

MEMORANDUM FOR Deputy Commanding General/Chief of Staff, United States Army Training and Doctrine Command, Fort Monroe, Virginia 23651

SUBJECT: Findings and Recommendations, AR 15-6 Investigation Concerning Human Terrain System (HTS) Project Inspector General Complaints

1. References.

- a. Memorandum of Appointment, dtd. 5 March 2010.
- b. Memorandum of Appointment, dtd. 5 March 2010.
- c. Addendum to Memorandum of Appointment, dtd. 24 March 2010.
- d. Interim Findings and Recommendations, dtd 5 April 2010.
- e. CG Guidance to DCG, dtd. 9 April 2010.

2. General. On 5 March 2010 you appointed me to conduct an informal investigation into anonymous IG allegations concerning the HTS Project that security clearance investigation questionnaires (SF-86) were being fraudulently prepared; that sexual harassment of female students was taking place within the Project and specifically, whether or not (b)(6) or (b)(6) engaged in such harassment; that students were fraudulently receiving full per diem while at the Iraqi Immersion Course; and that deployed HTS civilian employees filed fraudulent timecards (reference a.). This report provides my findings and recommendations and also addresses additional findings, recommendations, and allegations in accordance with paragraph 1f., reference a. I will provide a subsequent report in response to the appointment memorandum at reference b. NLT 28 May 2010 regarding the Project's future and form.

3. Findings. My judgment is that each of these findings is a result of four foundational defects in the Project. These are:

- There is inadequate direct Government oversight, leadership, and management.
- There is an over reliance on contracted services and on contract vehicles that do not contain necessary standards and mechanisms for contractor accountability.
- Project growth was and remains too rapid and too large in scope to be properly managed with the existing management structure.
- There is inconsistency in the application of and inadequate standards for the selection of team members and in the quality of their preparation and training.

I briefed Mr. McFarland on each of these and he is aware of them and has been in the process of developing and implementing solutions.

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a. The allegations regarding improper practices with respect to the SF-86 are unfounded (exhibits A, B, C, D). (b)(6) actions were within the scope of his duties and executed IAW all applicable policy and regulation.

b. The allegation that (b)(6) engaged in sexual harassment of students requires further review and the assistance of the TRADOC EO/EEO offices due to the unprofessional nature of the allegations. At a minimum, I find that there is a degree of unprofessional conduct and a lack of appropriate decorum in the HTS training environment, to which a number of people contribute (exhibits E, F, G, H, I, J, K, U, W). I also find that the Training Directorate lacks an adequate process for educating staff and students and for making and processing EO/EEO complaints that accounts for the unique circumstances associated with contract employees in a DOD environment (review of EO/EEO Policy Letters). I was made aware of an allegation made by a contract employee against (b)(6) also a contractor. This employee alleged that (b)(6) made sexual innuendoes, degrading and suggestive comments, and jokes of a sexual nature (exhibit E, J). (b)(6) states that they determined that (b)(6) behavior, even if in jest, was unacceptable" (exhibit F). (b)(6) further states that (b)(6) counseled (b)(6) in writing and that he has received no further complaints about (b)(6) behavior. According to another employee (b)(6) made sexually suggestive comments to her and to "dozens of women in training" (exhibit F). Another witness testified that there were a number of student complaints submitted to the leadership with no action taken of which she is aware (exhibit V). (b)(6) does not recall any other incidents of such behavior on his part and states the no other incidents were brought to his attention (exhibit U). Another witness states that the use of vulgar language was and continues to be prevalent at the HTS Course (exhibit G). A recent EO complaint (exhibit Z) indicates that problems in this area continue. A Project wide command climate survey of current and past HTS Project members would best serve to determine the extent of any problems and provide specific details of incidents of sexual harassment.

