

15-6 Investigation Index
BG Gregory S. Bowen, Investigating Officer

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DEPARTMENT OF DEFENSE
UNITED STATES STRATEGIC COMMAND
901 SAC BLVD, SUITE BB01
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9 February 2018

MEMORANDUM FOR: MG Daniel L. Karbler, USSTRATCOM Army Element Commander,
901 SAC Blvd, Offutt AFB, NE 68113

SUBJECT: Findings and Recommendations for Army Regulation (AR) 15-6 Investigation into allegations of bullying, toxic leadership and a hostile work environment by the Director of the Commander's Action Group (CAG), COL Kathryn Spletstoser

1. **Background.** On 11 January 2018 I was appointed as an investigating officer pursuant to AR 15-6 in order to determine the facts and circumstances surrounding the allegations discovered during a preliminary inquiry conducted by (b)(6),(7)(C) USSC

(b)(6),(7)(C) Specifically, I was directed to focus the inquiry on allegations of toxic leadership and hostile work environment within the CAG and bullying by COL Spletstoser. Further, I was directed to determine whether CAG working conditions impacted operations within this Headquarters, either positively and negatively, and whether any personnel should be held accountable for any shortcomings or failures. Finally, I addressed allegations of (b)(5) USSC (b)(5) USSC as discovered in the preliminary inquiry.

2. **Summary.** There has been a hostile work environment within the CAG; however, the environment has been trending in a positive direction over the past several months. COL Spletstoser has bullied her subordinates and others within the Headquarters. While the environment in the CAG has suffered, the officers working there remain dedicated and continue to deliver positive support to the Commander. COL Spletstoser's behavior and mannerisms have created significant friction between the CAG and other offices within the Headquarters, most notably the Combatant Commander's (CC's) front office. COL Spletstoser has displayed a pattern of behavior that is consistent with both an "insensitive driven achiever" and a "toxic self-centered abuser" as described in AR 600-100 paragraphs 1-11e(3) and (4). Further, her behavior is in violation of SI 400-06, paragraph 3.9. COL Spletstoser should be held accountable for the items above. Finally, (b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

3. **Overview.** This investigation was conducted IAW AR 15-6 and I was assisted by my legal advisor, (b)(6),(7)(C) USSC. The investigation consists of one-on-one interviews with past and present members of the CAG, members of the J0 staff, and the J-Directorate (J-Dir) principles (all are General or Flag Officers or Senior Executive Service). Additional evidence includes emails sent by COL Spletstoser that purport to illustrate the working environment within the CAG. Multiple witnesses indicated that it was the CC's intent that COL Spletstoser always accompanied him on TDY, (b)(5) USSC

(b)(5) USSC

For the purposes of this investigation, I am defining the "front office" as the people who directly support the

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Commander, Deputy Commander, Chief of Staff, Command Senior Enlisted Leader, as well as the public affairs and protocol offices. There were several unusual delays in my investigation: weather releases on 11 and 22 January 18, and I had [Non-responsive]

[Non-respon] I was unable to interview one planned witness, (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC I have no indication that (b)(6),(7)(C) U testimony would be dispositive one way or the other.

4. Summary of Relevant & Material Facts.

a. Overview. The preponderance of evidence substantiates the allegation that COL Spletstoser's leadership style meets the definition of "toxic" as described in AR 600-100, resulting in a hostile work environment within the CAG and has negatively impacted the relationship between the CAG and other offices within the USSTRATCOM headquarters.

1. The preponderance of the evidence also supports the allegation that COL Spletstoser has bullied some of her subordinates in the CAG as well as some people outside the CAG that are of lower military rank than her. Furthermore, her demeaning and disrespectful approach to verbal communication has caused some level of friction with most of the J-Dirs. Her treatment of the personnel in the CC's front office, especially as it relates to planning CC travel, has caused constant friction between the front office and the CAG. COL Spletstoser admits there has been friction with the front office, but attributes it to poor performance by the personnel there, along with their resistance to changes the CC directed in how his travel will be planned and executed.

2. In her interview and her sworn statement, COL Spletstoser indicated morale in the CAG was very bad when she took over, but through personnel changes she initiated, it has greatly improved and is now supporting the CC at a high level. While the evidence does show an improvement in the CAG environment over the past several months, COL Spletstoser "left a trail of bodies in her wake" while trying to achieve these results. (Encl. 24). That said, there remains a significant negative impression of morale and the work environment by several current and recent CAG members.

3. COL Spletstoser categorically denied bullying or treating people in a demeaning way; rather, she said she treats everyone with dignity and respect. She denied possessing or exhibiting any elements of toxic leadership and described this investigation as a "fishing expedition." (Encl. 35). The preponderance of the evidence does not support her conclusions. Her interview left the clear impression that she is not self-aware in terms of how her communication style and interpersonal skills are interpreted by others. She is completely convinced that she is treating people with dignity and respect, while most of the people I interviewed disagreed.

b. Hostile Work Environment in the CAG. Ten (10) current and past CAG action officers/Deputy Directors were interviewed. Six (6) (b)(6),(7)(C) USSC

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(b)(6),(7)(C) US of those indicated a hostile work environment. (See Encls. 6, 8, 10, 20, 22, 37). They described the command climate within the CAG as "bi-polar and toxic," (Encl. 6), and "hostile, toxic." (Encl. 8, 10). All five of them attribute the hostile work environment to COL Spletstoser's demeaning treatment of people, her outbursts of anger, vulgarity, and bullying. (Encls. 6, 8, 10, 20, 22, 37).

1. The remaining four witnesses, (b)(6),(7)(C) USSC had generally positive things to say about the work environment in the CAG (Encl. 19, 21, 27, 36). They credited COL Spletstoser with demanding high standards and holding people accountable. All four denied ever witnessing her denigrate anyone, but did concede that "other services and civilians may not be accustomed to this very direct and sometimes abrasive style" and "the tone and harshness of these public outbursts were beyond what is and should be expected from a senior military officer" (Encls. 19, 27).

2. COL Spletstoser acknowledged that she was been verbally counseled about her vulgarity, and said "I stop[ped] cussing—and this was over three months ago." (Encl. 35). However, multiple witness statements indicate that she continues her use of vulgarity on a regular basis (Encls. 8, 20, 22, 25, 27, 32). Two witnesses said they have noticed an improvement, but her language is "common profanity, public beratings, and backstabbing" (Encl. 37). She also indicated her technique to make corrections is to "wire brush [personnel] a little," and "have a discussion" on what needs to improve. (Encl. 35). While some of the officers interviewed were comfortable with her leadership style, others were not. They described her leadership style as "outrageous/inappropriate" (Encl. 6), "caustic" (Encl. 20), "toxic and narcissistic" (Encl. 22), "some of the worst leadership I have seen in my 26 years of active duty" (Encl. 20). While COL Spletstoser believes her approach is acceptable, the preponderance of the evidence clearly points to a hostile work environment within the CAG, albeit on a more positive trend over the past several months. (Encl. 8, 19, 21, 34, 36).

c. **Bullying by COL Spletstoser.** There were multiple, corroborating statements regarding COL Spletstoser's bullying behavior. IAW AR 600-20, para. 4-19a(2), "[b]ullying is any conduct whereby a Servicemember or members, regardless of service, rank, or position, intends to exclude or reject another Servicemember through cruel, abusive, humiliating, oppressive, demeaning, or harmful behavior, which results in diminishing the other Servicemember's dignity, position, or status. Absent outside intervention, bullying will typically continue without any identifiable end-point. Bullying may include an abuse of authority. Bullying tactics include, but are not limited to, making threats, spreading rumors, social isolation, and attacking someone physically, verbally, or through the use of electronic media." (emphasis added for clarification). There were three main themes cited witnesses: threatening negative performance reports (Encls. 6, 8, 25), threatening to "ruin their career" (Encls. 10, 26, 28), and public shaming (Encls. 11, 15, 28). The ten (10) witnesses who observed this behavior contradict COL Spletstoser's belief and assertion that she does not "beat up" on her subordinates. (Encl. 35). Her public belittlement of CAG officers could also be considered bullying, but that behavior will be covered in paragraph

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5d. The preponderance of the evidence substantiates the allegation that COL Spletstoser did engage in bullying.

c. **Toxic Leadership.** SI 400-06 expressly forbids toxic leadership within USSTRATCOM. SI 400-06, para. 2.6, states "[a]ll good leadership is based on setting the proper example. This includes setting the highest standards of professionalism and treating subordinates with dignity, respect, fairness, and consistency. Toxic leadership based on coercion, intimidation, and disregard for the rights and interests of others undermines our core military values and mission accomplishment. Toxic leadership is a combination of self-centered attitudes, motivations, and behaviors that have adverse effects on subordinates, the organization, and mission performance." (Emphasis added). Specifically prohibited is "Toxic leadership based on coercion, intimidation, and disregard for the rights and interests of others. (Emphasis added). Similarly, AR 600-100, para. 1-11, describes core leader competencies expected of Army leaders, and discusses five destructive leadership styles that are not acceptable. Of those five, the evidence supports the application of two to COL Spletstoser: *Insensitive driven achiever* and *Toxic self-centered abuser*. (Italics in original). I will analyze the evidence through the lens of these destructive leadership styles as defined by AR 600-100.

(1) **Insensitive driven achiever.** "These leaders are usually bright and energetic and consumed by the need for unit accomplishment and its attendant recognition. They often provide impressive short term results, but create a frenzied, micro-managed climate. They are frequently inattentive to the morale of their organization". (AR 600-100, Paragraph 1-11e(3)).

(2) **Toxic self-centered abuser.** "These leaders are usually bright and energetic, as well as goal-oriented and boss-focused. Capable of producing spectacular short term results, but are arrogant, abusive, intemperate, distrusting, and irascible. They are typically distrusting micro-managers never burdened by introspection." (AR 600-100, Paragraph 1-11e(4)).

(3) **Analysis of destructive leadership attributes.**

(a) **Bright and energetic.** Witnesses describe COL Spletstoser as possessing "extraordinary talent and experience" (Encl. 6), her "experience and knowledge are a benefit to the command" (Encl. 9), an "exceptional staff officer, but struggles with inspiring a team or building consensus" (Encl. 8), "smart and strategic" (Encl. 10), "bright, motivated, energetic, driven" (Encl. 11), "good at her job" (Encl. 13), "high IQ and very knowledgeable" (Encl. 20), "amazing grasp of subject matter" (Encl. 21), and "very knowledgeable and has planning and strategy experience /capabilities that are valuable to the command and leadership" (Encl. 33). Clearly, COL Spletstoser can be considered bright, knowledgeable and energetic.

(b) **Need for unit accomplishment and its attendant recognition.** In her interview, COL Spletstoser said she thinks the CC is happy with what he's getting from the CAG, and has expressed his pleasure and thanks publically. (Encl. 35). Further, she says the CAG is a team effort, not the "Kathy show," and she empowers the CAG members to send things directly to

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the CC (Encl 35). However, there is contradictory evidence indicating she takes the credit personally. Several witnesses stated COL Spletstoser would take credit for the original thinking of others by stripping their names off emails and sending ideas to the CC as if they were her own. (Encls. 10, 11, 16). Several discussed her directives that nothing from the CAG was allowed to be sent directly to the front office without her prior approval. (Encls. 6, 17). This evidence, coupled with statements indicating she closely controls access to the CC and always wants to be near him, (Encls. 17, 25, 28, 29), suggests that COL Spletstoser is more concerned about personal, vice unit, recognition by the CC.

(c) Impressive/spectacular short term results. COL Spletstoser testified that she was hired to fix the CAG, which she described as "disloyal, had no integrity, no character, and disrespected him [ADM Haney]." (Encl. 35) She also stated the CAG performance is now "really solid. Not spectacular. But it is trending toward spectacular" and that the CC is pleased with what the CAG is producing for him. (Encl. 35). The evidence supports this, as most of the J-Dirs interviewed think the CAG is serving the commander well. (See Encls. 4, 9, 23, 24). Thus, she has achieved impressive short-term results in terms of improving CAG performance, if her assertion that the CAG was dysfunctional when she took over is true. I have no way of assessing the performance of the CAG prior to her term as the Director to make a comparison.

(d) Frenzied, micro-managed climate. Given the duties of the CAG and the requirement to be responsive in supporting the CC, it's reasonable to expect the OPTEMPO in that office would be high. Additionally, COL Spletstoser is generally categorized as having "high standards." However, the evidence points to an artificially high OPTEMPO driven by COL Spletstoser's demanding persona. She "expects delivery of products on very short, unrealistic timelines," (Encl. 29), "threatens a consequence if timelines aren't met" (Encl. 6), and accuses CAG members of "slacking off" when she is on travel (Encl. 10). In terms of micromanagement, the preponderance of evidence indicates COL Spletstoser does engage in as micromanagement, especially as it relates to CC travel. COL Spletstoser's personal control of the CC's travel planning, to include the minutiae, is noteworthy. Witnesses observed her as "obsessed" with the CC's travel arrangements (Encls. 25, 19), having "made sweeping changes from previous plans" (Encl. 17), and that she "maintains the most extreme level of control over the smallest details of the travel agenda...to as small as who is riding in which vehicles, and in which seats" (Encl. 28, 10). As discussed in paragraph 5a, her involvement in CC travel is a major point of friction with the front office. In terms of micromanagement within the CAG, several witnesses observe her exerting an extreme level of control on anything sent to the front office (Encls. 6, 10, 22), and that the front office was the "enemy" (Encl 25). Based on the preponderance of the evidence, COL Spletstoser has fostered a frenzied, micromanaged climate within the CAG and the front office, on CC travel planning specifically.

(e) Inattentive to morale of their organization. As noted in paragraph 5b, six of the ten CAG personnel interviewed indicated poor morale within the CAG due to the work environment created by COL Spletstoser, which is substantiated by several witnesses from other offices stating that CAG officers complained to them about the morale in the CAG office.

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(See Encls. 11, 33). Conversely, four of the current CAG members did not perceive a morale problem, and multiple statements indicate an upward trend (see paragraph 5b). Based on the conflicting evidence, I cannot conclude that COL Spletstoser has been completely inattentive to the morale within her organization; however, there is still clearly a problem in this area based on the statements of current and recently departed CAG members, as well as members of the front office staff that interact with the CAG. Additionally, COL Spletstoser places blame for any problems on others, not herself. While she did say "A failure is my failure. My fault, not yours" (Encl 35); She went on to described two of her previous Deputies as "undermining and under—undercutting my authority," and she characterized the previous CAG team as having "bottom fifty percent files" (Encl. 35), and that "the command group was horrible. And I still do think that it is toxic to a degree." (Encl. 35).

(f) Arrogant. Numerous examples of COL Spletstoser speaking to people in a demeaning manner, implying that her skills and education are superior to theirs, were provided by witnesses. Some examples include: "you can't accomplish the most basic shit, the most basic fucking tasks" (Encl. 6), "this posting was beneath her" (Encl. 6), bragging about serving on high level staffs, or "the big leagues," as she put it while denigrating service in USSTRATCOM (Encl. 8), and discrediting people who had not been in combat (Encl. 8) or hadn't attended a "Tier-1 school" (Encl. 10). She described a fellow O-6 as "useless" (Encl. 29). There are also examples of her using her position and access to the CC in order to inappropriately speak to senior officers, as if she were "wearing the stars herself." (Encl. 11; also, see paragraph 5e(1) for a further discussion on this).

(g) Abusive. During our interview, COL Spletstoser said she had never berated anybody in public, aside from a "slight wire brush," that she always praises in public and leads with humility, and has never treated a subordinate in a manner in which she would not want to be treated. (Encl. 35). Not only does the evidence contradict this, but there are numerous examples of her abusive behavior. She publically demeans her subordinates and others, often personally attacking them for their perceived shortcomings. One witness quoted her as saying "What the fuck do you fucking do all day...it's not like you are fucking working? Don't give me some hot-mess bullshit ^{(b)(6),(7)} agenda either, this is staff work 101, Jesus Christ none of you know what you are doing. You can't accomplish basic shit, the most basic fucking tasks." (Encl. 35). Her use of profanity-laced tirades is highly offensive to some people, and she has been warned about this behavior in the past, with limited short-term effect. The evidence clearly establishes a pattern of abusive behavior. (See Encl. 6, 7, 10, 13, 15, 20, 22, 25, 26, 28, 29).

(h) Intemperate. COL Spletstoser frequently and rudely speaks out of turn in the presence of, and sometimes directly to, senior officers and she seems to lack self-control in situations where she does not agree with something. (Encl. 4, 9, 13, 16, 18, 24). She is not afraid to publically, and disrespectfully, disagree with senior officers and will frequently "talk over them" to get her point across. (Encls. 4, 7, 8, 9, 13, 16, 18, 24). In some cases, this behavior is displayed in the CC's presence; though he does not correct her, perhaps

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exacerbating the problem because she appears to have his tacit approval. Based upon the preponderance of evidence, COL Spletstoser is intemperate.

(i) Distrusting. During her interview, COL Spletstoser said she tells the members of the CAG to send things to the CC directly; that she trusts them and doesn't need to see their work ahead of time, but wants to be copied on what they send. (Encl. 30). However, evidence contradicts this statement. One CAG member stated "COL S might have an aneurysm if, for example, the latest draft of a trip book was coordinated with the front office without her review," and "we were ORDERED not to go direct to the front office on anything." (Encl. 6). Another said "COL Spletstoser is very controlling and has great difficulty trusting people to do their jobs." (Encl. 10). A member of the front office said "COL Spletstoser told her staff not to provide any information to the Front Office Staff w/o her approval because 'they were the enemy.'" (Encl. 25). It is possible that COL Spletstoser trusts some people more than others, or is particularly sensitive about some topics such as CC travel. Another indicator of distrust is when COL Spletstoser looks at the work on people's desks in the front office when they are not there, or does it surreptitiously when they are present. (Encls. 25, 28). Overall, the evidence proves she is distrusting of subordinates and some peers.

(j) Irascible. Dictionary.com defines "irascible" as "easily provoked to anger; very irritable" or "characterized or produced by anger." The evidence indicates that COL Spletstoser has bouts of anger, and frequently losing her temper both in the CAG (see Encls. 6, 8, 10, 19, 20, 22) and with others. (Encls. 15, 28, 29, 33). Within the CAG, these episodes are described as "episodes of yelling, expletive-laden outbursts at the CAG staff over some administrative or seemingly trivial matter" (Encl. 6), "blowing up" (Encl. 8), "...loud outbursts and uses language that is demeaning, insulting, belittling, sarcastic, biting, and profane" (Encl. 10), and "openly rebuked her subordinates in public and in a very loud voice with expletives." (Encl. 20). She exhibits very erratic mood swings..." (Encl. 20). Outside of the CAG, temper episodes are described as "exploded in anger" (Encl. 29) and "exploded into a tirade" (Encl. 28). For context, these examples are not referring to the same episode and this type of behavior was common inside the CAG according witnesses. Based on the preponderance of the evidence, I find that COL Spletstoser is irascible.

(k) Never burdened by introspection. COL Spletstoser stated that she is familiar with AR 600-100, and that she adheres to it. She also stated she "treats military and civilians with dignity and respect" (Encl. 35). Yet, the evidence clearly shows that the majority of the people she deals with find her behavior disrespectful, offensive, and uncalled for in a professional setting. (Encl. 4, 6, 7, 8, 9, 10, 11, 13, 17, 20, 22, 25, 26, 28, 29, 33, 37). COL Spletstoser also stated that in her 28 year career, as an enlisted Soldier, a non-commissioned officer, and as a commissioned officer, she's never been counseled or mentored about her behavior, "I mean never" (Encl. 35); rather, she feels this is about people with hurt feelings who are out to get her. This statement is tellingly contradicted by one of COL Spletstoser's (b)(6),(7)(C) USSC stated that (b)(6) told COL Spletstoser "if she is having problems with so many people, it would be a good idea to look in the mirror," and that

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"her manner was off-putting and that emotional quotient, getting along with others and humility were important in our profession." Finally, (b)(6),(7)(C) USSC perceives COL Spletstoser as "toxic, arrogant, possessing an extremely low EQ [emotional quotient], friction-causing, and constantly carrying a chip on her shoulder about one thing or another. I am not alone. That is indeed her reputation among the people who served with her." (Encl. 12). One of her former (b)(6),(7)(C) USSC stated that (b)(6) did speak to COL Spletstoser directly about her outbursts, to which she responded that "sometimes it's necessary to make your point." (Encl. 8). COL Spletstoser has repeatedly stated that she's done nothing wrong and others should be blamed for the current investigation. She has been mentored and has had subordinates bring concerns to her attention, but she has failed to accept that her behavior is a problem. Two of the people I interviewed opined that perhaps COL Spletstoser (b)(5) USSC

(b)(5) USSC

(b)(5) USSC

the preponderance of the evidence clearly confirms that COL Spletstoser is not burdened by introspection.

Summary. After comparing the evidence in the statements, to include her own written and verbal testimony, with the attributes of destructive leadership styles as discussed in AR 600-100, my conclusion is that COL Spletstoser exhibits elements of all of the attributes discussed to one degree or another. Based on this analysis, I conclude that COL Spletstoser meets the definition of a *Toxic self-centered abuser*, and displays most of the attributes of an *Insensitive driven achiever*.

d. CAG interactions with J-Dirs and other offices.

(1) **J-Dirs.** As directed in my appointment orders, I interviewed all of the J-Dir principles, except the J-1 (Manpower and Personnel) and J-10 (Reserve Directorate). One of the recurring themes in these interviews is that COL Spletstoser inappropriately interrupts or contradicts senior officers and civilians in an unprofessional manner during meetings. (See Encls. 4, 7, 9, 13, 16, 18, 24). She is also publically critical of the work their Directorates do when she does not agree with them or when she finds their work below her standards. (Encls. 4, 9, 13, 16). She often times does this in the presence of the CC and he does not correct her, therefore the J-Dirs assume the CC values her input, regardless of her style. (Encls. 4, 9, 16, 24). Since the CC has given tacit approval for her behavior, none of the J-Dirs have approached him on it, but it was a point of contention with each one I spoke to. None of them appreciated being spoken to unprofessionally by an O-6, but they want to support the commander. Most, (see Encls. 4, 9, 13, 24), agree that she is competent and is value-added to the command, but some have decided working with her is too difficult and they find a way to "work around her." (Encls. 7, 29). Perhaps the best summation from the J-Dirs describes her as "...totally dedicated to supporting the commander, but that she 'leaves a trail of bodies in her wake'." (Encl. 24). The preponderance of the evidence establishes that COL Spletstoser's unprofessional method of disagreeing with senior officers and civilians has created friction

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between the CAG and the J-Dirs.

