their reception, orientation, development and the use of their great is essential to mission success. The **Drill Sergeant Resilience Program** (DSRP) is intended to provide mid-tour and third-year drill sergeants the opportunity to spend quality time with their family, attend various classes, update personal information and records, and undergo dental, medical, and mental evaluations. TR 350-16 Appendix B-5 provides general guidelines for DSRP. According to TR 350-16 para. B-5., "DSs resilience week trail break will be conducted between the 10th and 14th month of DS duty and another DS resilience week between the 22nd and 26th month for DSs serving a third year." Additionally, the program affords drill sergeants 10 consecutive days and will not perform duty the weekend prior or during their DS resilience week. DSRP gives drill sergeants a three- or four-day weekend in conjunction with their scheduled week.

Drill sergeants are the backbone of any basic training or advanced individual training unit. The effective management of assigned DS personnel, DS to trainee ratio, and the DSRP influence the organization's ability to accomplish the mission.

Sgt. 1st 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. Young has been serving as an assistant inspector general in the Office of the Inspector General, USAFCoEFS since January 2019.

Did you know?

The use of the speaker function on cellphones while running, walking, or foot marching is against regulation.
According to the June 2019 Fort Sill Blue Book, "The use of Bluetooth speakers, Bluetooth headphones or corded headphones are unauthorized, to include the use of cellphone as speakers while conducting runs, foot marches or walking on Fort Sill," (under "Safety" para. 16.c., page 22).

Inspector General events

Birthdays

Although a Philadelphia native, Master Sgt. Qutaishat eagerly digs into his rival-bespeckled cake.

For birthdays, our office makes an effort to do something special for each member of the IG team, always in good fun, and sometimes even sporting their "favorite" team's colors

The office marked Lt. Col. Diley's birthday by festive decorations and additions to his office.

Capt. Schlissel received a homemade cake for his birthday festivities.

Master Sgt. Crocker enjoyed a colorful birthday celebration.

Inspector General events

Recognition and farewell

Lt. Col. Diley (right) was pleased to present our deputy inspector general, Lloyd Dixon (left), his first Civilian Service Commendation Medal, a recognition of excellence by the TRADOC deputy chief of staff for TRADOC's selecting Mr. Dixon to be the TRADOC civilian inspector general of the year for 2019. TRADOC makes this selection annually to inspectors general that demonstrate exemplary performance among a group of dedicated professionals.

Our office bid farewell to Master Sgt. David Qutaishat and his family after his IG tenure as he moved on to become a Basic Combat Training first sergeant within the 434th Field Artillery Brigade.

Inspector General events

Farewells

Our office said goodbye to Master Sgt. Crocker after 4 years as an IG; he moved on to become a first sergeant within the 210 Fires Brigade, Camp Casey, Korea.

Our office bid farewell to Master Sgt. Scobey after his 3-year IG tenure as he moved on to become a first sergeant while stationed in Japan.

Inspector General events

Farewell

Capt. King and his family, Oklahoma natives, received a special sendoff with a special reminder of service in hia home state. He received an Oklahoma state flag flown on order of Gov. Stint in his honor, its accompanying certificate and a citation of exemplary service signed by Oklahoma Rep. (District 65) Toni Hasenbeck. Knowing Capt. King as an Airborne Soldier at heart, Lt. Col. Diley also presented him a clicker used by paratroopers on D-Day still made by the same company to this day. Capt. King and his family moved up to Ft. Leavenworth, KS, where he will work at the Combined Arms Center.

Inspector General events

Farewell

A bittersweet day for the IG office as we celebrated the successful 23-year career of our office's command inspector general, Lt. Col. Diley. His professionalism, sense of humor, and friendship are predominant characteristics that will carry him far into his future endeavors, much as they did during his tenure within the IG office. We wish him and his family nothing but the best.

Inspector General events

Office organizational day

The entire IG team and their families (above)

The IG "Top 5" (middle)

Capt. King's family and Lt. Col. Diley's family (below)

Army Enlistment Program

By Sgt. 1st Class Eric J. Ballheimer, assistant inspector general

With the upcoming Inspector General (IG) inspection, (postponed indefinitely, at the time of this article's publishing) it is imperative the units get their programs ready now. The purpose of this inspection is to assess the Army Enlistment Program against Army regulations governing enlistment, execution of regulations, and to assess the adequacy of recruiter resources in accordance with Army policy and regulation. This inspection will be conducted by The Department of the Army Inspector General Team in support of the Secretary of the Army and the Chief of Staff of the Army readiness priorities. The inspectors' objectives are to (1) assess the adequacy of the regulations and policies governing the unit retention program. They will also (2) assess the unit, leader and recruiter execution in regards to the regulations and prospects. Finally (3), they will also look at the adequacy and availability of recruiting resources and quality of life programs. This inspection will be based on information and data collected through research, document reviews, observations, interviews, and sensing sessions with leaders, staff, Soldiers and prospects. The inspection team will develop the findings and recommendations based on the data gathered.