c. There is a perception within the Project of gender discrimination. As with the sexual harassment complaints, these assertions require further investigation. A number of women perceive that assertive, competent women who disagree with Project leadership are at risk for being dismissed and that a select group of individuals is protected (exhibits H, G, W). There is also a perception that women are not respected or valued (exhibit I). It is noteworthy that there are currently no women in leadership positions within the Training Directorate. There have been a significant number of women employed at the HTS Training Directorate over the past 4 years but they have been dismissed, quit, or not asked to extend their tours. Some of these women include but are not limited to (b)(6) and (b)(6) (exhibit Y, interview notes). There is also the perception that women are treated differently with respect to conduct and performance issues than men as exemplified by the differing treatment of women who were dismissed from the

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Project, (b)(6), and (b)(6) left with a strong positive NCOER. strong positive letters in support of a local filing of his GOMOR, and an award. (b)(6) was counseled for the behavior described above yet remains a part of the HTS Project. The aforementioned women are no longer with the HTS Project.

d. The allegation against (b)(6) was a racial discrimination allegation, not a sexual harassment allegation, which was investigated and founded. BG (P) Cardon reprimanded (b)(6) for calling the S-1 section the ghetto, stating that there were too many black people in the S-1 section, stating that he would not hire any more black Soldiers in the Training Directorate, and finally, for attempting to intimidate those who spoke or might speak against him (exhibit L, K). The IO recommended that he be removed from supervisory responsibility and that a GOMOR be issued and filed in his OMPF. Four contractors and one military member wrote strong letters on behalf of (b)(6) was one of those contractors and when I described the founded allegations he was unaware of many of these details. He states that had he been aware of many of the details he would not have written a strong recommendation on his behalf (exhibit F). BG (P) Cardon issued (b)(6) a GOMOR and directed that it be filed in his local file. IAW AR 600-20, para. 6-11, this founded EO complaint should have been noted on his NCOER but was not due to the fact that he did not have enough rated time for an additional NCOER. It should have also been added to the EO database but was not. HTS management failed to take appropriate administrative action to document the founded allegation. The TRACOC EO Office corrected this oversight and it is now properly documented.

e. The allegation that students in the Iraqi immersion program were being provided lodging and living expenses simultaneously for both the Leavenworth and University of Kansas areas are founded, only concerning the first iteration of training. The HTS Training Directorate chose this option in order to keep students off of dangerous roads during hours of limited visibility. The decision was made without full knowledge of the prohibition against these payments (exhibit M). All subsequent course students were reimbursed in full compliance with the Joint Travel Regulations (exhibit N).

f. I examined the time card internal review conducted by (b)(6) of the TRADOC G-2 on behalf of Mr. Maxie McFarland (exhibit P). I concur with (b)(6) findings that the amount of overtime and compensatory time being recorded appears excessive, that the email guidance (b)(6) issued on 24 February does not comport with applicable policy and regulation, that the email guidance could be construed as an encouragement to maximize pay and compensatory time, that supervisory involvement is absent, and finally that an 84-hour work week became the defacto or the desired standard of Project leadership. This standard approximates a salary of between \$224K and \$280K per year and allows an employee to take nearly 6 months of paid leave at the end of a 9 month tour. Two witnesses testified that they informed their Project leadership of potential time card fraud (exhibits O, Q). One states

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that he informed (b)(6) directly and believes that (b)(6) ignored his allegation (exhibit O). The former (b)(6) believes that (b)(6) chose not to act out of a concern for losing team members (exhibit W). Beginning with the August 2009 HTS course, students received instruction in filling out time cards. Five employees allege that team members committed fraud in entering their hours (exhibits S, Z, W, X, ff, K). A senior social scientist within the Project provided information to the TCE that two members were claiming at least 16 hours a day, every day, and were bragging about their ability to do so with impunity while not actually working those hours. He stated that nothing was done to address this abuse (phone conversation, non-attributed). Project leadership maintains the position that any policy is unenforceable. The fact that there were supervisors who attempted to enforce the policy (exhibit O) and were criticized for doing so indicates that there is an enforceable standard. The Federal Employee Handbook and OPM Policy are clear and applicable to deployed civilians. Project management has a responsibility to take effective action as it is their role to both be good stewards of Government resources and to ensure the Project is ethically run. A review conducted in April 2010 concludes that the average number of hours being recorded is unchanged and it appears that this has become a part of the culture among the civilian employees. Military members that are a part of the team are earning approximately 40% or less of what their civilian counterparts earn which creates a sense of inequity among team members.