(2) **Front Office.** There is no disputing that there is friction between the COL Spletstoser and the CC's personal staff; essentially, everyone involved in planning and executing the CC's travel cited friction (Encls. 15, 17, 25, 26, 28, 29, 30). COL Spletstoser attributes this friction to two sources: first, she believes some in the front office don't like the fact that the CAG was elevated into the front office; and secondly, in her view, they were "literally as dysfunctional as humanly possible" when it comes to planning the CC's trips, and their work often doesn't meet her standards. (Encl. 35). The others attribute the friction to COL Spletstoser's demeaning treatment of them, along with her micromanagement of the CC's travel and her propensity to blame them for mistakes. (Encl. 15, 25, 26, 28, 29). There is probably some truth to both views. The CC had expressed his displeasure regarding some aspects of his travel, and communicated this to COL Spletstoser (Encl. 35) and to the travel team during a meeting with him on his Halifax trip (Encl. 15, 28). After the CC left that meeting, COL Spletstoser kept the travel team in the room, and, according to her, "explained the requirements" calmly to the team. (Encl. 30). Other team members present described a far different scene, with COL Spletstoser "lashing out" (Encl. 15), and mockingly "impersonated the voice of General Hyten's (b)(6),(7)(C) USSC who was present" (Encls. 22, 26), and "exploded in a tirade" (Encl. 28). COL Spletstoser's behavior with the travel team has resulted in a deep distrust. She reports their mistakes in a disparaging manner to the CC (Encls. 15, 17), rifles through some of their desks when they are not present (Encl. 25, 28), and demeans them (Encls. 25, 26, 28, 29). In sum, there have been mistakes made in CC travel planning, but the evidence indicates COL Spletstoser's treatment of the front office staff has been disproportionate to said mistakes and has resulted in a hostile environment, rife with mistrust and friction between the CAG and the travel team.

c. **Positive impact on CAG operations.** COL Spletstoser stated that she took charge of a "failing" CAG and was tasked to "clean that up" by ADM Hancey. (Encl. 35). She said she had previously worked in CAGs at CJCS, CENTCOM and SOCOM, so she knows how a CAG should function. (Encl. 35). She felt the personnel in the CAG were substandard, and, having replaced them, feels like the CAG is now doing Combatant Command level work, and that their work is "really solid ...trending toward spectacular." (Encl. 35). Many of the people I interviewed did not dispute the fact that she is a very competent officer and that the CAG does indeed support the CC and the command well. (See Encl. 4, 9, 23, 24). Several of the J-Dirs were very complimentary about the quality of the CAG action officers that they interact with. (Encl. 24, 33). However, the damaged relationships between the CAG and some of the J-Dirs remains, with some members of the CAG spending a considerable amount of time "repairing damage." (Encl. 6, 8, 20). While the evidence reveals that overall, the CAG is currently serving the command well under COL Spletstoser's leadership, the ends don't justify the means.

f. (b)(5) USSC

(b)(5) USSC

USSTRATCOM/DJ3

SUBJECT: Findings and Recommendations for Army Regulation (AR) 15-6 Investigation into allegations of bullying, toxic leadership and a hostile work environment by the Director of the Commander's Action Group (CAG), COL Kathryn Spletstoser

(b)(5) USSC

g. Summary and concerns. The evidence regarding COL Spletstoser's level of toxic leadership and her negative impact on the people who serve, both under and with her, is very convincing. Yet, she adamantly denies that she's done anything wrong, and asserts that she treats everyone with dignity and respect. While she is adamant that she has never been accused of anything like this before, (b)(6),(7)(C) US specifically contradicts her, stating that COL Spletstoser had a reputation for causing friction and blames everyone else for her problems. (Encl. 12). My impression of her during the interview was that she is completely convinced everything she told me was the absolute truth; yet, the evidence says otherwise. Her lack of self-awareness is shockingly profound given the sharp differences between her recollection of events and the recollections of others. Furthermore, after I had interviewed most of the CAG members, she sent them an email with an attached article entitled "Are your subordinates setting you up to fail?" (Encl. 38). Given the timing and circumstances, this appears to be another attempt to blame others, and further demonstrates COL Spletstoser's lack of self-awareness. Finally, COL Spletstoser claimed that none of her subordinates had ever expressed concerns about how she treated them. On her own initiative, she sent me an email containing counseling she had each of them do; one of the questions was "what would you change or improve in the CAG if you were in charge?" (Encl. 39). None of the responses included any concerns about her behavior; however, I find this consistent with the working environment given COL Spletstoser's bullying behavior (see paragraph 3c) and the fear of reprisal (Encl. 22(2)).

5. Findings. After careful consideration of this entire case, I find that a preponderance of the evidence establishes the following.

- a. COL Spletstoser has fostered a hostile work environment within the CAG, but it has been improving over the past several months.
- b. COL Spletstoser has bullied people junior to her in the CAG and other offices.
- c. COL Spletstoser does display the attributes of a toxic leader and has a destructive leadership style IAW AR 600-100 and is in violation of SI 400-06. Her leadership style has negatively impacted operations within the CAG.

FOR OFFICIAL USE ONLY

USSTRATCOM/DJ3

SUBJECT: Findings and Recommendations for Army Regulation (AR) 15-6 Investigation into allegations of bullying, toxic leadership and a hostile work environment by the Director of the Commander's Action Group (CAG), COL Kathryn Spletstoser

d. The working environment within the CAG, particularly COL Spletstoser's behavior and leadership style, have had a negative effect on the CAG's ability to effectively work with other J-Directors and Headquarters J-0 elements.

e. COL Spletstoser has had a positive impact on CAG performance and the CAG's support to the Commander has been generally positive. However, this positive impact has come at great expense of the CAG working environment and how the people there and elsewhere on the staff are treated.

f. COL Spletstoser (b)(5) USSC

(b)(5) USSC

6. Recommendations. After careful consideration of the evidence in this case, I make the following recommendations.

a. COL Spletstoser should receive a General Officer Memorandum of Reprimand for her toxic leadership style, bullying, and the command climate she fostered in the CAG.

b. COL Spletstoser should be removed as CAG Director and receive a relief for cause Officer Evaluation Report.

c. COL Spletstoser (b)(5), (b)(6) USSC

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

7. The point of contact for this memorandum is the undersigned at DSN (b)(6), (7)(C) or

(b)(6), (7)(C) USSC

(b)(6) USSC

GREGORY S. BOWEN
Brigadier General, USA
Investigating Officer

REPORT OF PROCEEDINGS BY INVESTIGATING OFFICER

Note. Completed forms may contain personally identifiable information and require handling as set forth in AR 340-21.

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 MG Daniel L. Karbler

(Appointing authority)

on 20180110 (Date) (Attach enclosure 1: Letter of appointment or summary of oral appointment data.) (See para 3-15, AR 15-6)

SECTION II - TIMELINE

1. The (investigation) commenced at HQ USSTRATCOM, Offutt AFB, NE at 1530
(Place) (Time)

on 20180110
(Date)

2. The (investigating officer) finished gathering/hearing evidence at 1145 on 20180208 and completed
(Time) (Date)
findings and recommendations at 1200 on 20180209
(Time) (Date)

SECTION III - CHECKLIST FOR PROCEEDINGS

A. COMPLETE IN ALL CASES

	YES	NO ^{1/2}	NA ^{2/}
1. Enclosures (para 3-13, AR 15-6)			
Are the following enclosed and numbered consecutively with Roman numerals: (Attached in order listed)			
a. The memorandum of appointment?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. All other written communications to or from the appointing authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Privacy Act Statements (Certificate, if statement provided orally)?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Explanation by the investigating officer of any unusual delays, difficulties, irregularities, or other problems encountered (e.g., absence of material witnesses)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Any other significant papers (other than evidence) relating to administrative aspects of the investigation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. An Executive Summary, Index of Exhibits, Chronology of the investigation and lists of all persons interviewed and evidence gathered. (Complex, serious and/or high profile cases)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Exhibits (para 3-14, 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Are descriptions or diagrams included of locations visited by the investigating officer (Appendix C-3, 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?	<input checked="" 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 in this investigation.

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

The (investigating officer), having carefully considered the evidence, finds: [Each paragraph should be one conclusion based on the evidence gathered during the investigation. These findings should provide answers to each question posed by the appointing authority in the appointment memorandum. The evidence that supports each finding must be cited.]

- a. COL Spletstoser has fostered a hostile work environment within the CAG, but it has been improving over the past several months.
- b. COL Spletstoser has bullied people junior to her in the CAG and other offices.
- c. COL Spletstoser does display the attributes of a toxic leader and has a destructive leadership style IAW AR 600-100 and is in violation of SI 400-06. Her leadership style has negatively impacted operations within the CAG.
- d. The working environment within the CAG, particularly COL Spletstoser's behavior and leadership style, have had a negative effect on the CAG's ability to effectively work with other J-Directors and Headquarters J-0 elements.
- e. COL Spletstoser has had a positive impact on CAG performance and the CAG's support to the Commander has been generally positive. However, this positive impact has come at great expense of the CAG working environment and how the people there and elsewhere on the staff are treated.
- f. COL Spletstoser (b)(5) USSC

SECTION V - RECOMMENDATIONS (para 3-11, AR 15-8)

In view of the above findings, the (investigating officer) recommends: (Each paragraph should be one recommendation based on the findings in Section IV. Address what actions, if any, should be taken with regard to the individuals involved, the unit leadership, and any steps that can be taken to prevent the occurrence in the future. Recommendations do not need to be adverse or punitive. For example, the investigation results can be used as a training tool.)

a. COL Spletstoser should receive a General Officer Memorandum of Reprimand for her toxic leadership style, bullying, and the command climate she fostered in the CAG.

b. COL Spletstoser should be removed as CAG Director and receive a relief for cause Officer Evaluation Report.

c. COL Spletstoser (b)(5),(b)(6) USSC

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

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

THIS REPORT (b)(6) USSC

Gregory S. Bowen

(Investigating Officer)

SECTION VII - ACTION BY APPROVING AUTHORITY (para 2-8, AR 15-6)

The findings and recommendations of the (Investigating Officer) are:

a) Approved.

b) Approved with the following modifications:

(1) The following findings of fact are added/deleted:

(2) The following findings of fact are modified as follows:

(3) The following recommendations are added/deleted:

(4) The following recommendations are modified as follows:

(5) The action recommended in recommendation _____ has been accomplished by _____

(6) Recommendation(s) _____ is not appropriate for action by this command; however, a copy of this investigation is being furnished to _____ for such action as deemed appropriate.

c) Disapproved.

d) The report is (incomplete), (ambiguous), (erroneous) and/or (specify deficiency) with respect to _____

It is, therefore, hereby returned to the IO for corrective action as follows _____



DEPARTMENT OF DEFENSE
UNITED STATES STRATEGIC COMMAND

J006

11 January 2018

MEMORANDUM FOR BG Gregory S. Bowen, Deputy Director, Global Operations (J3),
United States Strategic Command, 901 SAC Boulevard, Offutt Air Force Base,
Nebraska 68113

SUBJECT: Appointment as Investigating Officer

1. **Appointment.** You are hereby appointed as an Investigating Officer (IO) pursuant to Army Regulation (AR) 15-6, *Procedures for Administrative Investigations and Boards of Officers*, Chapter 5, to conduct an administrative investigation into the facts and circumstances concerning the allegations of bullying, toxic leadership, and a hostile work environment within the Commander Action Group (CAG)(J004). Your responsibilities as an IO take precedence over all other military duties. **You have 30 days from the date of this appointment to conduct this investigation.** Coordinate any requests for extensions with me.

2. **General Instructions.**

a. The purpose of an AR 15-6 investigation is to elicit facts. You are directed to conduct an investigation into the matters set forth in paragraph 3, below. Your investigation should explore any issues or deficiencies with policy, procedures, resources, doctrine, training, and leadership that might have contributed to this incident. Upon completion of this investigation, you will complete a report of investigation that conforms to the requirements in paragraph 5 of this memorandum and AR 15-6. You will provide your report to your legal advisor, who will arrange for a legal review.

b. If, at any time in the conduct of your investigation, something happens that could cause me to consider enlarging, restricting, or terminating your investigation, or otherwise modifying any instruction in this memorandum of appointment, immediately report this situation to me, together with your recommendations as to the action I should take in response.

3. **Scope of Investigation/Specific Instructions.**

a. You are hereby directed to conduct an investigation into allegations discovered during a preliminary inquiry conducted by (b)(6) USSC. Specifically, you are to focus your inquiry on the allegations of toxic leadership, hostile work environment, and bullying by the CAG Director, COL Spletstoser. Additionally, you will interview the J-Directors and the Commander's Front Office in order to determine whether and how the working conditions within the CAG have affected, both positively and negatively, operations within this Headquarters. You should also report whether any personnel should be held accountable for any shortcomings or failures, in addition

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SUBJECT: Appointment as Investigating Officer

to any recommendations for improving the work environment. Finally, address the allegations of (b)(5) USSC

b. During your investigation you will, at a minimum, ascertain the following and **ensure specific examples are provided:**

(1) Is there a hostile work environment within the CAG? If so, determine the nature and scope of such an environment. Also, determine the source of the hostile work environment.

(2) Has there been bullying within the CAG? If so, determine the scope and source of the bullying.

(3) Has COL Spletstoser displayed signs of toxic leadership? If so, what are they? How has her leadership style affected the CAG operations and working environment?

(4) Has the CAG working environment affected interaction(s) and operations with the other J-Directors within this command? If so, how and to what extent?

(5) Has COL Spletstoser had a positive impact on CAG operations? If so, in what manner and ways?

(6) Has COL Spletstoser (b)(5) USSC
(b)(5) USSC

4. Conduct of the Investigation.

a. (b)(6) USSC the U.S. Strategic Command's Army Element Staff Judge Advocate, is your legal advisor. You will consult with (b)(6) USSC before making substantive efforts regarding your investigation. You may request that additional individuals or subject matter experts be appointed, in writing, to accompany you and assist you in your investigation. Coordinate such requests with your legal advisor.

b. Evidence Collection.

(1) You are to conduct this investigation using the procedures outlined in Chapter 5, and the general guidance provided in Chapter 3, AR 15-6. No individual has been named a respondent at this time.

(2) To the extent possible, witness statements will be written and sworn. You should record witness statements on a DA Form 2823 (*Sworn Statement*). If it is

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impracticable to obtain a written and/or sworn statement from a particular witness, you will attest to the accuracy of any transcription or summary of such witness testimony in whatever form it appears within your report of investigation. In accordance with AR 340-21, provide a Privacy Act statement to a witness if you do not use a DA Form 2823 to record the statement of that witness, and your report will be filed in a system of records from which it can be retrieved by reference to the name or other personal identifier of that witness. No U.S. military or civilian witness can be ordered to provide information that may incriminate him or herself. You may order a military or Federal Government civilian employee witness to provide a statement if you believe that they have relevant information that would not incriminate themselves. If, in the course of your investigation you come to suspect a person may have engaged in criminal conduct, you will consult with your legal advisor and inform me. Under no circumstances should you attempt to elicit any information from a suspect without first advising that person of his/her rights under Article 31, UCMJ, or the Fifth Amendment of the U.S. Constitution, as appropriate. Document your rights advisement and witness waivers of their Article 31 or Fifth Amendment rights on a DA 3881 (*Rights Warning Procedure/Waiver Certificate*).

(3) Should you determine in the context of your investigation that a Soldier's status has changed from favorable to unfavorable, as defined in AR 600-8-2, *Suspension of Favorable Personnel Actions*, you must notify me immediately and consult with your legal advisor, to ensure that a flag is initiated against that Soldier.

5. Report of Investigation.

a. General. Your report of investigation will be written. Use a DA Form 1574-1 (*Report of Proceedings by Investigating Officer*) and attach all required enclosures and exhibits.

b. Assembly. Your completed AR 15-6 investigation will include:

- (1) This memorandum of appointment;
- (2) A completed DA Form 1574, *Report of Proceedings by Investigating Officer*;
- (3) A detailed chronology of the daily actions you took during the investigation;
- (4) An index of all attached exhibits;
- (5) All exhibits, labeled and numbered;
- (6) A list of the witnesses you interviewed;

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(7) If applicable, proper classification markings for each paragraph, page, and exhibit included within your report of investigation; and

(8) A memorandum with your findings and recommendations.

(a) Findings. You will reach your findings by a preponderance of the evidence that you gather. A finding is a clear and concise statement of facts that can be readily deduced from evidence in the record. In your report, develop specific findings and cite the evidence that supports your findings. If evidence conflicts (e.g., conflicting witness statements), make a finding as to which evidence is more credible and why you believe it to be more credible.

(b) Recommendations. Based on your findings, make recommendations as to what changes, if any, are needed in terms of policy, procedures, resources, and leadership to avoid incidents of this nature in the future, as well as recommendations consistent with your findings concerning other items your investigation revealed. Each recommendation will cite to the finding that supports it, and should comport with the guidance in AR 15-6.

c. Submission. Submit your report of investigation in hard copy after you have obtained a legal review. You may not release any information related to this investigation to anyone, other than your legal advisor, without my prior approval.

(b)(6) USSC

Encl

DANIEL L. KARBLES
Major General, USA
Army Element Commander

RIGHTS WARNING PROCEDURE/WAIVER CERTIFICATE

For use of this form, see AR 190-30; the proponent agency is PMG

DATA REQUIRED BY THE PRIVACY ACT

AUTHORITY: Title 10, United States Code, Section 3012(g)
PRINCIPAL PURPOSE: To provide commanders and law enforcement officials with means by which information may be accurately identified.
ROUTINE USES: Your Social Security Number is used as an additional/alternate means of identification to facilitate filing and retrieval.
DISCLOSURE: Disclosure of your Social Security Number is voluntary.

1. LOCATION USSTRATCOM, Offutt Air Force Base, NE	2. DATE 30 JAN 18	3. TIME 1400	4. FILE NO.
5. NAME (Last, First, MI) SPLETOSER, KATHRYN A.	6. ORGANIZATION OR ADDRESS 901 SAC BLVD OFFUTT AFB, NE 68113		
6. SSN	7. GRADE/STATUS COL/RA		

PART I - RIGHTS WAIVER/NON-WAIVER CERTIFICATE**Section A. Rights**

The investigator whose name appears below told me that he/she is with the United States Army Element, USSTRATCOM
and wanted to question me about the following offense(s) of which I am
suspected/accused: Toxic Leadership, in violation of SI 400-06 and Art. 92, UCMJ.

Before he/she asked me any questions about the offense(s), however, he/she made it clear to me that I have the following rights:

1. I do not have to answer any question or say anything.
2. Anything I say or do can be used as evidence against me in a criminal trial.
3. (For personnel subject to the UCMJ) I have the right to talk privately to a lawyer before, during, and after questioning and to have a lawyer present with me during questioning. This lawyer can be a civilian lawyer I arrange for at no expense to the Government or a military lawyer detailed for me at no expense to me, or both.

- or -

(For civilians not subject to the UCMJ) I have the right to talk privately to a lawyer before, during, and after questioning and to have a lawyer present with me during questioning. I understand that this lawyer can be one that I arrange for at my own expense, or if I cannot afford a lawyer and want one, a lawyer will be appointed for me before any questioning begins.

4. If I am now willing to discuss the offense(s) under investigation, with or without a lawyer present, I have a right to stop answering questions at any time, or speak privately with a lawyer before answering further, even if I sign the waiver below.

5. COMMENTS (Continue on reverse side)

Section B. Waiver

I understand my rights as stated above. I am now willing to discuss the offense(s) under investigation and make a statement without talking to a lawyer first and without having a lawyer present with me.

WITNESSES (If available)		3. SIGNATURE OF INTERVIEWEE (b)(6), (b)(7)(C) USSC
1a. NAME (Type or Print) (b)(6) USSC	b. ORGANIZATION OR ADDRESS J006, USSTRATCOM (b)(6) USSC	4. SIGNATURE OF INVESTIGATOR (b)(6) USSC
2a. NAME (Type or Print)		5. BG GREGORY S. BOWEN
b. ORGANIZATION OR ADDRESS AND PHONE		6. ORGANIZATION OF INVESTIGATOR

Section C. Non-waiver

1. I do not want to give up my rights
☐ I want a lawyer ☐ I do not want to be questioned or say anything
2. SIGNATURE OF INTERVIEWEE

ATTACH THIS WAIVER CERTIFICATE TO ANY SWORN STATEMENT (DA FORM 2823) SUBSEQUENTLY EXECUTED BY THE SUSPECT/ACCUSED

PART II - RIGHTS WARNING PROCEDURE

THE WARNING

1. **WARNING** - Inform the suspect/accused of:
 - a. Your official position.
 - b. Nature of offense(s).
 - c. The fact that he/she is a suspect/accused.
2. **RIGHTS** - Advise the suspect/accused of his/her rights as follows:

"Before I ask you any questions, you must understand your rights."

 - a. "You do not have to answer my questions or say anything."
 - b. "Anything you say or do can be used as evidence against you in a criminal trial."
 - c. (For personnel subject to the UCMJ) "You have the right to talk privately to a lawyer before, during, and after questioning and to have a lawyer present with you during questioning. This lawyer

can be a civilian you arrange for at no expense to the Government or a military lawyer detailed for you at no expense to you, or both."

- or -

(For civilians not subject to the UCMJ) You have the right to talk privately to a lawyer before, during, and after questioning and to have a lawyer present with you during questioning. This lawyer can be one you arrange for at your own expense, or if you cannot afford a lawyer and want one, a lawyer will be appointed for you before any questioning begins."