As stated above the first objective is to assess the adequacy of the regulations and policies governing the unit retention program. Inspectors will determine this by examining the unit retention policies based on AR 601-280, *The Army Retention Program*. The policies should fulfill the assigned missions, tasks and functions, not only as established by the regulation, but also higher headquarters. Monitoring monthly, quarterly and fiscal year retention statistics and trends, adjusting command emphasis and resources as required to accomplish assigned missions can ensure your program is adequately on track with the regulation and policies.

Another objective is to assess the unit, leader and recruiter's successful execution of the retention program. The unit retention program offers commanders the opportunity to re-enlist Soldiers for continued service who have demonstrated potential for future development, and have a record of acceptable performance. Commanders at all levels are responsible for the program. They are also the retention officers for their respective commands. The program requires active involvement, support and interest at all levels of command, including the senior noncommissioned officer (NCO) corps. Additionally, the command sergeant major, as the senior enlisted Soldier in the command, is the retention NCO for their respective commands. Career counselors will report directly to the command sergeant major. For the program to be truly effective, efforts to retain high quality Soldiers, requires the enthusiastic involvement of all leaders. Their total involvement is essential to strengthen and sustain retention programs at all organizational levels. They should rely on the career counselors to train and manage the program. The success of the program depends upon aggressive retention activities, vigorous command involvement and effective leadership at all organizational levels. Inspectors determine success in the program by the amount of success in all areas (initial term; mid-career; careerist; fiscal year expiration, term of service; and reserve component). Accomplishment of the program relates to the quality of leadership exhibited by the officers of the units. Inspectors can further measure success by the achievement of the commander's program with the fewest exceptions to policy, possible waivers and movement type options while improving the units overall readiness.

The adequacy and availability of

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For the program to be truly effective, efforts to retain high quality Soldiers, requires the enthusiastic involvement of all leaders.

Army Enlistment Program

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recruiting resources and quality-of-life programs can make or break the unit retention program. Leaders should give these programs the highest priority, including maximum access to all available regular Army and reserve component career counselor personnel resources, support and program assistance, in support of all retention NCOs within the unit. Leaders should ensure the unit retention NCO has sufficient time to carry out retention duties, while remaining proficient in his or her primary military occupational specialty, to include attending retention meetings, seminars and conferences as announced by higher headquarters. Develop and implement an Army Retention incentive program, enhancing mission accomplishment, recognizing those persons who either re-enlist, extend under special programs, or enlist and/or transfer into an RC unit. Specifically, the commander will offer incentives, or additional incentives, to Soldiers reenlisting in the regular Army or affiliating with the reserve component. The commander must announce the program by memorandum, dated, signed by the current commander, maintained by the additional duty reenlistment NCO, well publicized throughout the unit, and posted on the unit retention bulletin board.

Each unit should develop, implement and sustain an effective Army Retention Program. This program should accomplish all assigned missions, tasks and functions, and fulfill responsibilities as established by the regulation and higher headquarters. Also, the unit leadership must be directly involved in the program for it to be successful. Finally, each unit should provide adequate resources and quality-of-life incentives to both the recruiter and enlistee. With commitment from the leadership and constructive results from the inspections, unit retention programs will be successful.

Sgt. 1st 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 2001 as a 42A, human resources specialist. He has served in various positions including NCOIC at Human Resources Directorate and Defense Threat Reduction Agency. Ballheimer has been serving as an assistant inspector general, in the Office of the Inspector General, USAFCoEFS since July 2019.

Cannabidiol and hemp products in the military (continued)

By Sgt. 1st Class Regan Davis

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concentration, claimed or actual, and regardless of whether such products may be lawfully bought, sold and used under the laws applicable to civilians." I recommend you think twice, perhaps three times, before chewing a gummy bear that promises to take away anxiety for the risk of losing your job and livelihood. For more information regarding CBD and hemp products, refer to AR 600-85 or Article 112a of the uniform code of military justice (UCMJ).

Sgt. 1st 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. Davis has been serving as assistant inspector general at the Office of the Inspector General, USAFCoEFS since August 2019.

"Droit-et-Avant"

"Right, then Forward"

Office of the Inspector General

United States Army Fires Center of Excellence

1613 Randolph Road, Fort Sill, Oklahoma 73503

For questions, assistance or to file a complaint:

Commercial: 580-442-3224 / 6007 / 3176

DSN: 639-3224

Fax: 580-442-7352

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

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