4. Additional observations not directly related to this inquiry but considered relevant for the appointing authority's consideration.

a. That the practice of terminating or moving employees in Theater is not based upon the consistent application of standards and in some cases is done against the will of or without the knowledge of the supported chain of command (exhibits aa, bb, cc, ee, ff, gg, hh, jj, Q, S). There is a perception of favoritism based upon personal relationships in some of the cases (exhibit jj, hh, cc, gg). There is at least one case where a team leader, (b)(6), was redeployed against the wishes of the supported division (b)(6) (phone conversation with (b)(6)). A specific case that is illustrative of this is that of (b)(6), (b)(3) (exhibit Q)(b)(6), (b)(3) (b)(6), (b)(3) team leader and unit chain of command provided strong, positive comments on his contributions (exhibits rr, ss, tt, ww). One member of the staff states that (b)(6), (b)(3) (b)(6) enabled him to build a good relationship with the local populace. The (b)(6) states that his decision to recommend termination was based upon disrespectful and insubordinate emails (Interview with (b)(6) (b)(6) exhibit Q, (b)(6) emails). I believe that this situation could have been dealt with more effectively and that terminating (b)(6), (b)(3) is a waste of a talented individual in whom we have invested a great deal.

b. That the (b)(6), (b)(2)High leadership, (b)(6) and (b)(6), (b)(3) abused and exceeded their authority and created a hostile climate for some HTS employees (exhibits S, bb, cc, ee, gg, ll). These allegations are currently under investigation by a USF-I IO.

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(b)(6), (b)(5)

(b)(5)

d. That Project management structure and processes are inadequate to exercise necessary management functions and have had a detrimental impact upon the effectiveness and efficiency of the Project. Project management and cost are the HASC's two primary concerns (exhibit pp). The

(b)(6) believes that Congressional support in terms of resourcing and authorities may be compromised if they are not satisfied that effective and comprehensive changes to Project management have been implemented. Further, she states that there is a strong likelihood that Congress may introduce legislation that will impose increased reporting requirements and/or legislate Project management restrictions on the Army.

(1) Potential Wasted Government Resources. FY10 Project costs are approximately \$160 million and for FY11 are estimated to be \$200 million. Student and downrange attrition represent a significant financial loss with no penalty to the contractor for these losses. A number of team members complained of unusable equipment being purchased and shipped and significant amounts of unused equipment stored in CONEX's (exhibits aa, X, Q, TCE-A phone conversation). The SSRA contract has cost the Government approximately \$28 million per year and the quality of their reports are frequently questioned (exhibits hh, kk, xx, (b)(6)). The Project is currently paying \$1200-1500 per day for contract instructors who are receiving extremely negative student feedback. The (b)(6) states that a casual attitude toward resource expenditures is prevalent which manifests itself in unnecessary spending (exhibit hh).

(2) Contracting processes. Contract requirements lack details on contract deliverables or performance metrics geared at holding the contractor accountable for delivering required capabilities. Vague contract requirements likely limited competition opportunities as the only bidder was the incumbent contractor, BAE. There is no way to calculate the potential lost savings from lack of contractor accountability and competitive pricing. These contracts have been offloaded to the GSA which requires the payment of a 3% fee of approximately \$4.5 million (BAE contract bid, IRAC Report, TBC). A secondary effect is that many of the contract deliverables are sub-standard to include recruiting and training.

(3) Team Capability. While some teams are reported to be providing significant value, others are reported to have been or are currently ineffective. The (b)(6), (b)(2)High (b)(6), (b)(2)High was disbanded and asked to leave the Corps HQ (phonecon with (b)(6), (b)(2)High (b)(6), (b)(2)High). Another (b)(6) told me that he exclusively used one capable social scientist as the remainder of the team provided no value. A BCT Commander in (b)(2)High, (b)(6) relied very little on his HTT and viewed them as