- d. "If you are now willing to discuss the offense(s) under investigation, with or without a lawyer present, you have a right to stop answering questions at any time, or speak privately with a lawyer before answering further, even if you sign a waiver certificate."

Make certain the suspect/accused fully understands his/her rights.

THE WAIVER

"Do you understand your rights?"

(If the suspect/accused says "no," determine what is not understood, and if necessary repeat the appropriate rights advisement. If the suspect/accused says "yes," ask the following question.)

"Have you ever requested a lawyer after being read your rights?"

(If the suspect/accused says "yes," find out when and where. If the request was recent (i.e., fewer than 30 days ago), obtain legal advice whether to continue the interrogation. If the suspect/accused says "no," or if the prior request was not recent, ask him/her the following question.)

"Do you want a lawyer at this time?"

(If the suspect/accused says "yes," stop the questioning until he/she has a lawyer. If the suspect/accused says "no," ask him/her the following question.)

"At this time, are you willing to discuss the offense(s) under investigation and make a statement without talking to a lawyer and without having a lawyer present with you?" (If the suspect/accused says "no," stop the interview and have him/her read and sign the non-waiver section of the waiver certificate on the other side of this form. If the suspect/accused says "yes," have him/her read and sign the waiver section of the waiver certificate on the other side of this form.)

SPECIAL INSTRUCTIONS

WHEN SUSPECT/ACCUSED REFUSES TO SIGN WAIVER CERTIFICATE: If the suspect/accused orally waives his/her rights but refuses to sign the waiver certificate, you may proceed with the questioning. Make notations on the waiver certificate to the effect that he/she has stated that he/she understands his/her rights, does not want a lawyer, wants to discuss the offense(s) under investigation, and refuses to sign the waiver certificate.

IF WAIVER CERTIFICATE CANNOT BE COMPLETED IMMEDIATELY: In all cases the waiver certificate must be completed as soon as possible. Every effort should be made to complete the waiver certificate before any questioning begins. If the waiver certificate cannot be completed at once, as in the case of street interrogation, completion may be temporarily postponed. Notes should be kept on the circumstances.

PRIOR INCRIMINATING STATEMENTS:

1. If the suspect/accused has made spontaneous incriminating statements before being properly advised of his/her rights he/she should be told that such statements do not obligate him/her to answer further questions.

2. If the suspect/accused was questioned as such either without being advised of his/her rights or some question as to the propriety of the first statement, the accused must be so advised. The office of the serving Staff Judge Advocate should be contacted for assistance in drafting the proper rights advice.

NOTE: If 1 or 2 applies, the fact that the suspect/accused was advised accordingly should be noted in the comment section on the waiver certificate and initialed by the suspect/accused.

WHEN SUSPECT/ACCUSED DISPLAYS INDECISION ON EXERCISING HIS OR HER RIGHTS DURING THE INTERROGATION PROCESS: If during the interrogation, the suspect displays indecision about requesting counsel (for example, "Maybe I should get a lawyer."), further questioning must cease immediately. At that point, you may question the suspect/accused only concerning whether he or she desires to waive counsel. The questioning may not be utilized to discourage a suspect/accused from exercising his/her rights. (For example, do not make such comments as "If you didn't do anything wrong, you shouldn't need an attorney.")

COMMENTS (Continued)

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION STRATCOM HQ, 500 SAC Blvd, Offutt AFB	2. DATE (YYYYMMDD) 20180119	3. TIME 1100	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USS	7. GRADE/STATUS (b)(6),(7)(C) USS	

8. ORGANIZATION OR ADDRESS
US STRATCOM

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I work in the Deputy Director's office. My interactions with COL Spletstoser are somewhat limited and in forums where we both are significantly subordinate to the principals who are present. We have little to no regular obligations toward one another. She has always been polite and amenable toward me. I have never personally witnessed her act or treat others inappropriately.

My general impression of her leadership style is that is results driven.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) U	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT STRATCOM HQ

DATED

20180119

9. STATEMENT (Continued)

AFFIDAVIT

(b)(6),(7)(C) USSC

I, _____, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 19 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 2 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION OFFUTT AFB, NE	2. DATE (YYYYMMDD) 20180126	3. TIME 1130	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C)	
8. ORGANIZATION OR ADDRESS HQ USSTRATCOM			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I was interviewed by BG Greg Bowen on Tuesday, 23 Jan 18, regarding a complaint or series of complaints against COL Kathryn Spletstoser, the HQ USSTRATCOM/CAG. I have witnessed COL Spletstoser's unprofessional behavior in a few different venues; however, I've also witnessed her behavior to benefit and advise General Hyten.

The first event I witnessed was the aftermath of the commander's European trip. (b)(6),(7)(C) USSC wrote a very positive account of the trip regarding meetings and meeting content. COL Spletstoser wrote a scathing and unprofessional email in response, criticizing almost every point made. As it turns out, the criticisms were more logistics related (her responsibility) than content related. (b)(6),(7)(C) USSC decided to stay above the fray, remain professional, and work with COL Spletstoser on improving travel rather than taking offense.

Another event I witnessed was during a meeting with General Hyten regarding the Non-responsive. She blurted out something like "I don't understand why you guys can't get this," criticizing the Non-responsive and then stated something about how she's killed people. I thought the disruption was odd, and didn't add value to the discussion, especially since Non-responsive.

I've also seen COL Spletstoser's brash behavior directly with General Hyten, and he seems to value it. She is very direct with him, saying things like "do you really want to say this, boss, or would this be better?" And he follows her counsel. I've seen her talk General Hyten away from directing a command-wide tasker that seemed large and impossible, so she is effective with him.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT Offutt AFB, NE

DATED

20180126

9. STATEMENT (Continued)

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AFFIDAVIT

(b)(6),(7)(C) USSC

, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 1. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

PAGE 2 OF 2 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB	2. DATE (YYYYMMDD) 20180123	3. TIME 1200	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7)(C)			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

Most of my interactions with COL Spletstoser have primarily been positive. However, COL Spletstoser can come across as forceful and a little abrasive at times. I'm also sometimes taken aback by her language choice (swearing). I do not believe she is aware of how she comes across to others. I do believe she has the mission at heart and is trying to move the command forward and get the Commander's Action Group to do things they have not done before.

I have not personally seen COL Spletstoser berate anyone or put them down personally. I have heard from others their frustrations in dealing with her. In particular, the Commander's (b)(6),(7)(C) USSC has been upset that the CAG was taking over trip planning without coordinating with (b)(6). This has caused some frustration and (b)(6) to question what (b)(6) role is. I have also heard (b)(6),(7)(C) USSC express some frustration when the CAG doesn't coordinate with (b)(6) on the direction they were planning to go.

Because of these perceived conflicts, I have steered the deputy's office away from some CAG interaction (specifically any assistance with the deputy's travel) to avoid any potential/similar conflicts with our office.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

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STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

(b)(6),(7)(C) USSC

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 29 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 2 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION (b)(6),(7)(C) USSC	2. DATE (YYYYMMDD) 20180124	3. TIME 1041	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7)(C) USSC			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH: On 19 Jan 18 at 1200 PST, I participated in a telecon interview with BG Bowen (USSTRATCOM DJ3) regarding an Army 15-6 investigation of COL Kathryn Spletstoser. I was assigned to the USSTRATCOM Commander's Action Group as (b)(6),(7)(C) USSC from (b)(6),(7)(C) USSC and reported to COL Spletstoser in her position as CAG Director. BG Bowen asked a series of questions during the telecon interview, my statement will reflect the questions and my answers to the best of my recollection. 1) What was the command climate in the CAG? COL Spletstoser was restructuring and reorganizing the CAG when she interviewed and hired me into the (b)(6),(7)(C) USSC position. As part of the reorganization, for example...the Legislative Affairs element was moved into J82, the speechwriter position turned over and the new speechwriters were moved into CAG spaces, several personnel were deliberately moved out of the organization and others who were slated to be moved out (b)(6),(7)(C) USSC (b)(6),(7) remained in CAG spaces. Several new members were hired into the CAG...myself included. As an overall scene-setter, this situation and these factors caused tension in the CAG. The command climate was bi-polar and toxic at times. Throughout the day there were interactions with COL S that were normal and routine...eg. good morning, looks like rain in the forecast. During the same day, COL S might have an aneurysm if, for example, the latest draft of a trip book was coordinated with the front office without her review or if the SECDEF weekly email didn't include some key piece of information that only she knew from a meeting Gen Hyten had in D.C. When COL S was in the office (she traveled on every TDY with the commander) it would not be uncommon for her to have multiple episodes of yelling, expletive-laden outbursts at the CAG staff over some administrative or seemingly trivial matter. I would expect her to go mental on a daily basis and I made it my responsibility to keep those outbursts confined to her office or the SCIF to limit the exposure to the CAG staff or any passers-by in the hallway. Gen Hyten described his redlines during his first commander's call and highlighted to his staff the imperative of treating all members of USSTRATCOM with dignity and respect. I started to record instances in my journal where COL S went beyond her normal inappropriate outbursts. I wanted to record certain events in preparation for a one-on-one confrontation with COL S regarding her behavior and failing to treat others with dignity and respect. I spoke to (b)(6),(7)(C) USSC and confided in (b)(6) discussing at length about COL S crossing Gen Hyten's redlines and how to manage the situation while preserving the staff's dedication to supporting Gen Hyten. I did not discuss the command climate or the situation with other members of the CAG to preserve solidarity with COL S in carrying out her directives and supporting her decisions. 2) Characterize COL Spletstoser's leadership style. COL S has extraordinary talent and experience. She told me when I was hired that she wanted me to lead the CAG - administratively day-to-day, processes, task management, personnel accountability + care and feeding (reports, LV, decorations, Civilian appraisals. I was also the (b)(6),(b)(7)(C) with other directorates and (b)(6),(b)(7)(C) USSC at all meetings that were not chaired by GEN Hyten except for the USSTRATCOM CUB (I was the (b)(6),(b)(7)(C) USSC She attended key events with the 4-star during his duty day and all travel events. I provide that context because the CAG was only a shop of 10 people...we were a cohesive team eager to support Gen Hyten. When she engaged the staff, COL S's leadership style was to belligerently order you to get something done and threaten a consequence if timelines aren't met. For example, "Get me a fucking			
10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC		PAGE 1 OF 3 PAGES

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STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT

DATED

20180124

9. STATEMENT (Continued)

strawman agenda for this trip to Barksdale at the end of the month...I want that shit today. What the fuck do you fucking do all day...it's not like you are fucking working? Don't give me some hot-mess bullshit (b)(6),(7)(C) agenda either, this is staff work 101, Jesus Christ none of you know what you are doing. You can't accomplish basic shit, the most basic fucking tasks. No one fucking leaves until I get that strawman today...I should bring your asses in on the weekend because you don't do shit during the week. If you show the draft strawman to anyone in the front office before I see it, I'll have your ass." COL S storms out of the office, CAG staff says...we had the strawman for the Barksdale trip done 4 days ago and coordinated through the front office, we haven't pushed it to COL S because we are 3.5 weeks out. Her leadership style was comical/ridiculous, outrageous/inappropriate, surreal as I could not believe it was happening as daily events unfolded. Talent and experience notwithstanding, her applied leadership style was the worst I've witnessed in my (b)(6),(7)(C) years of service. 3) Did I witness bullying or unprofessional behavior? During my telecon interview, I said no, but I'd like to share another incident that describes bullying behavior. After a COL S finished her routine outburst with the speechwriter, COL S observed a smile on my face three desks away. She asked my why I was smiling, and in an attempt to lighten the mood in the office, I answered with a quote from Buddy the Elf, "Smiling is my favorite"...that drew laughter in the CAG. She asked if I thought this was funny...."Do you think this is fucking funny?" She then yelled..."I ASKED YOU IF YOU THINK THIS IS FUCKING FUNNY?" I answered, tragically...yes. She lost it...screamed that I follow her to the hallway..."get the fuck up and take you ass outside...now!" She continued, how dare you...are you fucking serious? Get out here!" I followed her to the hallway and she turns around and says (calmly)..."sometimes you just need to light motherfuckers up", she poked my chest with her finger turned around and walked away down the hall. I'm still not sure what that meant...she had those outbursts several times a day, so it didn't feel special, except it was directed at me. 4) Did the CAG work environment affect other areas of the staff or directorates? YES. We worked hard to remedy and repair relationships with Legislative Affairs (b)(6),(7)(C) USSC after repeated negative interactions with COL S. Similarly, we struggled to keep strong ties with J53 international engagements, Public Affairs, Protocol, Office of the Chief of Staff, and the Front Office. There was definitely a tension between (b)(6),(7)(C) USSC and COL S that affected the working relationship between the CAG and the Front Office. This friction potentially started over (b)(6),(7)(C) USSC's desire to accompany Gen Hyten on a specific TDY, but COL S was the self-proclaimed authority on who would/would not attend trips with the CC and also who would be manifested on the CC's aircraft. On 21 Apr, the CAG held a staff meeting that was chaired by COL S...she described the transition period in the CAG to address the low morale and difficulty recruiting talent, but most importantly, she discussed new ROE with the front office due to their "inefficiencies and dysfunction." She directed "any interaction with the front office before COL S can coordinate is FORBIDDEN." During Gen Hyten's congressional testimony session, (b)(6),(7)(C) USSC held a CAG/Front Office VTC to discuss schedule, travel, read aheads status, etc. The meeting was scheduled during the actual testimony that COL S was attending, and the CAG was watching live. I attended the meeting/VTC with (b)(6),(7)(C) USSC as directed by the executive officer. COL S went mental. She directed me to not attend any meetings with the front office without her consent etc, don't talk to (b)(6),(7)(C) USSC or (b)(6),(7)(C) USSC. COL S described any interaction with the Front Office would "blindsided" her and was not allowed. We were ORDERED not to go direct to the front office with anything. This was challenging because any request from the exec was in support of the commander. All trip books and drafts MUST be coordinated with COL S before going to the Front Office for a pre-vector - this was to adjust the agenda, meeting attendees, flight manifest, etc to suit COL S desires. Suffice to say, our collective relationships with other directorates and offices were affected by COL S's interactions with those personnel, and her guidance and directives to the CAG when dealing with the front office. 5) Did COL S manipulate TDY travel for her own benefit? COL S traveled exclusively with Gen Hyten. She insisted on accompanying him on EVERY TDY without exception. During my hiring interview, I asked COL S about opportunities to accompany Gen Hyten on specific (b)(6),(7)(C) related TDYs where my expertise and presence may be useful as the CAG representative. (b)(6),(7)(C) USSC visit, (b)(6),(7)(C) USSC etc. She indicated that she would consider me for a trip (no guarantees) and she would always travel on every D.C trip. I wasn't allowed on any TDYs with Gen Hyten, my responsibility was to (b)(6),(7)(C) CAG (b)(6),(7)(C) USSC. COL S would control the aircraft manifest and seating arrangement on every flight. She would routinely bump GOs on the flight to commercial travel if there was a space issue on the jet. 6) Did she comply with staff processes? Generally speaking, COL S prided herself on working outside of staff processes, the rules did not apply to the special status of the CAG director...unimpeded access to the commander, her ability to monitor his electronic correspondence, control of the calendar + meeting attendees, access and edit over RAH's and products for the commander gave her an exceptional sense of power. Behind the scenes, the CAG was still working TMT staff processes, scheduling Big Rocks and calendar synch, etc. 7) Do you have concerns of reprisal? No. (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC CAG and Gen Hyten signed a superb performance report. I was matched (b)(6),(7)(C) USSC (b)(6),(7)(C) COL S certainly threatened bad paperwork to members of the CAG (including me). Before I departed, she specifically threatened me with a sub-par performance report when she suspected disloyalty to her as the director in favor of the Front Office. I reminded her that we all work for Gen Hyten on the same team...together with the front office. No one was being disloyal to anyone. As you can imagine, my comments weren't received well...COL S had a verbal meltdown. When I interviewed officers for CAG

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT DATED 20180124

9. STATEMENT (Continued)

vacancies, COL S told me that she preferred upwardly mobile candidates (need a push for SDE/school, a DP for Colonel, pending command, etc) specifically to be able to threaten and hold those next steps hostage. I thought she was joking at first. 8) Did she send any inappropriate emails? Not to my recollection. 9) Did she have a positive impact on the CAG or any other areas of the command? Again, COL S is very talented and experienced. She wanted the USSTRATCOM CAG to be on par with CSAF, CSA or Chairman's CAG. She carried herself as if she was wasting her time in her current role...she was above being at USSTRATCOM, her duties and responsibilities...this posting was beneath her. She wasn't afraid to give an opposing viewpoint and that was a strength. She has a great network that she uses to her advantage. She stays connected to senior leadership in the Army. Her good qualities as an officer are dwarfed by her inappropriate outbursts and treatment of personnel. END OF TESTIMONY---(b)(24)jan18

AFFIDAVIT

(b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 24 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

TO: BG Bowen, US Army

30 Jan 2018

FROM: (b)(6),(7)(C) USSC

SUBJ: Army 15-6 investigation of Col Kathy Spletstoser

I witnessed Col Spletstoser demonstrate unprofessional behavior on numerous occasions that disparaged and belittled other personnel. She used profanity, derogatory language, and would interrupt other people repeatedly when we were in meetings together. When we were preparing inputs and sharing our thoughts at planning meetings Col Spletstoser would attend as the Director of the CAG. During numerous sessions I watched her belittle other's ideas or pronounce that "we are not going to do that". Whether she had subject matter expertise or not, she would pronounce something as dumb, or use profanity to describe it, or talk over the person attempting to lay out an idea. I noticed this especially on preparing for Congressional meetings after the legislative liaison team was transferred to J-8. The team members described the workplace in the CAG as hostile, combative, and intimidating. Kathy described this team as terrible and included several profanities in this description when we were transferring the team and discussing how to coordinate for Congressional visits by the commander. I did not find any of the team deficient in their work and in fact the same personnel prepared the commander successfully for the year (b)(6),(7)(C) USSC

On one specific occasion, I was meeting with (b)(6),(7)(C) USSC to prepare goals and objectives for the commander's second year. Kathy attended the first session and was very dismissive of (b)(6),(7)(C) USSC ideas. I told her that we should listen to the ideas before we start rejecting them. This behavior of rejecting other's ideas before they finished speaking was something she did in almost every meeting I went to with her. She is very combative and possessive of ideas that are going forward to the commander as if she owned them. Her temperament and language were not professional and caused excessive stress and friction for action officers attempting to do their job.

I took my observations to MajGen Karbler twice in the spring and early summer of 2017 regarding her behavior. He said that he was working with her to improve her interpersonal skills. I did not see any great change in her behavior in the year that I worked around her. In the end, I worked around her to get the job done.

You may contact me at (b)(6),(7)(C) USSC for additional information.

(b)(6),(7)(C) USSC

SWORN STATEMENT

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PRIVACY ACT STATEMENT

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION (b)(6),(7)(C) USSC	2. DATE (YYYYMMDD) 20180118	3. TIME 1500	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7)(C) USSC			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

In a telephone interview with BG Bowen o/a 20180118, I was asked to comment on command climate issues associated with Col Spletstoser based on my time as (b)(6),(7)(C) USSC and most recently, (b)(6),(7)(C) USSC. Our discussion spanned relations between Col Spletstoser and the front office; the CAG staff; and other staff directorates, and is summarized below:

While assigned to the front office, I observed Col Spletstoser from a distance. Soon after she arrived, she removed most of the civilian employees from the CAG and replaced military officers. Her interactions with others could at times become heated, which communicated that she was a no-nonsense person, firm in her opinions. While aggressive and rough, she appeared to be trying to improve the organization. Her strained relations with the front office were primarily based on her changes to travel planning duties and travel document formats. The format changes were not necessarily bad, but the front office believed that the CAG could have leveraged its time better on substance instead of formats and travel planning, which consumed considerable time. Changes in responsibilities such as the CAG assuming the majority of travel planning duties and the CAG Director becoming the sole Executive Assistant on-travel left folks wondering what was broken or how they had failed. Based on Col Spletstoser's sporadic, displeased comments about her staff and my routine interactions with her Deputy, there were indications of climate issues in the CAG.

When informed that I would move to the CAG, I was concerned about the climate and spoke candidly with my predecessors (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC. I was told that (b)(6),(7)(C) volunteered for a 1 year assignment in Afghanistan to avoid spending another day working for Col Spletstoser. (b)(6),(7)(C) USSC was on (b)(6),(7)(C) way out, but was clearly frustrated working for Col Spletstoser. (b)(6),(7)(C) USSC In my opinion, these folks didn't feel valued and the environment was toxic. (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC highlighted frustrations with Col Spletstoser's leadership style. Each cited her comments to them regarding their inadequate staff abilities, writing skills, and lack of combat experience. According to these officers, the comments were personal and by my observation, soured their loyalty toward Col Spletstoser. I can attest to her comments about her combat service and her time spent on high level staffs, what she termed "the big leagues." These comments were typically subtle jabs at the STRATCOM Staff, and in my view, discredited other peoples' service due to being outside the realm of combat.

While assigned to the CAG, I routinely observed Col Spletstoser reprimand her staff. She would swear and raise her voice, especially if the CC caught a mistake that was overlooked by the CAG. Her frustrations were understandable; her responses were not. Most frustrations occurred when Col Spletstoser was traveling with the CC. Several of her emails seemed to communicate that nothing was good enough; that folks in the rear weren't working as hard as the the travel team or were at worst, failing. A few of her emails were simply unprofessional, but to her credit, if I addressed an unprofessional email with her in person, she would immediately apologize, provide the missing context, and refrain from doing it again.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT (b)(6),(7)(C) USSC DATED 20180118

9. STATEMENT *(Continued)*

I spoke with Col Spletstoser directly about "blowing up" on the staff. She indicated that sometimes it is necessary to make her point, to which I replied, "it is not necessary...you are a Colonel, and we all know that you are smart. The guys in the CAG don't need that type of treatment to be motivated." In my opinion, she worked to limit this behavior except on a few occasions when perhaps she was particularly frustrated.

Regarding relations with other Directorates, Col Spletstoser, from time to time, would anger directorates by her emails or her comments during meetings when the CC was present. My sense is that the directorate staffs perceived the emails and comments as "arm-chair quarterbacking" by someone shielded by privileged access to the CC. I cannot speak for the directorates, but I spent considerable time repairing damage to working-relationships, especially with the J5 directorate. Most of the staff simply accepts her inputs, often rationalizing them, "as long as the boss is happy."

In summary, my observations of Col Spletstoser indicate that she is an exceptional staff officer, but struggles with inspiring a team or building consensus. She is known to leverage rank and position to enforce compliance among her staff, holding fitness reports or time off at risk. She clearly understands "Mission First," but falls short in the application of "troop welfare-always." That said, I believe the command climate has significantly improved in recent months and is trending positive. Col Spletstoser appears to be aware of climate issues and I recently observed visible changes in her demeanor and more positive interactions with the CAG staff. Unfortunately, I was asked to comment on any correlation between command climate and Col Spletstoser and it is undeniably true that as the the CAG Director, she bears responsibility for the previous decline in command climate.

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT (b)(6),(7)(C) USSC DATED 20180118

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 27 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION STRATCOM HQ	2. DATE (YYYYMMDD) 20180122	3. TIME 1030	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS 901 SAC BLVD Suite (b)(6),(7)(C) OFFUTT AFB, NE 68113			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			

On 17 Jan 2018, BG Bowen interviewed me in the (b)(6) office at approximately 1600. The purpose of the interview was to obtain my observations on COL Spletstoser's interactions with the staff directors during meetings.

I stated the following:

- COL Spletstoser says things in meetings that could be perceived as disrespectful to senior officers and civilians.
- She interrupts director's, senior civilians, and other senior officers to make her points to Gen Hyten.
- She is blunt spoken and could be more tactful in getting her points across.
- Some of her comments have been derogatory about senior leaders and should have gone unsaid.
- I have not seen Gen Hyten correct her bluntness nor interruptions to seniors.
- COL Spletstoser's comments and conduct are not mean-spirited. Her objective is to help Gen Hyten make decisions and the Command meet its missions.
- Her previous staff experience and knowledge are a benefit to the command.
- Over the last approximately 18 months that I have been assigned to STRATCOM, COL Spletstoser's comments have become more pointed and her interruptions more frequent.

*** END OF STATEMENT ***

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1030 DATED 20180122

9. STATEMENT *(Continued)*

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 1030

DATED

20180122

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC

HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 21 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

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PRIVACY ACT STATEMENT

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION (b)(6),(7)(C) USSC	2. DATE (YYYYMMDD) 20180128	3. TIME 0500	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7)(C) USSC			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I submit this sworn statement to describe and attest to the unprofessional, bullying behavior of COL Kathryn Spletstoser that I personally witnessed for one year while serving in (b)(6),(7)(C) USSC the USSTRATCOM Commander's Action Group (CAG). In short, her interpersonal interactions with staff up to and including the J-Dirs are dysfunctional and abusive, and her behavior creates a hostile, toxic work environment in the CAG and with staff elements across the command.

My motivation for providing this statement is to document and corroborate COL Spletstoser's unprofessional behavior and its negative impact on the staff and the command climate. It is my sincere hope that corrective actions are taken at the earliest possible time, and respectfully submit that removing her from her current position as CAG Director is justified, warranted, and long overdue.

Background and Summary

COL Spletstoser (b)(6),(7)(C) USSC June 2016 - she was coming in as CAG Director, (b)(6),(7)(C) USSC CAG from (b)(6),(7)(C) USSC I witnessed behavior by COL Spletstoser that was wholly and consistently unprofessional and inappropriate. I remain shocked and appalled by the way she treats the CAG team, the front office staff, and even many of the J-Dirs; I am equally shocked and appalled by how she has successfully hidden this from the Commander and gained his trust and support.

The three consecutive Associate CAG Directors that served during my tenure were (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC each routinely shared with me their grave concerns and commiserated with me regarding COL Spletstoser's behavior toward them and more importantly, her negative impact on the CAG staff. Each made it part of their job to shield the staff from her outbursts of rage and insults and tried hard to create a stable work environment - and each was frustrated because it was impossible to do so. (b)(6),(7)(C) USSC confided that (b) was keeping a log documenting the timing and nature of COL Spletstoser's outbursts and unprofessional behavior; (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC sometimes confronted COL Spletstoser, but still felt badly that (b) was "letting the staff down" because (b) could not always buffer them from her rage and insults. All of the CAG staff members confided in me re their concerns about her behavior during this period, knowing that I witnessed and was horrified by the way she treated them.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT (b)(6),(7)(C) USSC DATED 20180128

9. STATEMENT (Continued)

The remainder of this statement provides detail and examples of COL Spletstoser's behavior, which I will describe in three broad (yet not mutually exclusive) categories: (1) Highly disrespectful, critical and demanding; (2) Controlling, suspicious and threatening; (3) Self-aggrandizing and dishonest.

Highly Disrespectful, Critical and Demanding

I routinely witnessed COL Spletstoser being disrespectful to the CAG team and most everyone at all levels with the command with the exception of front office senior leaders. For the CAG and front office staff, this is an almost daily occurrence, and it is typically delivered directly, loudly, publicly and in a gruff manner. Specifically, COL Spletstoser routinely criticizes and insults staff with loud outbursts and uses language that is demeaning, insulting, belittling, sarcastic, biting and profane. Specific examples that come to mind include responding to a suggestion made by (b)(6),(7)(C) USSC during a staff meeting with "what are you in kindergarden", and on another occasion criticizing (b)(6),(7)(C) USSC written product by stating that he "didn't go to a Tier 1 school". She once interrupted (b)(6),(7)(C) USSC discussion of plans for CC travel to Australia at a J-Dir staff meeting by yelling out "yeah that ain't happening!". I found it particularly appalling that she routinely refers to people up to and including J-Dirs as "mother fuckers". (In fact I heard COL Spletstoser use the terms "fucking" and "mother fucker" more times during my one year in the CAG than I have heard during my entire (b) year professional career.)

COL Spletstoser is highly critical and judgmental about people and products yet offer NO constructive feedback or original contributions. She is demanding to the point of unrealistic, for example demanding that the CAG team prepare a report on a trip that she was on with CC while it was underway, without providing the team with any insights or feedback as to what had transpired. These types of demands, coupled with her criticism and outbursts that the CAG team has come to expect upon her return, create a CAG work environment that is hostile, toxic, frustrating and stressful. Members of the CAG team have come to expect "taking a shot to the face" when she returns from a trip and levies insults and unwarranted attacks.

COL Spletstoser generally over-reacts to situations with behavior and language that is entirely unwarranted and inappropriate. For example, one day she launched into a loud screaming tirade toward (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC CAG that morning.

Controlling, Suspicious and Threatening

COL Spletstoser is very controlling and has great difficulty trusting people to do their jobs - from communicating with/scheduling meetings or trips for the Commander down to the smallest travel arrangement (e.g. who sits where in which vehicle). Accordingly, I witnessed her (1) berate staff and accuse them of incompetence with insults and foul language as described above, (2) demand that certain functions be transferred to the CAG so that she can control them; (3) demand to be cc'd on transmissions; and (4) meddle in J-Dir responsibilities by engaging and attempting to direct their staff without J-Dir knowledge.

She routinely accuses CAG staff of "slacking off" when she is on travel - for example she would often loudly and publicly accuse (b)(6),(7)(C) USSC of spending "2 hours a day at the gym" when she's not there - and these accusations were completely untrue.

COL Spletstoser also threatens and bullies staff to get her way - there were numerous times I heard her state directly to front office staff that they can either do things her way or she "will ruin their career".

COL Spletstoser was not as overtly rude to me personally as she was to the CAG and front office staff (other than an occasional sarcastic remark), however she made it clear to me and others that she did not trust me because I (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC She would state that I (b)(6),(7)(C) USSC (until she was corrected by Gen Hyten that (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC and would rant loudly and publicly with me present that I (b)(6),(7)(C) USSC and that she was recommending to CC that he (b)(6),(7)(C) USSC (he did not). She would not involve me in CAG work (despite ADM Haney's intent/reason he brought me into the CAG in the first place) - and consequently the CAG team would consult with me and seek my feedback on their products while she was out of the office on travel. As a senior professional I largely ignored the insults that she directed at me, but I know that it made the CAG team uncomfortable. I also know that I could have contributed much more to the CAG team's efforts if she had allowed me to do so.

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT (b)(6),(7)(C) USSC DATED 20180128

9. STATEMENT (Continued)

Self-Aggrandizing and Dishonest

There were multiple instances where COL Spletstoser took credit for the original thinking and work of others by stripping off the names of the CAG team authors and forwarding material up the chain to the Commander as if it were her own. This behavior was as damaging to the morale in the CAG as her public outbursts and insults - and led one very talented officer, (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC shared with the CAG team that (b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC

COL Spletstoser has successfully misled the Commander into believing that she is "above board" and operating in his best interests; I have observed that she does so at the expense of essentially everyone on his staff (to include J-Dirs). She further garners his support by claiming that she is the "victim" and is not respected - when in reality she shows respect to no one.

Conclusion

COL Spletstoser is smart and strategic, but sadly she has used these skills to both hide her abhorrent behavior from the Commander and elevate her personal standing with him and other senior leaders in the front office at the expense of others. As I listened to Gen Hyten's speech at the change of command on 3 Nov 2016, I was heartened to hear him articulate that one of his two "red lines" is treating others with respect; in that moment I thought of COL Spletstoser and hoped that would internalize and heed our new Commander's views - and if not, that he would happen to walk by the CAG and hear first hand the abusive way she treats the team. Sadly, neither came to pass.

In closing, I will restate that my motivation for providing this sworn statement is to document and corroborate my personal observations of COL Spletstoser's wholly unprofessional, abusive and toxic behavior and its negative impact on the staff and the command climate. It is my sincere hope that corrective actions are taken at the earliest possible time, and I respectfully submit that removing her from her current position as CAG Director is justified, warranted and long overdue.

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 28 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, Omaha, Nebraska	2. DATE (YYYYMMDD) 20180126	3. TIME 1330	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS U.S. Strategic Command, (b)(6),(7)(C) USSC 901 SAC Blvd., (b)(6),(7)(C) Offutt AFB, NE 68113			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I offer this statement following my interview as part of an investigation under way at U.S. Strategic Command (USSTRATCOM), regarding from my understanding, the conduct of Army Colonel Kathy Spletstoser. I was called for the interview by investigating officer, Brigadier General Greg Bowen.

I have known Kathy as a fellow officer here at USSTRATCOM, leading the Commander's Action Group (CAG), since my arrival in (b)(6),(7)(C) USSC. I believe she arrived just before me.

I offer this statement with a rather conflicted mindset. One-on-one, as a person, I find Kathy to be friendly, personable yet reserved, and intuitive. She has a dry sense of humor and a sharp tongue. Professionally, I see her as bright, motivated, energetic, driven, and truly caring about her job and mission accomplishment. She is skilled, qualified, and does good work. She gets results.

The challenge is that Col Spletstoser's methods in achieving those results are in effect crushing those around her, and there's a general impression, based on both observation and in discussion, that she does not care about that aspect, so long as results are achieved. I believe that the weight and impact of her methods are what have led to where we are today with this request for my statement here, as I have been witness both personally and second-hand via observation of others in the command.

The following are my observations as discussed with Brigadier General Bowen:

- While Col Spletstoser drives for results, her methods lead to a toxic environment. She is too often overly-flippant and disrespectful, in the presence of junior personnel, in her discussions about senior leaders here and elsewhere. Oftentimes, I see it as her cynicism and irreverent humor taken too far with too wide an audience of junior personnel. Her comments are far too often both dismissive and vulgar -- which in isolation may be tolerable yet uncomfortable -- but in a leadership position and often in discussions surrounded by more junior personnel, it is unacceptable. In a small group of peers, it would simply be different.

- One of the cardinal rules at this command is to treat everyone with respect. Sadly, I think this is the crux of the issue. Col Spletstoser does not do so, routinely violating that red line. I have heard many more junior personnel ask how someone so close to senior leadership gets away with such blatant disregard of other people. The challenge is that the disrespect is usually not in the presence of the senior leaders. I have witnessed such irreverence, which comes in an off-the-cuff manner that is just part of the colonel's persona. Around some and in small audiences, I have seen that from many people over the years and is not itself a flagrant issue. Here, it becomes an issue because she is so blatant about it in the presence of so many.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1330 DATED 20180126

9. STATEMENT (Continued)

- There is an inflated sense of self with Col Spletstoser that permeates the command climate. Understanding that the position requires the need to drive for results that the commander desires, and as a result of knowing what the commander desires far more than most, Col Spletstoser "lays down the law" about how things will go in a given situation, based on her own assumptions and without consult with the commander. This in itself is not an issue -- it's expected, as the CAG director has a close relationship with the commander and would have good insight into what might be expected, just as I (b)(6),(7)(C) have a close relationship to advise on matters of my own expertise. But the issue here is that Col S often, in these situations, comes across as wearing the stars herself, as an inflated sense of self, and often sending a message that there is no need to discuss a matter with the commander, even if you believe you have a solid rationale. In such cases, you are dismissed or verbally belittled in an "I can't believe you'll go to the boss with that" attitude, in front of both juniors and peers. This has also sometimes been an issue in the decision-making process for public and media engagements -- the PA team are the experts in this realm, but are often dismissed or sometimes even left uninformed, treated as subordinate to the CAG rather than equals in their own fields of expertise, and the commander does not get the counsel he should be getting in these matters.

- Public shaming is not uncommon. One example clearly comes to mind, when on an bilateral engagement visit to Australia, Col Spletstoser very publicly reprimanded the general's aide in the foyer area of the vice chief of defense. I was nearby, as were several of our Australian host planners, and other leaders flowing through in the rooms on either side of us. The matter was related to some element of the plan for the day (I don't recall the specifics), with which the aide made a decision that did not sit well with the colonel. Rather than dealing with the issue in a more professional and subdued or 1v1 manner, the aide was inappropriately reprimanded in public. Moments later, I made a comment to Col S, something to the effect of "a little harsh, don't you think?", to which the response was a bit of a shoulder shrug and that the aide should have done differently. It became clear to me that the colonel did not care about that interaction and how it may have been perceived by others, or how it may have impacted the aide himself.

- I have also witnessed second-hand effects of the office environment in the CAG. I had repeatedly seen many members of the CAG who come to my office to "escape" the environment and to decompress. Of note, this has not been the case recently, with no problems noted the last couple of months. These action officers are always respectful and never, in my presence, specifically called out details. But they would come down and make more general comments about how "rough it is up there" and the need to just come to someplace where they feel like they can talk. There were two individuals with whom I spoke who were more candid, and who said the work environment was harsh and intolerable, having to hear their coworkers being yelled at and disrespected routinely. I was not witness to this, but was talked to by others, as noted. This is an example of how situations expand beyond the office -- where staff talk across to other staffs, and can impact far beyond your own team and workspace. Of late, the CAG staff have commented on a better work environment.

- Lastly, I would note that a challenge is all too often seeing ideas I have shared with Col S, from my own staff, being taken for action by CAG and with no credit given to the originator. Overall, it doesn't matter who gets the credit if it's moving the process forward in a positive way. But in reality, there is an impact on command morale if credit isn't given where credit is due with the more junior personnel, and it can stifle idea-sharing. It's not a big issue in isolation, but is another indicator of a pattern of concern in how people are treated or otherwise not considered.

These issues have added over time, and were not a consolidated problem in my eyes for several months. But other O-6 officers and I began to all make similar comments with each other as to these types of issues, bearing witness to comments and actions of our subordinates, and it has compounded into a situation where our individual comments to her and to each other seem to have no meaning or impact. Most recently, as I was to approach Col S about her treatment of others, I was asked instead to speak to an investigating officer because these matters were already being looked into by command leadership. This brings us to where we are today with this submitted statement.

In the end, I do believe Col Spletstoser has been an effective officer, but lacking as a leader. Her support to the commander has been solid, but her tactics have the risk of putting our leadership in a bad light with respect to the treatment of others. The problem is that in achieving success, her own methods have left a negative mark as to how she gets those results. If people matter, these methods should matter and should change, with a nod to more respect for all involved.

###

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSCPAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1330 DATED 20180126

9. STATEMENT (Continued)

*** No entry on this page ***

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT, (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2051; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION (b)(6),(7)(C) USSC	2. DATE (YYYYMMDD) 20180205	3. TIME 0740	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7)(C) USSC			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I have an incomplete recollection of our many exchanges, but will convey here what I remember.

I met Kathy Spletstoser when I held the position of (b)(6),(7)(C) USSC. She was a newly acquired Strategist/59 who had been passed over for COL. She was protesting this decision, claiming that the Army never should have allowed her to be a Strategist if he timeline would preclude her ability to meet milestones required for promotion. She has left her basic branch in good measure because she was not a likely select for COL due to less than optimal block checks while in Battalion Command. (She had felt she had not received the ratings she deserved for personal and gender reasons vice professional performance reasons and I believe had rebutted that/those OERS, as well.) She was adamant no one ever told her about the Strategist COL requirements and that in any event, the fact that she was a battalion commander in her basic branch should have offset those requirements. She repeatedly stated how rare she was in the Strategist ranks and that these ranks needed someone with her operational and leadership credentials. Kathy is talented. She is also extremely off-putting. I remember immediately talking to myself about how I could not allow her chip-on-her-shoulder and arrogant projection to close my mind to the merits of what she was saying. So I listened to her with an open mind and decided that I would help her (b)(6),(7)(C) USSC and assist in getting her access my boss, the (b)(6),(7)(C) USSC. I had many hours with Kathy (b)(6),(7)(C) USSC and talking to her. While short on details, the basic memory of that time was dealing with a disgruntled person who simply could not see herself at all. I do recall that most of my suggestions had to do with tone and with assumptions she was making about other's intent and the Army requirement for her personal capabilities. In these hours, I clearly conveyed to her a few things. First, SHE was personally responsible for not understanding the requirements for promotion to COL before she decided to become a Strategist, something she could not hear. Secondly, if she was having problems with so many people, it would be a good idea to look in the mirror, that we all needed to do that. Thirdly, I told her that her manner was off-putting and that emotional quotient, getting along with others, and humility were important in our profession, and increasingly so as she progressed in rank. Her response was neutral, as if she didn't even hear me, that what I had to say about these things was not important to her. I ended this sequence of events thinking, I do not want her as a leader in the Strategist career field. Because I had not worked closely enough with her professionally, I erred on the side of (b)(6) you just don't LIKE her. She is in survival mode right now. You are seeing the worst."

After her packet was in, I didn't have steady contact with her. I moved to the (b)(6),(7)(C) I do recall her reaching out to me for assistance on something else related to a grievance - I simply can't remember - but I declined. She was not open to seeing herself at all. After that last exchange, we passed each other in the hallway of the Pentagon and she ignored me. Could be she did not see me. I perceive Kathy as toxic, arrogant, possessing an extremely low EQ, friction-causing, and constantly carrying a chip on her shoulder about one thing or another. I am not alone. That is indeed her reputation among the people who served with her, at least at that time.

10. EXHIBIT	11. INITIAL (b)(6),(7)(C) US	12. SIGNATURE (b)(6),(7)(C) US	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

(b)(6),(7)(C) USSC

STATEMENT OF

TAKEN AT

DATED

9. STATEMENT (Continued)

(b)(6),(7)(C) USSC

AFFIDAVIT

I, _____, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF REWARD OR PUNISHMENT, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE (b)(6),(7)(C) USSC

WITNESSES:

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

Subscribed and sworn to before me, a person authorized by law to administer oaths, this _____ day of _____, at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

PAGE 2 OF 2 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD) 20180126	3. TIME 0900	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C)	

8. ORGANIZATION OR ADDRESS
STRATACOM (b)(6) 901 SAC Blvd, Offutt AFB, NE, 68113

9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

Several months back; during a J3 lead brief to the Commander in the J5 conference room, as the brief was ending and the CC was departing; COL Spletstoser as she was leaving loudly announced, "that brief was a piece of shit!" I took exception to the comments for being unprofessional and inaccurate and especially since it was directed at my team.. I did not engage COL Spletstoser as she was departing with the Boss. I returned to my office and the staff suspected that I was aggravated; (b)(6),(7)(C) USSC inquired as to what had happen; I shared the story with (b)(6),(7)(C) and stated that I would go talk to Kathy after my next meeting concluded. Upon returning to the (b)(6),(7)(C) offices after the meeting; (b)(6),(7)(C) informed me that (b)(6),(7)(C) had spoken with Kathy (b)(6),(7)(C) USSC and that she understood. Col Spletstoser apologized the next day and assured me it would not happen again.

A few more months after the situations described above; the (b)(6),(7)(C) was presenting a new operational concept to the Commander in Commander's Situation Room(CSR). Quite frankly the briefer struggled in conveying the intent of the operational concept to the Commander. The Commander directed some follow-on actions; and told the briefer that (b)(6),(7)(C) efforts were good just not on target so check fire and re-acquire. I was discussing with the briefing officer what I wanted him to do when COL Spletstoser barged right up to us and yelled; "you are a fucking embarrassment as (b)(6),(7)(C) officer," to the briefer who was (b)(6),(7)(C) officer. I got pissed quick; I told Kathy equally as loud that I owned the brief and it was being corrected. COL Spletstoser continued to attempt to berate the briefing officer until I stated to her; "this fucking conversation is over," at which time she just walked away, mumbling but I could not hear what she was saying.

During an exercise on the Battle Deck at the very end of the training session there was a discussion with the Commander about ensuring all participants world wide wok in Zulu times; there had been some confusion during the conference about times. Several Flag officers and SES's were present and involved in the exercise. As the Commander had given his final observations and directions for how to improve; COL Spletstoser blurted out "remember people we only work in Zulu time, we should all know that !."

Her delivery and tone were simply "unprofessional."