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incapable and of little value. He never looked at his team's products and believed that their survey efforts actually created anxiety among the local Iraqi populace (phone conversation, (b)(6), (b)(2)High Commander). A battalion commander in Iraq characterizes his BCT HTT as ineffective (exhibit uu). A senior social scientist whose responsibility it was to assess team capability across Iraq stated that there are currently a number of teams who are providing little value (phone conversation). He further states that "any successes of HTS teams have been a result of a small number of hard-working individuals with the relevant skill sets and attitudes who have been able to succeed in spite of HTS management and training, not because of it." (b)(6)

(b)(6), (b)(3) makes the same observation (exhibit hh). The (b)(6) makes a similar observation about the uneven quality of teams throughout Afghanistan. I attribute the unevenness in team capability to the fact that there is currently no means to determine team effectiveness, a lack of standards for selection and team composition, uneven team leadership, and inadequate preparation and team building.

(4) Project Management Practices. The (b)(6) testified that the (b)(6) did not devote sufficient attention to Project Management and attribute the state of the Project to this absence of leadership. The (b)(6) (b)(6) stated that (b)(6) is unable to lead a large, complex organization. He cited (b)(6) focus on personal engagements and commitments vice organizational leadership, his unwillingness to keep his subordinate leaders informed and empower them to make decisions, and a focus on fixing individual problems at the expense of organizational problems (exhibit hh). The (b)(6) (b)(6) states that (b)(6) frequent and lengthy absences accompanied by a lack of consistent communication were detrimental to Project operations. He also states that the reason he left the Project was due to the situational ethics practiced by the (b)(6) (b)(6) (exhibit ii). The (b)(6) states that (b)(6) (b)(6) devotes most of his effort to selling the Project at the expense of leadership and effective management (exhibit V). This last comment was made frequently by many interviewees. (b)(6) attributes Project shortcomings to his lack of authority to make necessary changes and the lack of a dedicated business office over which he has control (interview with (b)(6)).

(5) Quality of Training. AARs and student feedback all indicate that the HTS Course has been poorly designed and administered (exhibits dd, nn, oo, X, U). Former team members and instructors report that they attempted to provide feedback for incorporation into the course but were ignored (exhibits G, kk). There is also feedback that instructor quality and qualifications are inadequate (exhibit oo). In the fall of 2009, student feedback indicated that 56% of the students were dissatisfied with the training and 84% were dissatisfied with student support activities. One student photographically captured AAR feedback on a whiteboard that stated "many of us are looking at deployment as an escape from HTS training and ops" (exhibit nn). Two (b)(6) who recently completed training indicate disappointment with the Course content and

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presentation (exhibit oo and phonecon with (b)(6) ). There is an ongoing effort to implement an improved curriculum that began in February 2009.

(6) There is an inconsistent application of standards in hiring and firing actions of HTS staff (exhibits V, W, jj).

(7) There are facility safety, life and health concerns at the Landing. The TRADOC Safety Office conducted a site visit and identified the fact that the fire suppression system was inoperable, fire exits locked and taped over, and that there were other hazards present (exhibit qq). Employees have complained of these in the past yet they have not been addressed (exhibit H).

(8) Command Climate. A number of previously referenced statements indicate that there are command climate issues in each component of the Project.

5. Additional allegations supported by some evidence requiring consideration for further investigation.

a. That (b)(6) acted improperly by supporting a group of subordinates who were working to have their team leader dismissed (exhibits Q, aa). That (b)(6) (b)(6) took undocumented leave to (b)(6) and that he threatened (b)(6) with retaliation if he were to make an EEOC complaint (b)(6), (b)(3) (b)(6)

b. That (b)(6), (b)(3) and (b)(6), (b)(3) were retaliated against because they voiced concerns about time card fraud (exhibits O, Q, aa, ff).

c. That (b)(6) acted outside the scope of her contract by directing the firing and hiring of specific individuals as well as the termination of specific contracts (exhibit jj).

d. That (b)(6) and (b)(6) wasted Government resources by not following prescribed travel regulations, by not conducting a cost benefit analysis of their travel and potentially committed travel fraud (exhibits ii, jj, hh). That (b)(6) improperly directed the payment of \$200K in overtime and expenses to (b)(6) on two occasions (phone conversation with (b)(6) ).

e. That Project Management allowed people to work from their homes while providing no work product (exhibits jj, xx).

f. That there were conflicts of interest in purchasing and contracting, specifically with the Glevum SSRA contract and IT contracts associated with the (b)(6) (b)(6) (exhibit ff).