Suffice to say that Col Spletstoser is good at her job or she would not be the CAG Director but her professional comportment when dealing with senior officers and civilians is very derogatory and disrespectful.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT USSTRATCOM

DATED

20180126

9. STATEMENT (Continued)

AFFIDAVIT

(b)(6),(7)(C) USSC

HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26th day of January, 2017 2018 at HO USSTRATCOM, Offutt Air Force Base, Nebraska

(b)(6) USSC

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

PAGE 2 OF 2 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION STRATCOM HQ (b)(6),(7)(C) USSC	2. DATE (YYYYMMDD) 20180123	3. TIME 0830	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7) HQ US STRATCOM			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I was asked to comment on my experiences with COL Spletstoser where her actions/engagements cause friction among the staff. I offer the following:

I have worked routinely with COL Spletstoser since (b)(6),(b)(7)(C). In that time I have had frequent interactions with her on a variety of topics. I am aware of the friction surrounding her engagements with other members of the staff and offer the this amplification:

--My personal interactions with COL Spletstoser are professional but speak plainly and directly in the process. I believe both of us are comfortable with the tone of our conversations and our professional relationship. I do recognize that some people would be uncomfortable with the frankness and language of our exchanges.

--I did get frustrated with COL Spletstoser during an email exchange on CAG manning last fall. We had changed the CAG nomination process from soliciting nominees via TMT to simply having the J1 pull top performers for the CC to select from. COL Spletstoser was frustrated that I was reaching back to the J-Dirs for their assessment/impacts of some of the nominees when the CAG/CC had already chosen a fill for the billet. I did reply to the email as I figured I could better resolve in person. We resolved professionally and subsequent fills works smoothly.

--I am aware that her engagement with some of the front office staff that pushed them to engage the Chaplain and IG about toxic leadership. Most of these events occurred around coordinating Commander's travel plans and the travel planning process. I also fielded one specific engagement for PA after one of there AOs felt they we spoken to by COL Spletstoser in a unprofessional manner. My characterization of the staff's view was that she spoke to them unprofessionally and was not shy to criticize them publicly. I spoke with MG Karbler when those occurred. He would speak with Col Spletstoser when those events occurred.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 1 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

(b)(6),(7)(C) USSC

_____, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 30 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

PAGE 2 OF 2 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM HQ (b)(6), (b)(7)(C) USSC	2. DATE (YYYYMMDD) 20180126	3. TIME 0900	4. FILE NUMBER
5. LAST NAME FIRST NAME MIDDLE NAME (b)(6), (b)(7)(C) USSC	6. SSN (b)(6), (b)(7)(C) USSC	7. GRADE/STATUS (b)(6), (b)(7)(C) U1	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6), (b)(7)(C) USSC OFFUTT AFB, NE			

9. (b)(6), (b)(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

(b)(6), (b)(7)(C) USSC

I (b)(6), (b)(7)(C) USSC I have worked for two Commanders and have interacted with two CAG Directors. While Admiral Cecil HANEY was the Commander, (b)(6), (b)(7)(C) USSC was the Director of the CAG. During (b)(6), (b)(7)(C) USSC time at USSTRATCOM, I had minimal interaction with him or his staff. I recall only seeing him on two to three missions in support of the Commander. The CAG, however would often directly interact with the front office Trip Planner, (b)(6), (b)(7)(C) USSC has since left USSTRATCOM and been replaced by (b)(6), (b)(7)(C) USSC Adm HANEY's travel team consisted of either an Executive Officer or their Deputy, an Aide-de-Camp, a PSA and a Communications Officer (CommO). This remained the core travel team until Adm HANEY's departure and remained during the transition to the new Commander, Gen John Hyten. I did not notice the shift in the travel team until the departure of Gen HYTEN's Exec, (b)(6), (b)(7)(C) USSC Once (b)(6), (b)(7)(C) USSC I noticed Col Kathryn SPLETSTOSER, Director of the CAG, began to be a frequent member of the travel team. Col SPLETSTOSER became a full time member of the travel team starting in January 2017.

During the transition, the Commanders Exec and Deputy Exec changed personnel. Col SPLETSTOSER's role in the Commanders travel mission increased. It appeared, from my perspective, Col SPLETSTOSER gain more responsibilities in the overall operation of the front office, trip planner and travel team. At this point the dysfunction between the front office staff and the CAG became noticeable. (b)(6), (b)(7)(C) USSC role as the Trip Planner decreased. Originally, the Trip Planner built the trip book, worked transportation and lodging for the travel team. Col SPLETSTOSER assumed most of those responsibilities and brought them under the CAG. (b)(6), (b)(7)(C) USSC felt that this was a personal attack on (b)(6), (b)(7)(C) responsibilities. Over time, (b)(6), (b)(7)(C) USSC struggles with Col SPLETSTOSER and her staff would bring (b)(6), (b)(7)(C) to become overly upset. I recall a few instances where there were mistakes made in the trip planning due to lack of communication between the CAG staff and (b)(6), (b)(7)(C) USSC Col SPLETSTOSER told Gen HYTEN a mistake was made and blamed (b)(6), (b)(7)(C) USSC directly.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6), (b)(7)(C) USSC	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT USSTRATCOM (b)(6),(7)

DATED

20180126

9. STATEMENT (Continued)

A particular incident that sticks out in my memory is the Halifax International Security Forum, Halifax, Nova Scotia. Typically, mission planning begins months in advance of event. With this mission, arrangements were made for lodging by (b)(6),(7)(C) USSC. Staff at the Security Forum informed (b)(6),(7)(C) USSC lodging arrangements were made for Gen HYTEN and a few members of his staff to stay at The Westin Hotel in Halifax, NS. Room availability limited Gen HYTEN and his staff to three to four rooms. The full travel team, including the advanced echelon team, was nine personnel who required lodging. This was briefed to the team and discussion for who would be required near the Commander began. It was determined the PSA, CommO and Aide-de-Camp would need to be lodged at The Westin with the Commander. The remaining team members would stay at a nearby hotel and transport to The Westin to support the Commander during the duty day. Once Col SPLETSTOSER was notified she would not stay in The Westin, she became angry. The next day, Col SPLETSTOSER walked directly into Gen HYTEN's office to discuss the lodging situation. Col SPLETSTOSER briefed Gen HYTEN his security posture was diminished due to the separation of his security team between two hotels. It was believed by the front office and travel team, that Col SPLETSTOSER was fine with the lodging arrangements until she was told she would have to stay in a separate hotel. A meeting with the travel team was called where Gen HYTEN briefed the team to never separate the team during lodging preparations. Once Gen HYTEN's portion of the brief was complete, the personnel in the room stood up and Gen HYTEN exited. Prior to him completely leaving the room, Col SPLETSTOSER asked the travel team to stay behind. At this point, Col SPLETSTOSER began to lash out at the travel team for allowing the separation of the team. I personally felt she was attempting to blame me for allowing the team to be lodged in separate locations. I understood it to be the responsibility of the CAG staff and trip planner to make the lodging arrangements. I asked Col SPLETSTOSER if I could respond, telling her I worked with the situation I was giving by the planning staff with regards lodging. I planned to assume the risk of having my security team separated between the two hotels during non-duty hours. Col SPLETSTOSER stated she was the Mission Commander, making her responsible for all mission movements and functions. Additionally, she is responsible for the security team, communication operations and all of Gen HYTEN's engagements. If Gen HYTEN requested Col SPLETSTOSER be the Mission Commander or ultimate authority for all trip movements it was not expressed to the Travel Team.

Prior to the team meeting (b)(6),(7)(C) USSC Gen HYTEN's Aide-de-Camp and I went down to the USSTRATCOM cafeteria for lunch. While waiting for (b)(6),(7)(C) USSC to purchase his items, I noticed (b)(6),(7)(C) USSC was called over by Col SPLETSTOSER who was talking to Major General Daniel KARBLES, Chief of Staff, USSTRATCOM. I stood back and waited for (b)(6),(7)(C) USSC talked to Col SPLETSTOSER. As (b)(6),(7)(C) USSC walked away from their conversation, I saw a look of confusion on (b)(6),(7)(C) USSC's face. (b)(6),(7)(C) USSC mentioned Col SPLETSTOSER told him, "I don't chase around no (b)(6),(7)(C) USSC". Both (b)(6),(7)(C) USSC and I were unsure of the meaning of this or what prompted it. ///END OF STATEMENT///

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT USSTRATCOM (b)(6)

DATED

20180126

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HQ USSTRATCOM, Room (b)(6), Offutt AFB, NE	2. DATE (YYYYMMDD) 20180124	3. TIME 0900	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C)	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7)(C) 4			
9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			

My interactions with COL Spletstoser (CAG Director, J004) are (b)(6),(b)(7)(C) US meetings we attend together with the USSTRATCOM Commander. Those meetings most often involve USSTRATCOM senior leadership (Directors at GO/FO/SES level). I have been uncomfortable with her professional bearing in these meetings -- routinely interrupting and providing counter arguments to inputs from the senior staff. While it's important to foster a climate of frank discussion, I find her comments to be unnecessarily blunt and without the normal professional courtesies when addressing or referring to senior officials. I've served in her position in the past and am used to supporting staff providing such comments in private. However, it appears this behavior is encouraged and/or tolerated by her senior rating chain of command (CS, CD, and CC).

Apart from professional bearing, I have personally witnessed multiple instances of COL Spletstoser waiting until the CC declares his view and then piling on with her supporting view. For example, if the CC is unhappy with a staff product, she tends to blame the staff when often the direction/guidance was provided to the staff by the CAG. If the CC likes a staff product, she tends to take credit as if her view or guidance was the deciding factor. I don't believe I've ever seen her publicly own up to providing poor guidance to the staff that resulted in a significant redirection from the Commander later.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF _____ PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT

DATED

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE . I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, NE	2. DATE (YYYYMMDD) 20180119	3. TIME 0900	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS USSTRATCOM, 901 SAC Blvd STE (b)(6) Offutt AFB NE 68113-6000			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

During 8 months of experience in the JOCC, I've observed the behavior of COL Spletstoser as the CAG Director, and noted a negative impact on the working environment, team performance, and a damaging perception of Gen Hyten.

1. I began my job as (b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC

2. I was asked how I would characterize COL Spletstoser's leadership style (Question 2*), but I do not recognize "leadership" in her behavior. COL Spletstoser emits a very high demand signal for herself to subordinates, and her actions are sometimes insolent and arrogant. As an officer, I characterize this type of behavior as disrespectful and unprofessional.

3. COL Spletstoser's behavior has negatively impacted the working environment (Question 3*). I have observed her being disrespectful and unprofessional. Some examples of this behavior follow.

3.a. On 08/16/17, COL Spletstoser emailed a helo transport request directly to Gen Hyten. The XO, DXO, Aide-de-camp (ADC), and CAG members were included on the email, but the travel planner (b)(6),(7)(C) USSC was left off. The next morning, COL Spletstoser was in the office and I approached her and let her know we don't typically involve Gen Hyten directly in trivial planning details. I told her (b)(6),(7)(C) USSC takes care of these requests as the travel planner. She became visibly upset with me and left the office. Later that day, I went to COL Spletstoser's office to try and smooth things over and ensure we both understood the responsibilities of the travel planner. She again got visibly upset, and scolded me, saying "don't you ever" interrupt me when I'm talking with someone else. It seemed COL Spletstoser primarily focused on a perceived 'interruption' and did not care to resolve the original conflict about the travel planner's duties or keeping trivial details off of Gen Hyten's plate. Since this meeting in August, I have not tried to engage her in this format again.

3.b. On 12/08/17, during a PACOM CC Visit IPR with the CC, Gen Hyten raised a question about one of the read ahead files. COL Spletstoser responded and deflected blame to another COCOM staff, saying "open kimono" the PACOM staff is a mess and disorganized. I was disappointed she would blame another COCOM staff and not take responsibility for the read ahead package provided by the CAG for this engagement.

3.c. On 12/13/17, during an end-of-day meeting (also attended by CC, XO, DXO, (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC), COL Spletstoser went on a self-described "rant" about not being included on an email. She commented to

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 0900

DATED

20180119

9. STATEMENT (Continued)

(3.c. cont.) Gen Hyten and the staff, "I can destroy you publicly," or you could include me and I can help you fix your mess privately. I was surprised she would use this type of threatening language in front of Gen Hyten. COL Spletstoser also suggested people were purposely trying to exclude her. Gen Hyten countered he didn't think there was any kind of conspiracy going on and it was probably just an error of omission.

4. Concerns about personal proximity and team performance (Question 4*): COL Spletstoser seems very concerned and passionate about her own personal proximity to Gen Hyten. I think there is a general fear of reprisal if COL Spletstoser is not satisfied with her proximity to the CC (meetings, emails, travel). The CAG team often makes an extraordinary effort to ensure COL Spletstoser is not upset on this issue. Several examples involving her personal proximity concerns follow.

4.a. On multiple occasions, I've observed COL Spletstoser slip into meetings in Gen Hyten's office where she was not on the attendee list. This even happened for CC meetings that were previously scheduled to be one-v-one. Additionally, personnel responsible for passing security clearances have gone out of their way to ensure COL Spletstoser is included in meetings with high clearances where another officer in her position would not typically be included, both TDY and at home station (Question 6*). There is a general understanding among the staff to get her access at all costs to avoid the backlash that happens if she is kept out.

4.b. During the summer of 2017, I noticed an increased focus by COL Spletstoser on trip logistics and a corresponding deterioration of team performance. COL Spletstoser communicated disparaging comments to Gen Hyten in emails, criticizing the travel planner and the front office about trivial trip planning details. There were multiple occasions where (b)(6),(7)(C) US (travel planner) was left off of critical travel-related emails from COL Spletstoser. I forwarded these messages to (b)(6),(7)(C) whenever I noted (b)(6),(7)(C) was left off. (b)(6),(7)(C) felt (b)(6),(7)(C) job was being threatened and was discouraged at work despite (b)(6),(7)(C) best efforts to coordinate travel logistics with the CAG AOs.

4.c. During a September 2017 trip to DC, I was part of the main travel team with Gen Hyten. I and several other personnel (including COL Spletstoser, (b)(6),(7)(C) US and (b)(6),(7)(C) USSC) stayed in a hotel right next to the hotel where Gen Hyten and his support personnel were lodged (CC, Security, ADC, Comm, and Comm Room). COL Spletstoser raised a concern about needing hotel access keys so she could get to the Comm Room near Gen Hyten because she was not staying at the same hotel. During this trip, she expressed dissatisfaction about being lodged at a different hotel than Gen Hyten. To me, separate lodging didn't seem to have a negative impact on Gen Hyten or the mission.

4.d. When considering (b)(5) USSC (Question 5*), I find I often don't trust COL Spletstoser's representation of Gen Hyten's intent and direction. My perception of her behavior is every move is calculated to advance her own standing with Gen Hyten. What is represented as best for the boss is usually first best for her. This perception was reinforced during my interaction with (b)(6),(7)(C) the CAG AOs, and COL Spletstoser during the trip prep for Halifax in November 2017.

4.d.1. The week of 15 November 2017 (b)(6),(7)(C) worked closely with the CAG AOs to determine who would stay close to the CC because there were limited rooms available in Halifax. CC, COL Spletstoser and (b)(6),(7)(C) US were gone and I was filling in as XO. (b)(6),(7)(C) asked me to prioritize who should be in the hotel with Gen Hyten and I gave (b)(6),(7)(C) the following priority: security, comms, ADC. The CAG AOs were strongly pushing back with (b)(6),(7)(C) to bump someone in order to get COL Spletstoser a room in the same hotel because they knew she would be upset if she was geographically separated. I argued that the rooms were limited and Gen Hyten needed his primary support team in the same location for 24/7 support. I could not justify bumping one of the CC's primary support team members for the CAG Director. The next day, COL Spletstoser met with Gen Hyten early in the morning before I arrived at work. When she walked out of the meeting, she did not offer me or the travel planner any feedback even though her interaction with Gen Hyten had major implications for the trip planning. Gen Hyten called me into his office and was upset the planners had not arranged for the whole team to be together in the same hotel. He expressed disappointment we were not able to maintain team integrity, citing security concerns, and that it would need to be remedied. I do not believe this concern for team integrity and security would have been raised if COL Spletstoser had originally been provided a room in the same hotel as Gen Hyten.

4.d.2. On 11/15/17, COL Spletstoser ran an Initial Planning Review (IPR) with staff for a trip to Halifax. Since I was acting as XO and prepping for another meeting, I sent (b)(6),(7)(C) to take notes and represent the front office at the IPR. In this meeting, COL Spletstoser made sweeping changes from previous plans for this trip, citing "team integrity - either stay together or don't go at all" (from (b)(6),(7)(C) US notes). This was a major shift from a previous IPR where it was clearly identified the team planned to stay

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

(4.d.2. cont.) at separate hotels for the Halifax trip.

4.e. On 12/13/17, during an end-of-day meeting (referenced above), COL Spletstoser was visibly and verbally upset about being left off emails sent to Gen Hyten, although she has access and monitors his email accounts.

5. Perception of the commander: There has been a perception that Gen Hyten knows about COL Spletstoser's negative behavior, but effectively tolerates it by doing nothing to correct it. Concerns about COL Spletstoser were raised to Senior Leaders last summer, but it seemed there were no consequences and in some cases the behavior got worse. When joining the front office team, I expected a very high level of performance, teamwork, and professionalism from all personnel supporting a 4-star General Officer. Personally, I find COL Spletstoser's negative behavior to be embarrassing and disappointing.

5.a. As the (b)(6),(7)(C) this issue is professionally concerning because it runs counter to Gen Hyten's two redlines: 1) treat everyone with respect; 2) I can handle any news but old news. On 07/27/17, I met with Chief of Staff MG Karbler and (b)(6),(7)(C) to discuss this issue. Negative behavior continued.

5.b. I would describe COL Spletstoser's interpersonal skills to be unprofessional and disrespectful at times. My perception is she feels free to act this way because she knows she has the highest of top-cover in Gen Hyten and his support of her.

6. (Question 7*) I am not personally concerned about reprisal from COL Spletstoser, but I do think it is possible she may represent me and others in a negative light to Gen Hyten.

Reference only Interview questions from 1/19/18:

1. How would you characterize the work environment within the CAG? Why? Please provide specific examples.
2. How would you characterize COL Spletstoser's leadership style? Why? Please provide specific examples
3. Have you ever witnessed COL Spletstoser "bullying" or treating people in an inappropriate or unprofessional manner?
4. How has the CAG working environment affected interactions and/or operations on the rest of the staff? Provide examples.
5. Are you aware of COL Spletstoser manipulating TDY travel for her own benefit? Provide specific examples.
6. Does COL Spletstoser comply with command staff processes?
7. Are you concerned about reprisal by COL Spletstoser?
8. Has COL Spletstoser ever sent emails that might shed light on the climate in the CAG?
9. Has COL Spletstoser made a positive impact on the CAG and/or the command? Provide examples.

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM (b) Bldg 500 / (b)(6),(7)(C)	2. DATE (YYYYMMDD) 20180124	3. TIME 1100	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b) Bldg 500 / (b)(6),(7)			

9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I have observed extremely unprofessional behavior by Col Kathy Spletstoser. I distinctly recall one meeting in the Commander's Situation Room (CSR) where she expressed her opinion to the senior leadership in the Command using multiple expletives. In my opinion her use of profanity was unnecessary, inappropriate for an O6 dealing with GO/FO/SES and created an uncomfortable and hostile environment for the continued discussion and debate.

*****NOTHING FOLLOWS*****

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT Offutt AFB DATED 20180124

9. STATEMENT (Continued)

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INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT Offutt AFB, NE DATED 20180124

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN,GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

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INITIALS OF PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB	2. DATE (YYYYMMDD) 20180116	3. TIME 1542	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C)	
8. ORGANIZATION OR ADDRESS USSTRATCOM, HQ (b)(6),(7)(C)			
9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			

In regards to the command climate in the CAG and the front office:

I do not feel that there is a toxic environment within the CAG or the front office. I have been at USSTRATCOM since Jan 2014, and I believe I have experienced the most professional development during my time at USSTRATCOM while in the CAG. Part of that is due to the job and its responsibilities, but a good portion of it is due to level of performance expected of me from COL Spletstoser (COL S). My best development often comes when I am pushed outside of my comfort zone.

I understand that there are some within the CAG and front office that have an issue with COL S. I specifically know that (b)(6),(7)(C) (b)(6),(7)(C) and (b)(6),(7)(C) US have an issue working with COL S as they have openly stated it in the CAG office. I have personally not seen any inappropriate interaction between COL S and either (b)(6),(7)(C) or (b)(6),(7)(C).

I have no issue with the way COL S performs her job as the CAG director. I believe COL S rightfully holds an extremely high standard for the performance of those working in the CAG and the products produced for the commander. When performance or products are not meeting the standard, she is very direct in letting you know and ultimately rectifying the situation. She does not mince words and can come off as abrasive in her approach to correcting missteps. There have been several times where COL S has aggressively notified me that my work has been sub par. Immediately after making her point, she returns to normal operations. Additionally, COL S will often micromanage the staff with trip planning and product development. COL S refuses to allow for mission failure if it is within her control to fix it. I do not take any of this personal or have issue with how she has treated me. All planning and products are for the 4-star commander, and I expect to be driven hard and held to a high standard.

As an Army officer, COL S is not my first supervisor to have an aggressive leadership style. I can see how other services and civilians may not be accustomed to this very direct and sometimes abrasive style.

I have personally only seen one occurrence where COL S lost her composure and went a little over the top. It was in 2A8 where she held about 8 people after a meeting. These people spanned military and civilian from senior to fairly junior. She was visibly flustered and took a very aggressive tone while re-calibrating the team's priorities. With some of the junior military and civilian personnel present, I feel she should have tampered down her approach.

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10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1542 DATED 20180116

9. STATEMENT (Continued)

When I first came to the CAG, there was a clear attitude of "us vs. her" perpetuated by the deputy CAG director at the time. (b)(6),(7)(C) (b)(6),(7)(C) US I believe this isolated COL S, and degraded the cohesion of the team. Since (b)(6),(7)(C) USS left and most of the older CAG members have turned over, the attitude within the CAG has greatly increased.

I personally feel the CAG and front office perform better because of COL S's influence.

*****Nothing further*****

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1542 DATED 20180116

9. STATEMENT (Continued)

*****Nothing on this page*****

AFFIDAVIT

(b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 17 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN,GREGORY,SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

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(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, NE	2. DATE (YYYYMMDD) 20170118	3. TIME 1550	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	

8. ORGANIZATION OR ADDRESS

USSTRATCOM (b)(6),(7)(C)

9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I arrived in the Commander's Action Group (2F8) on/about (b)(6),(7)(C). Over the past (b)(6) months, I have witnessed consistent unprofessional behavior by Colonel Kathryn Spletstoser in the form foul language, public berating, caustic leadership, and micromanagement, which has negatively impacted the relations with other offices in the HQ. On routine occasions, she has openly rebuked her subordinates in public and in a very loud voice with expletives. She exhibits very erratic mood swings and condescending/glib attitude, which causes the office to be on edge as we don't know what to expect from minute to minute. She has poor self-control and restraint. She has a lack of remorse and is callous and lacks empathy. Frankly, it is some of the worst leadership I have seen in my (b)(6) years of Active Duty. She severely lacks the basic interpersonal skills that results in very offensive and off-putting language. She speaks in tones that disrespect others and is dehumanizing. My first few months in the CAG was spent building bridges with other offices that she burned. When she criticizes and publicly rebukes, we lose confidence and become filled with self-doubt and fear...and morale drops. She is very unpredictable in her emotions. She is the definition of toxic leadership that the Army has been trying to eradicate for years. In two words, I would summarize her leadership style as "Aggressive Narcissism". She clearly has a high IQ and is very knowledgeable in her skill set, but we work in a human institution that demands great people skills to get things done. In my opinion, I think she (b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF _____ PAGES
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9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 1. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 18 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE ____ OF ____ PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM, Offutt AFB, NE	2. DATE (YYYYMMDD) 20180124	3. TIME 1730	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM, Bldg 500, Offutt AFB, NE 68046			

9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

On 17 Jan 2018 from 0800-0820 I was interviewed by BG Gregory Bowen in regard to the work climate in the USSTRATCOM Commander's Action Group (CAG) and Front Office (FO). During the interview I expressed my opinion that a hostile work environment does NOT exist in the CAG, nor is it fostered by our director, COL Kathryn Spletstoser.

Instead, my opinion is that COL Spletstoser is the type of leader/director that our military would benefit from if more leaders were similar. She has an amazing grasp of the subject matter that is important to this command and the Department of Defense, the means to communicate the best way forward in solving complex problems, the wisdom to recognize destructive group-think when it inevitably occurs in large bureaucratic organizations, the will to direct people to the appropriate tasks even if it's not convenient or fun, and most importantly, she possesses the fortitude to hold people accountable (above and below her position of authority) for their actions and/or inaction -- even if it ruffles feathers or rattles cages.

As a direct subordinate to COL Spletstoser in the CAG, I witness each day the ways and means by which she manages me and my cohorts. She has high standards in regard to the quantity and timeliness of the products that the CAG is expected to produce, which is understandable considering we work directly for a 4-star Combatant Commander whose mission has exponentially increased in importance due to the current global strategic security environment. Even with these high expectations, morale is high, respect for each other is not questioned, and I cannot imagine another workspace in Building 500 that I would prefer to work.

I appreciate the method by which COL Spletstoser directs me and my cohorts in the CAG to ensure we understand the expectations placed upon the quality of work we produce. She is forthright, honest, and holds us accountable when the products we produce fall below the standard that is expected by her and the combatant commander.

Working in the COL Spletstoser's CAG has been a tremendous learning opportunity. I have been surrounded by motivated officers and leaders in today's military -- each with different styles and nuances. I believe all, including COL Spletstoser, lead effectively, with enthusiasm, integrity, and the well-being of their subordinates always in consideration. She has continuously given me positive support in pursuit of my personal and career goals. Last, but not least, the CAG has been effective, and that is directly related to COL Spletstoser's foresight, grit, and personal investment.

My thoughts are best summarized in the statement I made to BG Bowen upon concluding our interview -- I do not envy COL Spletstoser's eventual replacement in the CAG. The commander has received tremendous benefit from her strategic thought, candid counsel, and unmatched ability to "make things happen". She will leave very large shoes to fill.

-----NOTHING FOLLOWS-----

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1730 DATED 20180124

9. STATEMENT (Continued)

NOTHING ON THIS PAGE

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 1730

DATED

9. STATEMENT (Continued)

AFFIDAVIT

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION OFFUTT AFB, BUILDING 500	2. DATE (YYYYMMDD) 20180116	3. TIME 1030	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7)(C) USSC			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:			

Today, 16 Jan 2018, I was asked about the "command climate" in the USSTRATCOM Commander's Action Group (CAG). I specifically referenced the negative impact that our CAG Director, Colonel Kathryn Spletstoser, has had on the morale and welfare of not only the CAG, but the entire front office staff. Since my arrival in the CAG, (b)(6),(7)(C) USSC Colonel Spletstoser has consistently displayed toxic and narcissistic leadership qualities. She routinely belittles people in public, and gives the impression that her ideas are the only good ones. During a recent CAG staff meeting she told us that we had "no good ideas" and that everything we were talking about doing was being done before we arrived and only stopped when she lost her administrative civilian's billet. She's openly told members of our CAG that they need to "un-fuck" a certain product/process that may not be exactly the way she wanted it to be. She uses her position and rank to bully and intimidate her subordinates and coworkers. While I was planning General Hyten's trip to the Halifax International Security Forum, I asked her if she wanted to be included in one of the evening events and her response was "hell yeh, I'm drinking free liquor somewhere!" During the planning process of that same trip, she made another comment stating "the only reason I go on these trips is so I can get a real J-O-B." Often times, I feel like I'm planning trips around the conveniences of Colonel Spletstoser, instead of focusing on General Hyten and the strategic objectives of the trip. Colonel Spletstoser doesn't exhibit these types of behaviors, or use condescending language when General Hyten is present. However she frequently boasts about how she's able to manipulate General Hyten's decision process, and makes comments about how she's got General Hyten "trained". She says these things openly to the other members in the CAG. She's also been demeaning towards other members of General Hyten's staff. Following a meeting with General Hyten, Colonel Spletstoser directed the trip planning team to stay in the room. Once General Hyten left the room, she proceeded to lecture us all on how she is the "mission director" for trips, and she was visibly upset (i.e. red in the face, voice shaking, pointing at members in the room). She even impersonated the voice of General Hyten's (b)(6),(7)(C) USSC and stated "well we can just put Col S in another hotel because she's not important." I was personally reprimanded in public because I asked General Hyten's (b)(6),(7)(C) USSC a question without clearing it through Colonel Spletstoser first. This type of behavior has stifled communication and coordination within the CAG and the front office, because people are apprehensive to speak or make a decision unless it has Colonel Spletstoser's blessing, fearful of the backlash that will ensue.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 2 PAGES
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STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 18 day of Jan, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 2 PAGES

SWORN STATEMENT

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, NE	2. DATE (YYYYMMDD) 20180208	3. TIME 0845	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7)(C) USSC			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

Q: BG BOWEN

A: (b)(6),(7)(C) US

Q1: On Friday, 17 November 2017, COL Spletstoser sent you and other CAG officers an email, Subject: Counseling. In the email, she asks for your thoughts on several items and solicited your feedback on, among other things, the environment in the CAG. Do you remember submitting your response o/a Monday, 20 November?

A1: Yes; I submitted my response to her email on Monday, 20 November 2017.

Q2: You did not make any reference in your 20 November response to any of the issues and observations you made in your 16 January 2018 sworn statement to me. Why not?

A2: I did not find the email on 17 November 2017 to have any direct relationship to the questions you asked me during my in-person interview with you on 16 January 2018 regarding the "command climate in the CAG". The "counseling" email that Colonel Spletstoser sent the CAG members on 17 November 2017 directed us to provide answers to specific questions about us, as individuals, such as identifying our individual "strengths", "weaknesses", and "goals". She asked how she could help us in achieving those goals. If she had asked the question of "How can I lead the CAG more effectively", my response would've highlighted many of the items we discussed during my in-person interview with you on 16 January 2018.

Q3: Can you explain the apparent disconnect between your issues and observations in the 16 January 2018 sworn statement and the 20 November email to COL Spletstoser?

A3: See Page 2

Q4: Have you raised any of the issues cited in your 16 January sworn statement to COL Spletstoser? If not, why not?

A4: See Page 2

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 0845 DATED 20180208

9. STATEMENT (Continued)

A3: Referencing my answer to "Q2" above, there was no disconnect in my email response on 20 November 2017 and the sworn-written statement I submitted on 18 January 2018. At no point in the 17 November 2017 email did Colonel Spletstoser ask any questions directed at "how she's doing as a leader", or "how we could improve the command climate in the CAG", which were the emphasized topics during my in-person interview with you on 16 January 2018. The only question Colonel Spletstoser asked in her email that might pertain to the questions I was asked on 16 January 2018, was "What would you change or improve in the CAG if you were in charge?" To address that question specifically, if I was in charge of the CAG, the issues I described in my sworn-written statement on 18 January 2018 would not exist; therefore making the questions she asked in her email on 17 November 2017 irrelevant to the issues I documented in my sworn-written statement submitted on 18 January 2018.

A4: I have not raised any of the issues I described in my sworn-written statement on 18 January 2018 with Colonel Spletstoser. I do not believe that raising my concerns to her directly would be well-received. Given her volatile and narcissistic demeanor, I would not expect any positive outcomes from such an interaction. Furthermore, I would anticipate reprisal from her if I were to voice my honest thoughts on her behavior.

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 0845 DATED 20180208

9. STATEMENT (Continued)

AFFIDAVIT

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 8th day of February, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

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PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD) 20180125	3. TIME	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) US	

8. ORGANIZATION OR ADDRESS
US Strategic Command

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

As a follow-up to my in person discussion with BG Bowen. Would offer that during my 18 months of professional interactions (e.g. meetings, command engagements, temporary duty travel, ...) I have not witnessed any actions by COL Spletstoser that I would deem unprofessional, as toxic leadership, or a destructive leadership style.

COL Spletstoser is candid, direct, and frank in her deliberations and interactions. As discussed in person, believe being forthright and providing feedback on command related activities can potentially lead to miscommunication among certain personnel. Specifically, I would offer the delivery is first to be judged versus the actual content and character of the message.

As mentioned, I am familiar with the details of the personnel inquiry that was previously accomplished by (b)(6),(7)(C) USSC. My intent is not to delve into all of the specifics addressed in the inquiry. I will broadly offer the leadership and results COL Spletstoser and the Commander Action Group (CAG) team provide the command and commander is significant and consequential. She is an elevated thinker who evaluates items and activities from a strategic level. This is a beneficial trait as we as a command move out on the CCDR's vision and intent while continuing to evolve as a global warfighting command.

In her role as the CAG Director, her position is critical to the CCDR as it enables synchronization and the products produced enable the ability to capture the CCDR's voice to the force and external CCMD partners. It is my professional opinion that when she offers perspective and insight it is with the best interests of the CCDR and CCMD in mind. As one of the Commander's honest brokers her ability to challenge assumptions and conventional wisdom is helpful IOT advance and evolve the command.

Frankly, I believe in the merit of this investigation as it offers a valuable tool to get at the root cause of potential issues. I believe in many cases; issues can result from factors related to communications, relationships, and authorities (i.e. roles & responsibilities) If an outcome of this investigation identifies negative behavior, negative trends, lack of clear delineation of roles and responsibilities, or other factors it then affords an opportunity for the command to execute organizational and/or individual change.

////////////////////////////////////END STATEMENT////////////////////////////////////

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 1 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

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STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

////////////////////////////////////END STATEMENT////////////////////////////////////

AFFIDAVIT

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

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PAGE 3 OF 3 PAGES

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM (b)(6) Offutt AFB, NE	2. DATE (YYYYMMDD) 20180124	3. TIME 1300	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C)	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6) 901 SAC Blvd, Suite (b)(6), Offutt AFB, NE 68113-6500			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I was interviewed by BG Gregory Bowen, USSTRATCOM DJ3, at 1300 on 24 January 2018 regarding my personal interactions and professional opinions with regard to COL (USA) Kathy Spletstoser. I provided the following inputs:

- I have a courteous and professional working relationship with COL Spletstoser. I have engaged with her on multiple occasions re "lanes in the road" on issues related to Non-responsive planning/execution and exercises/training events/war games. Each time we have been able to come to an amiable resolution which resulted in mission success. In most cases, I've been able to work directly with her CAG AOs to address concerns and have always found the CAG AOs to be extremely professional, remarkably competent and totally mission focused.
 - COL Spletstoser is direct and demanding in the execution of her official duties. While I have not personally noted her treating people in an unprofessional or demeaning manner, I have been briefed by my AOs that she has demanded to be seated directly behind/adjacent to the Commander in multiple forums, including exercise planning sessions, after action reviews/hot washes, and war games, even when other higher ranking personnel should have been seated in those locations. We have attempted to accommodate her demands to the maximum extent possible, but not on all occasions.
 - I have personally noted occasions where she interrupted Sr Leaders in meetings, both in the presence of the Commander and in meetings where the Commander was not present. I'm aware that such interruptions occur in some situations where an individual thinks the other person was finished speaking and that she was free to start a new statement, but that is not the case with COL Spletstoser. It appears to me that she thinks her point is more important than that of the other individual and that she has the authority to interrupt. I have never seen her be held accountable for her interruptions by either the Commander or other Command leadership.
- Bottom Line: I have been able to address issues and resolve conflicts with COL Spletstoser professionally and courteously. She is most definitely overly direct and extremely demanding, but I have not personally seen her treat people with disrespect or in a demeaning fashion. My personal opinion is that she is a very effective officer who is totally dedicated to supporting the Commander, but that she "leaves a trail of bodies in her wake" and, as a result, creates a demoralized if not outright hostile working environment for her people.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C)	PAGE 1 OF 3 PAGES
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STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1300 DATED 20180124

9. STATEMENT (Continued)

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(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

(b)(6) USSC

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

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ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

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PAGE 3 OF 3 PAGES

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1. LOCATION (b)(6),(7)(C) U	2. DATE (YYYYMMDD) 20180118	3. TIME 0900	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) U	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7)(C)			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

*Shortly, after the 2017 Deterrence Symposium I had an opportunity to address my concerns to Gen Hyten about COL Spletstoser's toxic behavior; specifically her foul/offensive language (using the Lord's name in vain at the top of my list), bullying and disrespectful attitude. A conversation I felt was long overdue. I can't count the number of individuals who shared stories of COL Spletstoser's blatant disrespect and bullying with me. I knew my conversation with Gen Hyten would be difficult because of how much he liked and respected her. I prefaced my conversation with 2 caveats. First, I spoke of his personal redline (no old news but her said behavior and been going on for months and was getting worse by the day, so it was definitely old news) and secondly, I knew what I was about to say would be hard for him to hear since he valued her so much. It is my opinion, that Gen Hyten was totally surprised by my comments. I stated many examples, most of which are listed below. He listened but defended her with a few main points; strong women intimidate people, Army trained to lead w/fear and lack of respect from people throughout the Command, specifically, all of the J-Dirs. I shared stories about her attacking me on how to do my job, holding (b)(6),(7)(C) USSC OPR hostage, the real reason not the one COL Spletstoser provided for why (b)(6),(7)(C) USSC (b)(6),(7)(C) I told him I felt she was a cancer that had spread throughout the Command. He thanked me for talking honestly with him but, I'm not sure it really resonated with him. Even though there was only a slight improvement in her foul language, it was hard to reconcile the fact, that her most of her behavior remained the same after the conversation, . Throughout the Command, folks began to grasp the fact that Gen Hyten had been made aware of COL Spletstoser's bullying but no changes were made.

*I personally witnessed her rifling through paperwork/folders on ALL of my coworkers desks when they were away from their desks. She would blatantly ignore me when I ask her what she was trying to find.

*In the Commander's End of Day meeting w/the Front Office Staff and (b)(6),(7)(C) USSC COL Spletstoser 'ranted' about not receiving the respect she deserved from people to include the JDir's. She then firmly stated, "I am a JDir and need to be treated like one!" Earlier in the week, she stated that she was the "Mission Commander" (whatever that means) and continued to state she was 'in charge' of all of the Commander's travel and I witnessed her telling (b)(6),(7)(C) she would go on EVERY trip! That brings me to (b)(6),(7)(C) (b)(6),(7)(C) USSC Initially, COL Spletstoser wanted (b)(6),(7)(C) to move to the CAG. Part of her strategic plan to control all of the Commander's travel arrangements which she had become obsessed with. When that attempt failed she proceeded to point out everything (b)(6),(7)(C) was doing wrong and eventually, directed members of her CAG Team to taking over most (b)(6),(7)(C) USSC

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 0900

DATED 20180118

9. STATEMENT (Continued)

On 31 Aug 17 I scheduled a meeting w/ (b)(6),(7)(C) U for 18 Sep which he requested be 1v1. I clearly annotated his request in the body of the calendar invitation which COL Spletstoser had/has access to. Gen Hyten was aware/fine with the arrangement. As I was shutting the door for the meeting, COL Spletstoser walked up and asked me if (b)(6),(7)(C) U was in with the boss. I told her yes and reiterated (b)(6),(7)(C) U request for a 1v1 meeting. The moment I turned my back, she bolted into Gen Hyten's office.

* COL Spletstoser told her staff not to provide any information to the Front Office Staff w/o her approval because 'we were the enemy' and if she found out they did, she would (and I quote) 'ruin their career.'

* During another Commander's End of Day meeting, Gen Hyten asked why (b)(6),(7)(C) USSC

(b)(6),(7)(C) COL Spletstoser gave him this line about (b)(6),(7)(C) USSC but failed to do

so (b)(6),(7)(C) USSC

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 0900 DATED 20180118

9. STATEMENT (Continued)

AFFIDAVIT

(b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION US Strategic Command	2. DATE (YYYYMMDD) 20180125	3. TIME 1515	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS 901 SAC BLVD STE (b)(6) Offutt AFB, ne 68113			
9. (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH: In (b)(6),(7)(C) USSC to the CDR USSTRATCOM for what was supposed to be a two week period while the (b)(6),(7)(C) US was on 4 weeks reserve duty and the flag righter was on 2 weeks leave. I never had an official changeover, and remained as the temporary fill because Gen Hyten didn't rate a flag righter and the other (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC to the CDR USSTRATCOM. During this time COL Spletstoser was trying (b)(6),(7)(C) USSC this is also the time I started feeling like she has a personal vendetta against me. She would be friendly to my face but turn around and tell the Commander things that were not true. I love my job but it has gotten to the point where I don't even want to come to work. Every Sunday night I get a feeling of apprehension and start dreading having to go into work Monday morning for fear of what she will say I messed up this time. - Told me I didn't have enough information (b)(6),(7)(C) USSC than when I added additional information at her request she said I had too much information (b)(6),(7)(C) US - Afraid to hit send on emails because I'm scared that I messed something up. - Said that (b)(6),(7)(C) didn't understand (b)(6),(7)(C) USSC - Told the Commander I was keeping her O5's for hours after they should have gone home unscrewing (b)(6),(7)(C) What she didn't say was that her folks were on leave and I was waiting on them so that we could go over the Commanders and the (b)(6),(7)(C) USSC because (b)(6) wanted the identical. - Told me I would be involved in the development of a (b)(6),(7)(C) US In Jul 2017, we had an overseas trip to EUCOM. I spent hours working on the EUCOM (b)(6),(7)(C) USSC when all along she had her staff working on the (b)(6),(7)(C) USSC and didn't let me or anyone else in the front office know. But tells the Commander the Front office keeps information from her. - There always seems to be an issue when it comes to lodging. On more than one occasion she told the Commander (b)(6),(7)(C) US (b)(6),(7)(C) USSC so we had to stay at another location away from the venue. On one instance we didn't know we were going till the last minute (b)(6),(7)(C) USSC The other instance I worked with one of her CAG members and we decided to place the Commander in the hotel that was closest to where he was spending the majority of his time while on TDY. The Commander asked why we didn't stay in the same hotel as the rest of the speakers and she told the Commander (b)(6),(7)(C) USSC - There are a few times when lodging in the same hotel is impossible, the time that sticks out most is when we went to Halifax, Nova Scotia. Lodging was booked on 20 Aug 17, and the TDY took place 17-19 Nov 17. The POC in Halifax told me that the Westin would not accommodate our entire team and we would be split between two hotels. On 20 Aug 17 I relayed this message to the CAG, we were all aware that we would be split in two hotels and no one had an issue. The issue came when I was able to secure an additional room to make 5 in the Westin. When I didn't place (b)(6),(7)(C) in the second hotel and place COL Spletstoser in the Westin with the Commander she went high and to the right; telling the Commander he was the only one in the Westin			
10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC		PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 1515

DATED

20180125

8. STATEMENT (Continued)

without his security and comms.

- Always tries to push the Security team and Comms team away from the Commander to make room for her and CSEL.

- She is always using the line, "the Boss and I had a one-on-one and this is what he said/wants". No one questions the validity of that statement because she is always with the Boss and that is the perception.

1. There have been times when I have walked into the CAG and could just feel the tension in the air.

2. I would characterize COL Spletstoser's leadership style as...Leads with fear. She will hold her officers OPR's and tell them she can ruin their career if they don't do as she says.

3. I was in the CAG with (b)(6),(7)(C) USSC and (b)(6),(7)(C) going over an upcoming trip when COL Spletstoser walked in and headed straight for (b)(6),(7)(C) USSC and started belittling him in front of his subordinates. I cannot remember what she was berating him about; all I can remember is the overwhelming feeling of discomfort and embarrassment. I wanted to get up and walk out but feared if I did so she would turn her attention on me. I was extremely mortified that COL Spletstoser didn't pull (b)(6),(7)(C) USSC into her office to discuss the issue it was totally unprofessional.

4. There was a time when COL Spletstoser told (b)(6),(7)(C) USSC she wants (b)(6) job and will make (b)(6) look bad to get it. This is about the time she had her staff members withhold information from the front office.

5. I am unaware of COL Spletstoser (b)(5) USSC. However, she did tell me that she will be on every single TDY unless she tells me otherwise.