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g. That (b)(6) took unauthorized leave (exhibit jj).

h. That (b)(6) co-habitated with the married spouse of a deployed (b)(6) (exhibit W).

6. Recommendations. The recommendations provided with the interim report at ref. d remain valid. If further analysis determines that this Project should endure, the following recommendations will be instrumental in addressing each of these findings.

(b)(6) (b)(6) (b)(6)  
(b)(6) (b)(5)

(b)(5)

c. (b)(5) Coordinate with the MICC to establish aggressive short and long term acquisition strategies. Immediately require a comprehensive QASP resourced with an adequate number of COR's/COTR's.

d. Conduct a thorough review of the SSRA products produced by Glevum Associates to determine whether or not they provide the appropriate value for the \$28 million cost of the contract.

e. Stop program expansion until the ARCIC assessment is completed.

f. Direct the TRADOC EO/EEO offices to conduct a Project-wide command climate survey to include former Project members. Conduct follow on work with Project leadership to address any climate issues and promote appropriate diversity in the HTS work force. Ensure that proper policies and complaint procedures for Soldiers,



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Government personnel, and contractors are in place and well known. Ensure appropriate EO/EEO/POSH training be conducted IAW Army policy and regulation.

g. Conduct a review of termination actions that occurred during the last twelve months to determine whether or not there were terminations that were not supported by appropriate cause and to identify potential employees who might be able to return to the Project.

h. Implement a management oversight system to ensure employees are claiming time worked consistent with federal policy and guidance. (b)(6)  
(b)(5) Take the issue of eliminating time card use by deployed HTS civilians to the HCEB for consideration.

(b)(5)

j. Direct an independent party audit of (b)(6) and (b)(6) travel vouchers and trip reports as well as any payments to (b)(6) above her base salary.

k. The TRADOC G-2, ICW the G-1/4, should conduct a review of employee termination procedures to ensure developmental counseling and remediation occur prior to termination. The supported unit chain of command should initiate any termination action, just as they would with an assigned Soldier.

(b)(5)

(b)(2)High

(b)(5)

(b)(6)

**REPORT OF PROCEEDINGS BY INVESTIGATING OFFICER/BOARD OF OFFICERS**

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

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

**SECTION I - APPOINTMENT**

Appointed by Deputy Commanding General/Chief of Staff, U.S. Army Training and Doctrine Command  
(Appointing authority)

on 5 and 24 Mar 2010 (Attach inclosure 1: Letter of appointment or summary of oral appointment data.) (See para 3-15, AR 15-6.)  
(Date)

**SECTION II - SESSIONS**

The (investigation) (board) commenced at Fort Monroe, Virginia at 0900  
(Place) (Time)

on 12 March 2010 (If a formal board met for more than one session, check here . Indicate in an inclosure the time each session began and ended, the place, persons present and absent, and explanation of absences, if any.) The following persons (members, respondents, counsel) were present: (After each name, indicate capacity, e.g., President, Recorder, Member, Legal Advisor.)

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

The (investigating officer) (board) finished gathering/hearing evidence at 1100 on 4 May 2010  
(Time) (Date)  
and completed findings and recommendations at 1500 on 4 May 2010  
(Time) (Date)

**SECTION III - CHECKLIST FOR PROCEEDINGS**

**A. COMPLETE IN ALL CASES**

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

FOOTNOTES: <sup>1/</sup> Explain all negative answers on an attached sheet.

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

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

FOOTNOTES: 1/ Explain all negative answers on an attached sheet.  
2/ Use of the N/A column constitutes a positive representation that the circumstances described in the question did not occur at the hearing or board.

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

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

The findings of the Investigating Officer are contained in the enclosed memorandum, SUBJECT: Findings and Recommendations, AR 15-6 Investigation Concerning Human Terrain System (HTS) Project Inspector General Complaints, dated 12 May 2010.

12

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

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

The recommendations of the Investigating Officer are contained in the enclosed memorandum, SUBJECT: Findings and Recommendations, AR 15-6 Investigation Concerning Human Terrain System (HTS) Project Inspector General Complaints, dated 12 May 2010.

12

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

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

(b)(6)

\_\_\_\_\_  
(Recorder)

\_\_\_\_\_  
(Member)

\_\_\_\_\_  
(Member)

\_\_\_\_\_  
(Member)

\_\_\_\_\_  
(Member)

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

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

\_\_\_\_\_  
(Member)

\_\_\_\_\_  
(Member)

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

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

My action on the findings and recommendations is set forth on the attached continuation page.



JOHN E. STERLING, JR.  
LTG, US ARMY  
DEPUTY COMMANDING GENERAL/CHIEF OF  
STAFF

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Continuation Sheet, DA Form 1574, Section VIII – Action by Appointing Authority  
AR 15-6 Investigation - Allegations of Misconduct, Mismanagement, and/or Lack of Oversight  
Within the Human Terrain System (HTS) Program at Fort Leavenworth, KS

1. The Investigating Officer's findings are approved. I make the following additional finding based on a preponderance of evidence in the investigation: that (b)(6), a contract employee, sexually harassed a female coworker.

2. The following documents my decision concerning the interim recommendations made on 5 April 2010, but not already acted on by GEN Dempsey in his Interim Guidance on Human Terrain System (HTS) issued on 9 April 2010.

(b)(2)High, (b)(5)

ii. The fourth interim recommendation regarding determining the feasibility of recruiting, hiring, and employing HTS members while students is approved.

iii. The sixth interim recommendation regarding reviewing the funding for this project is approved.

iv. The seventh interim recommendation regarding a review of the redeployment behavioral health support for HTS is approved.

3. The following documents my decision concerning the final recommendations.

(b)(5)

(b)(5)

(b)(5)

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Continuation Sheet, DA Form 1574, Section VIII – Action by Appointing Authority  
AR 15-6 Investigation - Allegations of Misconduct, Mismanagement, and/or Lack of Oversight  
Within the Human Terrain System (HTS) Program at Fort Leavenworth, KS

(b)(5)

v. The fifth recommendation regarding stopping expansion of the Program until the ARCIC assessment is complete is approved.

vi. The sixth recommendation regarding a command-wide climate survey for personnel in the HTS program is approved. I am forwarding this recommendation to TRADOC G-1/4 to conduct the recommend review.

vii. The seventh recommendation regarding a review of all termination actions in HTS during the past 12 months is approved. I am forwarding this recommendation to TRADOC G2 and TRADOC G-1/4 to conduct the recommended review.

viii. The eighth recommendation regarding implementing a management oversight system to ensure compliance with federal policy concerning work time, overtime, and compensatory time is approved. TRADOC G2 has already implemented a comprehensive policy responsive to this recommendation. Therefore no further action is required on this portion of the recommendation.

(b)(5)

(b)(6)

(b)(5)

(b)(6)

(b)(5)

x. The tenth recommendation regarding an independent audit of (b)(6) and (b)(6) (b)(6) travel vouchers and trip reports is approved. I am forwarding this recommendation to the TRADOC G8 to conduct the independent audit.

xi. The eleventh recommendation regarding a review of employee termination procedures is approved. I am forwarding this recommendation to the TRADOC G2 to conduct a review of employee termination procedures.

(b)(5)

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Continuation Sheet, DA Form 1574, Section VIII – Action by Appointing Authority  
AR 15-6 Investigation - Allegations of Misconduct, Mismanagement, and/or Lack of Oversight  
Within the Human Terrain System (HTS) Program at Fort Leavenworth, KS

xiii. The thirteenth recommendation regarding the ARCIC review is approved. I am forwarding this recommendation to ARCIC to be included in their DOTML-PF review of the HTS program.

(b)(5)

1 Jun 2010

Date



JOHN E. STERLING, JR.  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

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Page 17 redacted for the following reason:

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(b)(5), (b)(6)