6. I take care of COL Spletstoser's (b)(6),(7)(C) USSC and I am not sure why I do. So I went to Legal to see if I should be doing her (b)(6),(7)(C) USSC and was given guidance to go to J1. J1 told me that she is part of the (b)(6),(7)(C) and my PD is to vague to confirm whether I should or shouldn't be doing her (b)(6),(7)(C) USSC. If that were true I would be doing the (b)(6),(7)(C) for anyone who was on the travel team (i.e. communication team, security team, CSEL, PA just to name a few).

7. Of course I am concerned about retaliation from COL Spletstoser. She has already mocked me in front of my seniors and peers in a meeting that took place on 16 Nov 17, there is no telling what she will do. It seems that she has crossed every red line that has been placed and is allowed to do it.

8. I did stumble across an email that was sent to the Commander in regards to the Front Office and his (b)(6),(7)(C). I have already provided it.

Bottom line - I have an overwhelming feeling of apprehension daily. I no longer look forward to coming to work. Twice I went to my chain of command in regards to COL Spletstoser and twice I got the same feeling that just because I am a (b)(6),(7)(C) I need to suck it up. As a matter of fact I was told COL Spletstoser was brought up in the Army and is rough around the edges and that I need to get thick skin.

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1515 DATED 20180125

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, Bldg. 500, Suite (b)(6),(7)(C)	2. DATE (YYYYMMDD) 20180117	3. TIME 1630	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS United States Strategic Command (b)(6),(7)(C) USSC Offutt AFB, NE 68113			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I was assigned to the Commander's Action Group (CAG) on/about (b)(6),(7)(C) and routinely work with COL Spletstoser as a subordinate under her direction. I previously worked in (b)(6),(7)(C) USSC

During my time in the CAG, I have never personally witnessed COL Spletstoser degrade, belittle, or intimidate any member of the CAG or Headquarters staff. However, I have heard stories from fellow officers as to previous incidents in which she used strong language directed at them. From these conversations, I was led to understand that the tone and harshness of these public outbursts were beyond what is and should be expected from a senior military officer.

COL Spletstoser has treated me with respect, commiserate with my rank/status as (b)(6),(7)(C) officer and subordinate within her organization. I feel the atmosphere within the CAG is overall extremely positive and productive.

The use of strong language is not new to me, having spent (b)(6),(7)(C) USSC. However, I also understand that normal/acceptable language and behavior is different when operating in an office environment. COL Spletstoser uses profanity on a regular basis, but I have never witnessed anyone objecting to its use. I have heard her say that if something she says offends you, that you should say something to her. To my knowledge, no one has ever said anything.

(b)(5) USSC

COL Spletstoser is direct, and to the point. She has a strong personality and likes being in charge. I believe this attitude is what propelled the CAG to perform at a higher level of efficiency and accuracy.

COL Spletstoser has never confronted me or threatened me in any way; quite the opposite. I feel she is looking out for my best interests and protects me and the rest of the CAG from unnecessary taskings and staff work.

I am available for further clarification as necessary.

End of Statement

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 1 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 1. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 18 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN,GREGORY,SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE _____ OF _____ PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM, (b)(6),(7)(C) US	2. DATE (YYYYMMDD) 20180123	3. TIME 1500	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS 901 SAC Blvd Ste (b)(6) Offutt AFB NE 68113			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

1. On 23 January 2018, I was interviewed by Brig Gen Bowen as part of a commander's directed investigation. I was first asked to describe COL Spletstoser's behavior and leadership style. My impression of COL Spletstoser's leadership style was unlike any other officer I had encountered in my career. In my view, she frequently uses her rank and proximity to the commander to behave disruptively, deceitfully and to control her subordinates with fear. She has a marked absence of tact and discretion. She interrupts often and frequently interjects the commander, raising her voice and shutting-out discussion. She uses profanity in public, and oftentimes does so in the company of hosts while we are guests on official travel. I am commonly embarrassed to be in her company, and left speechless while she berates subordinates and superiors alike. Sometimes, she even snaps at the commander and Gen Hyten does/says nothing...sometimes he even agrees or smiles. I was unaware that this behavior was ever acceptable in a military organization, and have never before experienced behavior like hers in a professional organization, which has gone uncontested and unchecked since I arrived at STRATCOM in (b)(6),(7)(C) US.

2. I find her absolute control and aggressive behavior to be stifling and inhibiting. She commonly threatens our hosts with command-wide implications. On one specific instance, she threatened the Halifax International Security Forum staff that if USSTRATCOM support members were not given elevated credentials for access to controlled areas at the host hotel, not only would our organization withdraw from the Forum in the future, but the entire United States Department of Defense would not support the event ever again (stated in response to not being offered refreshments/lunch on Saturday, 18 December 2017). Of course I shared her frustration of not being fed, but would never imagine a reaction with comments like hers. In my experience, this behavior deters teamwork and instead forces every detail to first be a suggestion. As a member of the commander's travel team, I have observed that she maintains the most extreme level of control over the smallest details of the travel agenda: from as top-level as the talking points of the engagement and who gets a seat at the table, to as small as who is riding in which vehicles, and in which seats. She always has to get a word in if there's a decision to be made, regardless of whose responsibility it is to make that decision. It causes other planners and travel teammates to feel inhibited and afraid to speak up even if there's risk or danger. I oftentimes feel suppressed and unable to make simple decisions. Our travel team is forced to run everything by her before committing to a proposal/plan.

3. One notable culmination of this behavior was at a hot-wash meeting consisting of CAG action officers (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC and the commander's travel team (exec comms, (b)(6),(7)(C) USSC commander's protective security, (b)(6),(7)(C) (b)(6),(7)(C) and myself). After an important travel detail was overlooked, Gen Hyten called a meeting to discuss his travel planning expectations and to clarify his positions on certain details, specifically related to the presence and proximity of security/comm, maintaining team integrity in lodging overseas, and other items. COL Spletstoser asked the travel team to stay behind after Gen Hyten departed, at which point she stood up and exploded into a tirade.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 5 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 1500

DATED 20180123

9. STATEMENT (Continued)

She yelled and screamed, her face red and glaring. She said that she was the sole decision authority on all travel planning, and that key members of the commander's team would only be allowed to submit their 'plans' for the General's travel and she would be the final decision authority to approve, or not approve, those plans. She emphasized that she had been given complete authority as the "mission commander" for every travel engagement, and that she would be with the commander everywhere, especially on official travel. I remember she went around the room asking everyone if they understood. In sequence as she pointed at us, we responded with "yes ma'am." I felt that by the end of this meeting, she was conveying less and less material, and instead simply making sure everyone knew that she was in charge; using her rank, position and authority to intimidate us. Shortly after, she approached me in the cafeteria downstairs and added, "I don't chase after (b)(6),(7)(C) USSC and I don't chase after (b)(6),(7)(C) USSC (pointing at me)." Witness to this was Maj Gen Karbler, who had approached half-way through the conversation. "Is that clear?" she asked me. I responded with, "crystal clear, ma'am." And I left the area feeling embarrassed, frightened and distraught.

4. Further, I was asked if COL Spletstoser complies with command staff processes. At the time of my discussion with Gen Bowen, I could not think of any particular instances of her circumvention or disobedience to those processes. However I do want to highlight two particular instances of note:

4a. First, on September 10th, 2017, during the commander's travel to JB Pearl Harbor-Hickam for the COMSUBPAC changeover. Upon arrival to lodging, we found that (b)(6),(7)(C) USSC had been assigned a room nextdoor to Gen Hyten. However, to the best of my knowledge it is a security rule to have the commander's security detail next door, or as close to the principal as possible. This required us to move (b)(6),(7)(C) USSC to a different room and have (b)(6),(7)(C) USSC take the room originally slated for the (b)(6),(7)(C) USSC. A fairly simple request to the local protocol staff - we completed this change quickly and had both members moved appropriately (and without the concern of the commander). However, we later learned that this was classified as a complete mission failure after COL Spletstoser sent a message direct to Maj Gen Karbler outlining the mistake and emphasizing our travel planners' apparent inability to account for these mission-critical details. I learned of this email after our return to Offutt when Maj Gen Karbler stopped me in the hallway and asked, (b)(6),(7)(C) USSC "what really happened in Hawaii?" I explained as concisely as described above and was shocked to have learned of COL Spletstoser's quickness and impudence. At the time, I felt no requirement to up-channel this minor issue that was corrected on the spot.

4b. Second, she never completes her own travel authorizations/vouchers and expects the (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC

5. I believe that the complexity of the climate in the CAG and front office stems from Gen Hyten's exhibited contentedness and satisfaction of COL Spletstoser's decisions, behavior, and attention-to-detail. From my perspective, COL Spletstoser has a unique depth and breadth of staff experience gained from a collection of prestigious assignments at various levels of command staff. She seems to have valuable counsel and advice pertaining to the commander's briefings and engagements. I am led to believe, based on her own proclamation, that she is an experienced aide, speechwriter and staff officer. She frequently has 1-on-1 debates with the commander, to what seem to be a fruitful end, where the commander is happy that she provides unique perspective and that she readily disagrees as the situation dictates. As such, my perception of the commander's approval and contentedness of her behavior seems to afford her the maneuvering space to act brazen and without respect for rank or position. I have never seen a senior officer correct her, even after openly disruptive and disrespectful outbursts in professional engagements. I can even personally see some benefit to having an advisor like her close-by, in order to provide disparate opinions and differing perspectives. But I am shocked to see her insubordinate behavior go unchecked and uncontested.

6. To add to this complex climate, her relationship with (b)(6),(7)(C) USSC seems similar to her relationship with Gen Hyten. (b)(6),(7)(C) USSC and COL S commonly stay up late while on travel, drinking together and complaining about their staffs or the current travel tempo/arrangements. I remember specifically (b)(6),(7)(C) USSC (commander's travel to EUROM in July 2017), I was invited downstairs to join COL S and (b)(6),(7)(C) USSC on "Operation: Nightcap" at the hotel bar once our official agenda was complete. I was excited and happy to be a part of their social event, and came downstairs ready to discuss lessons learned and potential improvements for the trip thus far. ...

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 5 PAGES

9. STATEMENT (Continued)

Instead, they spent two hours highlighting the incompetence of the (b)(6),(7)(C) USSC team (b)(6),(7)(C) USSC calling one of the (b)(6),(7)(C) USSC members "combat ineffective") and laughing about the awful support provided by (b)(6) advance travelers and host nation points of contact. They complained about the inadequate host-nation support and other small details like poor vehicle and comm support, or minor luggage inconveniences (their bags not being placed in their rooms ahead of time). COL Spletstoser, on far more occasions than just this one, would proclaim that the SecDef's team would never have to check-in themselves. They would never have to handle their own luggage or bring a credit card to the front desk. Or that the Chairman's team would always be guaranteed a full floor to themselves on-location in a host-nation. She seemed offended that she wasn't being provided personal support, and (b)(6),(7)(C) USSC seemed to agree. Despite sharing some frustrations with small details of the trip, I could not add anything substantial to the conversation, I was too inexperienced to know good versus bad support at the time. I was however notably uncomfortable with how open and toxic both members were against international partners and our own STRATCOM teammates: folks who I believe were trying their best to support the commander and the travel team. I believe this close relationship with Gen Hyten and (b)(6),(7)(C) USSC emboldens her such that she feels free to joke/laugh/banter with each other and the commander, in what has come to be a jovial threesome, to the point of being awkward and disrespectful to others around them. To this day, COL Spletstoser frequently complains about her perceived level of 'reduced' personal support: she openly admits her disapproval when she is forced to handle her own luggage, check-in to a hotel herself, get her own lunch, or to personally address (what she perceives as) problems with the trip during our planning and execution phases. She has even scolded me when I choose to purchase lunch sandwiches for the General *and* her, citing her hatred of certain condiments and that "I should know that by now."

7. On multiple occasions, she has fought verbally with (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC specifically when they provide her with criticism or complaint about an engagement, meeting or personnel issue in the office. I feel awful for (b)(6),(7)(C) USSC who tries very hard to stand up for (b)(6) teammates in the front office by going down to the CAG after an argument and trying to smooth things out with COL Spletstoser. I have witnessed this behavior and her absolute unwillingness to respect professional boundaries, specifically the office space of the support staff and the commander (b)(6),(7)(C) USSC. When (b)(6),(7)(C) USSC is not in the office, she moves freely about the command suite, and often goes in and out of the General's office without permission. I have also witnessed her investigating other people's desks and the contents therein. I have seen her read staff packages on (b)(6),(7)(C) USSC desk, study her pictures and notes, then wander behind (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC keyboards to get a better view at invitations and other correspondence when they are not present. I find that behavior to be disrespectful, rude, unprofessional and invasive.

Statement continues on additional Form DA 2823.

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 5. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 24 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 5 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION	2. DATE (YYYYMMDD) 20180123	3. TIME 1500	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7) 901 SAC Blvd (b)(6),(7) Offutt AFB NE 68113			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

Statement continues from previous Form DA 2823:

8. Additionally, I have experienced confusing and deceitful behavior by COL Spletstoser. It seems that in circumstances of limited company, especially absent senior officers and particularly without the commander nearby, she is quick to criticize and demean her own subordinates and travel team members. She denigrates her speechwriters by saying that some aren't fit for certain engagements, or that she would never task one member with a particular engagement due to them being unable to handle the complexity. On other occasions she will deflate the importance of a certain aspect of travel/engagements (for instance, the presence of protective security or comm support). However, as soon as the commander professes his opinion, she quickly matches his own regardless of her previous position. She'll reverse her original stance almost immediately. Or, she will laud her staff members amongst the greater audience as if to try to convince the commander of her exemplary discretion in choosing her staff by-hand. She does this overtly and disruptively, drowning out any possible contest in a formal setting. Oftentimes those who heard her previous opinion (just moments ago in a smaller group setting) are left dumbfounded and confused, glancing at each other across the room with blank stares or subtle East-West head-shakes.

9. I believe that COL Spletstoser has created an adversarial environment amongst the commander's staff by antagonizing the front office against the CAG members. I believe this stems from her absorption (b)(5),(b)(6),(7)(C) USSC

10. I was asked if I think COL Spletstoser has created a positive impact on the command. I will say with confidence that I think the members of the CAG have made tremendous contributions to the command and to the commander. I believe they are completely committed to preparing the commander and making a positive impact on the command. They work closely and diligently for other directors. They are polite and cordial; respectful and tactful when dealing with action officers and points of contact at our travel destinations, or with engagement offices. However, I do not believe any of this is attributable to COL Spletstoser. Rather, her engagement planners and speechwriters are truly gifted, talented and willing to go far beyond the standard to prepare the commander and see to his success. They take pride in working directly for Gen Hyten. They are honored to have the opportunity to work in his CAG. However, I also believe they are hugely afraid of criticism by COL Spletstoser, and I perceive a feeling of tension from the CAG members that they may, at any moment, lose their prestigious position due to their director's dissatisfaction with their work quality or apparent failure to adequately prepare the commander/deputy commander. I also want to add that ...

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 5 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1500 DATED 20180123

9. STATEMENT (Continued)

... COL Spletstoser oftentimes remarks of how terrible USSTRATCOM is as a command, how inadequate our directors perform, how unwilling they are to share information with her, and how different and broken our command operates vice other commands in her experience. She says these things directly to Gen Hyten, in my first-hand experience in End-of-Day meetings, with witnesses around the table being other front office staff members. When she says this to the commander, and the commander seemingly agrees, I feel less proud to be a part of this command and I feel saddened that Gen Hyten presumes what she says to be true. In reality, I don't believe what she says is true -- I want to be proud to be a member of STRATCOM. Her behavior and rhetoric makes it so difficult for me to want to be happy and proud to be a part of this organization. In fact I feel embarrassed and less proud overall knowing that she is a forefront representative of this command. I believe this is a very strong example of her toxic leadership style.

11. I was asked if I was concerned of reprisal by COL Spletstoser. I will say that I am less fearful of reprisal because we are in different services and she is not my boss. I also feel compelled to tell the truth and share my thoughts. In fact I have done exactly this with Gen Hyten. He seemed reluctant to accept my position and told me "you don't know how some Army officers are. That's just how some Army Colonels act." I wholeheartedly disagree and I feel that she has crossed one of General Hyten's redlines: that of disrespect to others. On the other hand, I feel uneasy writing this due to my rank versus hers, and due to both of our proximity to the commander. Additionally, I personally do not want the commander to fail and want to support him as best as possible. I am sad to have to describe the commander's actions in this light because I'm honored and proud to be on his close support staff. I also do not want to bother him with 'office politics' or distractions that should/could be handled at a lower level. Having said that, my coworkers and I are concerned and surprised that no one from Gen Hyten's directorate staff (J-dirs or deputy J-dirs) have ever broached the topic with him, despite having apparent concern and first-hand experience with her caustic attitude and toxic behavior.

-----end of statement-----

INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC

PAGE 4 OF 5 PAGES

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 5. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 24 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE ____ OF ____ PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB	2. DATE (YYYYMMDD) 20180119	3. TIME 1725	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C)	7. GRADE/STATUS (b)(6),(7)(C)	
8. ORGANIZATION OR ADDRESS US STRATCOM			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

In response to BG Bowen's line of questioning, I provide the following statement:

Instances when COL Spletstoser lost her temper in an unprofessional manner:

- Upon return to Offutt AFB after a multi-leg trip in April of last year, I approached COL Spletstoser to explain that I disagreed with her decision to remove (b)(6),(7)(C) USSC from the final flight to Offutt. (We had run out of seats because we planned for a larger plane.) I told her that was more appropriately my decision to make. She exploded in anger at me and told me I was "useless" on the trip and explained that she was the only one that provided any meaningful support to Gen Hyten. Further, she angrily criticized the travel planner, (b)(6),(7) as incompetent and unable to complete simple tasks. In this instance, and in many others, she makes the claim that because of her experience on senior staffs, she is uniquely qualified to plan and execute an effective travel itinerary. Her anger lasted approximately five minutes and she never addressed the item I wanted to discuss. This interaction was the third or fourth time that I had approached her with an item of disagreement over a several month period. In each of these instances, she ultimately got angry and we made no progress in sorting out our differences.

- During a multi leg trip in September of last year, we landed at Hickam AFB around lunchtime on a Sunday afternoon. We were greeted at the runway by representatives from the PACOM staff. Upon arrival at lodging, General Hyten was escorted into his VIP quarters. However, the PACOM representatives informed me, (b)(6),(7)(C) USSC and COL Spletstoser that we would need to check in at billeting to get our room keys. Billeting had violated their own policy by providing Gen Hyten his room keys without him physically checking into the front desk because he was a senior VIP. However, they wanted the rest of the team to follow the stated policy. COL Spletstoser was furious. She berated the Major from PACOM stating something to the effect, "That is not how things are done. This is not right." She was not willing to go to the desk to get a key. For context, the travel team had no pressing engagements and checking into billeting would have taken about 10 or 15 minutes. However, COL Spletstoser would not relent. She informed the Major from PACOM that we were going to lunch and that he needed to have our keys ready upon return. Throughout this interaction, she was visibly angry. Shortly thereafter, she called back to the CAG office to reprimand them for not having the room keys ready ahead of our arrival. At lunch, Gen Hyten asked COL Spletstoser why she had been talking on the phone. She replied something to the effect that her team "...was not meeting her high standards."

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) U	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC

TAKEN AT 1725

DATED 20180119

9. STATEMENT (Continued)

- In July of last year, COL Spletstoser was unhappy about the format of the travel itinerary we were using for trip planning and execution. I agreed that we should make changes to the itineraries, primarily because Gen Hyten said he wanted them streamlined. However, I wanted to move more slowly in implementing these changes because we were in the midst of executing and planning some of our most complex trips. In my opinion, COL Spletstoser was unusually concerned about this issue. Others involved in trip planning, to include my deputy XO (b)(6),(7) the front office travel planner (b)(6),(7), the deputy CAG director (b)(6),(7) also agreed changes should be implemented in measured manner so we didn't cause undue disruption in the midst of planning a trip to Asia. At this point, I had learned that direct confrontation generally resulted in an angry exchange, so I told the trip planner to make some minor adjustments to the trip itineraries and we would implement the more significant changes after the Asia trip was complete. COL Spletstoser responded by sending an unprofessional email to Gen Hyten proposing the trip planner start reporting directly to her. (email attached) In the note, COL Spletstoser purports to lay out two COAs for consideration. In fact, she lists the "PROs" of COA #1 as "Can't think of any..." and the "CONS" of COA #2 as "Can't think of any..." I approached COL Spletstoser after the email was sent and told her that she should have talked to me about the topic before emailing Gen Hyten because this was an issue that didn't deserve his attention. She said something to the effect of, "I didn't talk to you because I knew you disagreed and I couldn't change your mind."

- Overall, the front office staff has created work arounds to avoid making COL Spletstoser mad. When she is angry it slows down work and hampers productivity. In particular, we have found it easier to go along with her unusual travel demands than confronting her. If she is confronted, she will generally get angry and then take the issue directly to Gen Hyten if she continues to be unsatisfied.

Instances where COL Spletstoser mistreated the front office staff in my absence:

- In July of last year, it was reported to me that COL Spletstoser berated (b)(6),(7)(C) US and (b)(6),(7)(C) US for not keeping up with changes to the Strategic Deterrence symposium schedule. COL Spletstoser directed (b)(6),(7) to change the manner in which we schedule events on the calendar. She also directed Protocol to change the method by which they promulgate change to protocols schedules. In my opinion, both of these "orders" were over reactions to relatively minor issues and would have been more appropriately discussed with me and the director of Protocol. This incident, combined with some other negative interactions throughout the week of my absence, led members of the front office staff to complain to MG Karbler about COL Spletstoser's abrasive style.

- In November of last year, while I was attending a (b)(6),(7)(C) USSC COL Spletstoser had another very negative interaction with the front office staff. In this case, COL Spletstoser was unhappy that she was not staying in the same hotel as Gen Hyten and (b)(6),(7)(C) US during Halifax Security forum. (b)(6),(7)(C) US informed the CAG staff that COL Spletstoser would need to stay at a nearby hotel because our travel group was allotted a limited number of rooms in the main conference hotel. COL Spletstoser complained to Gen Hyten that the travel team needed to stay together because of "security concerns." The front office staff felt she had gone around them without appropriately consulting them and going directly to Gen Hyten. I feel that she misrepresented the concerns about security in order to get to stay in the same hotel as the Gen Hyten and (b)(6),(7)(C) U (I don't believe she even checked with our security team before taking her concerns to Gen Hyten.) In fact, security at the hotel was provided throughout Gen Hyten's stay by an armed, Canadian security officer.

General observations about COL Spletstoser's leadership style and professional behavior:

- Impatient and aggressive. Expects delivery of products on very short, unrealistic timelines and reacts with anger if timelines not met. She has a poor sense of determining when an issue needs immediate attention and when it should be dealt with later.
- Willing to speak negatively about anyone in the command (Junior, Senior, Peer) in a public forum. In my opinion, her criticisms are rarely well researched or factually based. She is routinely critical of Flag and General officers - usually without merit.
- As a first principle, she limits access to Gen Hyten, especially when it pertains to travel. She is generally opposed to individuals, from Public Affairs office, the Legislative Affairs office or other J-directorates from traveling. She has recommended against flag officers or the Political Advisor traveling on overseas trips.
- She's dismissive, and quick to respond to things, even if she doesn't know anything about them or isn't well informed. This leads her to sometimes giving the Gen Hyten poor advice. She is very reluctant to say "I don't know."

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C)

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1725 DATED 20180119

9. STATEMENT (Continued)

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AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 29 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, NE	2. DATE (YYYYMMDD) 20180202	3. TIME 0900	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME Spletstoser, Kathryn Ann	6. SSN	7. GRADE/STATUS O6	
8. ORGANIZATION OR ADDRESS HQs, USSTRATCOM			

9. I, Kathryn A. Spletstoser, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

The Investigating Officer, BG Bowen, asked me to answer the following questions:

1. IO: Are you familiar with the core leader competencies and the description of counterproductive leadership as described in AR 600-100? A: Yes. Do you adhere to them? A: The core leader competencies Yes.

2. IO: Describe, in your own words, the work environment in the CAG and your leadership style. Do you treat civilians and members of other Services differently? A: The work environment in the CAG is currently positive and professional. Every member of the CAG expressed this verbally and in writing on the counseling statements I provided the Investigating Officer. I do not have civilians working in the CAG but I do have one contractor. I treat civilians, contractors, and military service members with dignity and respect in line with STRATCOM and service guidelines.

3. IO: Describe how you treat people that do not meet your standards. Differentiate between subordinates and superiors. A: To be clear I apply STRATCOM, service, and Command directed standards to the work we do in the CAG. If some one does not meet the standard for a task or mission we discuss it, conduct appropriate counseling, work through the issues, and execute the task or mission. Working in a CAG is by definition, an opportunity afforded to those personnel who seek to work at a high level of mission performance.

4. IO: Have you ever treated a subordinate in a way that you would not like to be treated as a professional Army officer? A: No. I treat every subordinate better than the way I have been treated as a professional Army officer and in line with how I would like to be treated as a professional Army officer.

5. IO: Have you ever experienced allegations like this in previous assignments, or been talked to about your behavior? A: No, never and I have served in the Army for almost 28 years as a enlisted service member, a non commissioned officer, and a commissioned officer.

6. IO: Why does the CAG need to do all of the travel planning for the CC, and what is your level of involvement. CC Directed? A: The CAG does the bulk of the travel planning for the CC based on his clear guidance and direction. He was unhappy with the previous roles and responsibilities and directed adjustments. The CAG achieved unequaled excellence in this regard since assuming these duties and responsibilities based on Gen Hyten's feedback to the entire team. Why are you so insistent on always being in proximity to the CC? A: I am not insistent and I am not always in proximity to Gen Hyten. It is my job to prepare him for and attend specific meetings with him as he directs. It is my job as the senior officer on the core travel team to ensure the Security Detail and

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6), KS	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF Kathryn A. Spletstoser TAKEN AT Offutt AFB DATED 20180202

9. STATEMENT (Continued)

Executive Communications have access to him to do their jobs. They are housed next to him in lodging and provide the vehicle support to him. I am generally lodged the furthest away from the Commander and ride in the vehicle with him less than 25% of the time. That is mission dependent. It is also my job to review all incoming email and staff work in the communications room and to set the priorities of staff work for the Commander while on travel. I also ensure everyone has a ride in vehicles as this was a problem before and senior personnel including General Officers and principal personnel traveling with the commander were not taken care of. I also place GO/FOs or the CSEL in the vehicle with Gen Hyten when (b)(6),(7)(C) does not travel to enable them to update or prepare him on significant things he will attend. This is standard operating procedure at this level.

7. IO: What happened related to the Halifax, France, and PACOM trips? A: The planning for Halifax started slow due to a series of late actions on the part of the Halifax Security Forum and obtaining SecDef approval for Gen Hyten to attend. After my team briefed me I gave clear guidance, worked with Halifax, and it was rectified quickly. It was a highly successful trip. The France trip was planned by the J5 before the travel responsibility was changed to the CAG. It was an aggressive schedule and logistically challenged. The CAG planned, organized, and executed the PACOM trip and it was very successful from both a substance and logistical perspective.

8. IO: What is the nature of your relationship with (b)(6),(7)(C) USSC A: A professional working relationship. (b)(6),(7)(C) is the (b)(6),(7)(C) USSC in the command and I value (b)(6),(7)(C)'s perspective and insight.

9. IO: What is the "set up" you referred to in the email you sent me? A: At different times last week several members of the CAG: (b)(6),(7)(C) USSC and (b)(6),(7)(C) US came to me after they were interviewed by the IO stating they felt bad about the situation and believed morale in the CAG was high and I was being treated as a scapegoat. Although we did not talk about the case (b)(6),(7)(C) USSC explained that (b)(6),(7)(C) felt that in the past when (b)(6),(7)(C) USSC and (b)(6),(7)(C) US served in the CAG they actively tried to foment dissent, were toxic in their approach to leadership, and were frequently unprofessional, disloyal, and blatantly disregarded lawful directives and orders I gave them. (b)(6),(7)(C) said the command climate then was very uncomfortable. That was news to me. No one ever brought that to my attention. While I was not surprised (b)(6),(7)(C) US did this because (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC it was a surprise to hear that (b)(6),(7)(C) US did this.

I also believe I was set up for this character assassination and fishing expedition investigation based on two major Commander decisions: 1. The decision by the previous Commander ADM Haney, to incorporate the CAG and CAG Director into the Front Office staff that was maintained under Gen Hyten and 2. Gen Hyten's decision to adjust the roles and responsibilities for travel. Neither of these decisions were favorably received by the rest of his front office staff. These decisions resulted in hurt feelings. These decisions were also not codified to the command in a Terms of Reference document or Duties/Responsibilities memorandum. There was and is an endless amount of backstabbing, gossiping, and passive aggressive behavior directed at me by members of the front office that serves as one of the underlying causes for these allegations. I also find it extremely disconcerting that the key issues I brought up in the informal investigation to the Investigating Officer, (b)(6),(7)(C) USSC including blatant disrespect to me, and bullying by members of the front office, were not included or pursued as part of the record or investigation. There is a blatant double standard in this command, a high level of unprofessional behavior, and it has been an extremely hostile work environment for me. The difference is that as a professional senior leader and warfighter, I do not whine about it.

10. Have you been verbally counseled in the past for your treatment of people? A: No. Over three months ago though, both MG Karbler and Gen Hyten verbally advised me of, and counseled me about, a complaint made to the Chaplain that I used profanity at work. I immediately stopped using profanity. That problem was addressed and immediately fixed. To be clear, I used profanity far less than the majority of the senior leaders in STRATCOM by a wide margin. Gen Hyten remarked he felt there was a double standard in play. From that day I have kept a very detailed count of who uses profanity in public in a work setting and every member of the front office, my CAG subordinates, and the senior leaders in STRATCOM, including the Commander, have used profanity at levels far exceeding my own use. For clarity I also never used profanity directed at anyone. Now I usually make on the spot corrections to those who use profanity in public conversations.

11. How would you characterize the level of support the CAG provides to the CC and the command as a whole? A: Clearly within the band of excellence based on the Commander's and other senior leaders feedback. Why? A: We finally built a team with the right talent and work ethic who wanted to excel.

INITIALS OF PERSON MAKING STATEMENT

(b)(6) KS

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

The IO also asked me to address the following questions:

- IO: How you corrected your subordinates publicly; you used the term "wire brushed." I need your definition of "wire brushed." A: For clarity I said on occasion I corrected my subordinates publicly but mostly in private depending on the situation and whether or not there was applicability to other members of the team. I simply have an occasional direct discussion that begins with a pointed question such as what were you thinking? Why did you approach the situation the way you did? Did you receive appropriate guidance for the task? Did I fail you by providing inadequate guidance? It is also a conversation and results in problem solving and mutual understanding of what went wrong. It is no different than the way I am talked to by the senior leaders in this command.

- IO: I want to know, to the extent you remember, what you said in the travel hot wash or IPR meeting in 2A8 after the CC left the room. He provided guidance then left; you kept the team in the room and discussed further. A: That was the Halifax IPR where Gen Hyten gave very clear and direct guidance to the travel team as a whole. After he departed the meeting I asked the travel team who would be on the trip to remain to ensure everyone was good with his guidance. I specifically asked them if they understood his guidance and intent, the chain of command for the mission and I asked them if they had everything they needed. I closed the minute long conversation by thanking them for all they did and told them that if they needed anything to just ask or come and see me. We executed an outstanding trip.

- IO: My reference to "operation nightcap" on the Halifax trip was incorrect, but it was not the CSPO trip to London. It was on the EUCOM trip. Tell me what you remember about that evening-who you were with and what was discussed. A: A group text went out to all travelers inviting them to the bar in the Royal Horseguards Hotel in London after a formal event hosted by the British. A verbal invite was given to Gen and (b)(6),(7)(C) before they turned in and they declined in order to rest. The people who went to the bar that evening included: (b)(6),(7)(C) USSC myself, and one or two members of the (b)(6),(7) wandered in and out and also sat at the bar. We did not discuss the mission for OPSEC reasons. We discussed how to better pace a trip, sports, and families.

12. IO: Is there anything else you would like to add that will help me in this investigation? A: Yes. I did not violate any law, article of the UCMJ, policy, or regulation pertaining to these allegations. As a result of these false allegations my reputation, career, livelihood, and future is threatened. I do not think I have been treated fairly or appropriately given my record of service. Nearly everyone of the issues I was asked to address are ancient history and corrective action, where necessary, was taken. If I inadvertently hurt someone's feelings I would also be happy to apologize to them. I would never intentionally mistreat anyone. We need to move forward.

-----End of Statement-----

AFFIDAVIT

I, Kathryn A. Spletstoser, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT

WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

SPLETSTOSER,KATHRYN.ANN (b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 2 day of February, 2018
at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN,GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6), KS

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2851; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION (b)(6) USSTRATCOM	2. DATE (YYYYMMDD) 20180208	3. TIME 1600	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS USSTRATCOM			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH: To whom it may concern, I have never noticed any conduct unbecoming from COL Kathryn Spletstoser in my limited dealings with her. I have also not had any complaints from any of my folks who have had to work with her in any capacity. My only personal observation is that (and this is subjective of course), she seems to wear her position of working in the CAG on her sleeve. I have witnessed her interrupt a two-star General more than once, without a corresponding apology. It is my impression that she seems she can do this with impunity. I have heard she can be rather disputatious, but I have not encountered that personally.			
10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USS		PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1600 DATED 20180208

9. STATEMENT *(Continued)*

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1600 DATED 20180208

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 9 day of February, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM	2. DATE (YYYYMMDD) 20180125	3. TIME 1500	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USS	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6),(7) 901 SAC Blvd, Suite (b)(6) Offutt AFB, NE 68113			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

As discussed with BG Bowen during today's session, I was immediately impressed with COL Spletstoser's strategic thinking and knowledge and understanding of General Hyten's Vision and Intent and the STRATCOM Mission. I did not feel the previous CAG Director displayed as much confidence in these areas during various meetings that I attended.

However, I was often offended by the abrasive leadership style displayed towards the members of the CAG and was repeatedly offended by the language used in almost every conversation.

I feel at a 4-star Combatant Command level, the staff should display a certain level of professionalism in the way they act and talk, especially if the commander, deputy commander, and chief of staff lead without having to use profanity to make their point. On more than one occasion, I would leave the CAG and, trying to make light of the situation, say "well, my fuck-meter is back on full, so it is time to leave". Maybe I am at fault for not bringing it to her attention that I was offended, but having watched interaction with her staff, I didn't feel comfortable making a comment about her leadership style.

I still feel that COL Spletstoser has a complete understanding of what the commander is trying to accomplish, and I have noticed in the last several weeks, the language has not been an issue. I cannot say that for the first 4-6 months that I worked with her.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C)	PAGE 1 OF 1 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 1500 DATED 20180125

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 25 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN.GREGORY.SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

Art. 136, UCMJ

(Authority To Administer Oaths)

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

INITIALS OF PERSON MAKING STATEMENT

PAGE ____ OF ____ PAGES

SWORN STATEMENT

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AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB NE	2. DATE (YYYYMMDD) 20180126	3. TIME 0930	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	

8. ORGANIZATION OR ADDRESS
USSTRATCOM (b)(6),(7)(C) USSC 901 SAC BLVD, Suite (b)(6),(7)(C)

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

I was asked to make a sworn statement due to an investigation of CAG director, COL Kathy Spletstoser, due to my routine interactions with the members of the Commanders Action Group.

Having had numerous interactions over the past (b)(6),(b)(7)(C) USSC I would point out that COL Kathy Spletstoser is very knowledgeable and has planning and strategy experience/capabilities that are valuable to the command and leadership. It became evident shortly after her appointment as CAG director, however, that a number of incidents with her handling of personal and professional interactions were of concern. In my personal interactions with her, she has been courteous and friendly to me, but in professional work settings there have been obvious issues.

The CAG action officers and members are the most professional, diplomatic and hard working group of people in the building. They don't complain publicly and have often kept the negative treatment from COL Spletstoser to themselves for the most part. They seem to continue pressing ahead with the important work they do every day in spite of the poor treatment they receive. Of all HQ members who serve, they are the least deserving of poor treatment and demeaning criticism that includes foul language. Over the course of the past year, a few CAG members visited my office and voiced concerns that COL Spletstoser's treatment of members in their office was demeaning, bullying and completely unwarranted. Several members were experiencing public humiliation. I take personal responsibility for not directly addressing the issue sooner for concern of how it may result in CAG member retribution.

I have witnessed COL Spletstoser's interactions with flag officers on the staff, and thought that some of her comments and demeanor were not in line with rank protocols, as if she spoke on behalf of the CDR and had his authority. Additionally, I witnessed an uncomfortable, familiar relationship between COL Spletstoser and (b)(6),(7)(C) USSC on occasions in the HQ and on travel.

During a recent CAG planning meeting led by COL Spletstoser, I brought up a point in reference to engagement with media during upcoming travels/planning events. I was promptly cut off and reprimanded publicly in a group of 20 co-workers. She said that PA has never brought her a plan that is aligned with their efforts. She denigrated PA efforts as piecemeal and having no real direction. I explained that we were in process of developing an overarching communication plan/strategy, but again was told we didn't plan but approached activities sporadically. I again emphasized that we are working planning elements, but she retorted that I need to bring her a plan. I left it at that during the meeting as it was clear my comments were not being considered. This is behavior that seems to be purposed at putting people in their place, and likely could result in recipients not willing to address issues or approach discussion with her so as to avoid confrontation.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 3 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

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USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 0930 DATED 20180126

9 STATEMENT (Continued)
(b)(5),(b)(6),(7)(C) USSC

-end statement-

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT 0930 DATED 20180126

9. STATEMENT (Continued)

- page not used -

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 2. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 26 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN,GREGORY,SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 3 OF 3 PAGES

SWORN STATEMENT

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

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DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION USSTRATCOM, OFFUTT AFB, NE	2. DATE (YYYYMMDD) 20180119	3. TIME 1240	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) US	
8. ORGANIZATION OR ADDRESS (b)(6),(7)(C) USSC USSTRATCOM, OFFUTT AFB, NE			

9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

During a face-to-face interview with BG Bowen, I was asked to speak on interactions I may have had with COL Spletstoser during my time as the (b)(6),(7)(C) USSC. I pointed out that my personal interactions with COL Spletstoser had been limited to brief conversations while awaiting meeting starts or while discussing the scheduling of follow on meetings or events. I did have occasions to observe her interactions with those around her during these periods and during multiple meetings we attended together. One of those moments that has remained vivid in my mind was during what I believe was a Staff Call with Gen Hyten present. A discussion occurred between COL Spletstoser and the (b)(6),(7)(C) USSC. I do not remember the specifics of the discussion, but I do recall being surprised at the time at COL Spletstoser's aggressive attitude toward (b)(6) and the complete lack of use of Sir or General. (b)(6) took it in stride and there was no perceptible reaction by the CC that I observed.

COL Spletstoser often seemed to have a very aggressive attitude in the interactions I observed and seemed to become defensive or submissive as soon as she realized someone held an opinion different than her own. I do believe she has very good ideas and great knowledge for her position, but her presentation and interaction with her peers and superiors could be more amenable. There seemed to be a lack of understanding that others may be as knowledgeable or able to generate appropriate courses of action.

I personally never had any issues working with COL Spletstoser. She just has a persona that takes a little getting used too. I would also say that I believe she has calmed down a lot in the last year and approaches people with much less aggressiveness. I also believe that some aggressiveness is sometimes needed to get things done in a reasonable amount of time.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 2 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

STATEMENT OF _____ TAKEN AT _____ DATED _____

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE _____. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 19 day of January, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USSC

PAGE 2 OF 2 PAGES

CERTIFICATION OF TRANSCRIPT

The foregoing transcript consists of 40 typed pages. I certify that it is an accurate transcription of the audio provided. I further certify that I am a certified and sworn court-reporter, qualified in accordance with Art. 28, UCMJ, and the regulations prescribed by the Secretary of the Navy on 4 August 2003.

(b)(6),(7)(C) USSC

Chief Legalman, U.S. Navy
USSTRATCOM/J006

An interview was conducted at Offutt Air Force Base, Nebraska, 30 January 2018, pursuant to an Army 15-6 investigation conducted by Brigadier General Gregory S. Bowen, U.S. Army. The interview was conducted at Building 500, United States Strategic Command Headquarters, Room 1D1, beginning at 1402 hours.

The following personnel were present:

BG GREGORY S. BOWEN, USA, INVESTIGATING OFFICER	
COL KATHRYN A. SPLETSTOSER, USA, INTERVIEW SUBJECT	
(b)(6),(7)(C) USSC	LEGAL ADVISOR
(b)(6),(7)(C) USSC	RECORDER

IO: Okay. Are we on?

RECORDER: Yes, sir.

IO: Okay, date is 30 January 2018. Time is 1402 Central Time. This is Brigadier General Bowen, investigating officer for a 15-6 investigation. Present in the room is Colonel Kathy Spletstoser, uh, (b)(6),(7)(C) USSC and (b)(6),(7)(C) U-----

RECORDER: (b)(6),(7)(C) USSC

IO: (b)(6),(7)(C) USSC I'm sorry. There is nobody else present in the room. So, I've got a few questions that I want talk to you about. You know why you're here. The Chief assigned me as an investigating officer to do a 15-6, uh, to look at some allegations that came out of (b)(6),(7)(C) USSC preliminary inquiry in terms of command climate issues, toxic leadership issues, et cetera. You've read my appointment memo so you know what I wanted to ask you about.

Um, I have interviewed a number of people, um, across the command and you are my last interview. So, um, I'm going to ask you some questions to try and find the missing pieces. I want to get your point of view on these things, and, uh, so-- so I can provide a complete report up to the Chief as-- as balance with all sides of the story. Okay?

Um, so, to start with, um, Kathy, are you familiar with the core leader competences and description of competencies for productive leadership as described in AR 600-100?

SUBJ: Absolutely, sir.

[END OF PAGE]

IO: Okay. So in-- So in your mind, do you adhere to 600-100?

SUBJ: Absolutely, sir.

IO: Mmkay [sic] and-- and we're not going to walk all the way through it, but I just want a kind of level set everybody. So, in your own words, um, describe to me how you think the work environment in the CAG is. Overall.

SUBJ: So, as I explained to (b)(6),(7)(C) USSC who may or may not have accurately depicted it in his write up, um-- I would say that, for now, in the last six months, it has been pretty good and nobody has brought anything to my attention to indicate otherwise, either through formal, informal, or open door counseling. And I have provided you a written-- uh, the written up-- basically, written feedback from that counseling. And I have also provided it to General Hyten, as is the norm. Uh, I have heard nothing. Nobody has brought anything to me. No subordinates. No seniors. No peers. Other than what came out of the-- (b)(6),(7)(C) USSC thing.

I will tell you, for a fact, I was hired into this job, not because I wanted it, but because Admiral Haney was desperate. Um... His CAG was failing. My predecessor, I felt horribly bad for (b)(6),(7)(C) US because (b)(6) was a professional (b)(6),(7) and (b)(6) faced a CAG of incompetence, who were disloyal, had no integrity, no character, and disrespected (b)(6),(7)(C) Admiral Haney asked me to clean that up. Um, I did an initial assessment for about thirty to sixty days. My recommendation, at that time, was, unequivocally, you have to fire every member of that CAG if you want to turn it around.

Having said that, that was problematic and unrealistic given the personnel shortages across the command at the time. Um... So, we talked through, how do we do that? And we systematically chose to try and hire and bring new people in who were the right fit, attrite where possible, um, give people soft landings if they just couldn't cut it from a-- a, uh, performance standpoint, and try to, basically, re-assign or cut positions accordingly. Um. Admiral Haney left. He was, uh-- We had made at least enough progress, um-- He had briefed General Hyten to the same-- to the status of the CAG. Um. And General Hyten basically kept me on as the CAG Director, which is not something that every Commander does with any of his key positions. And we went back and-- We were still not there. We were a bottom fifty percent performing organization, but it was viable.

[END OF PAGE]

SUBJ: [con't] Um. Therefore, he-- he wanted to approve every hire that came in and, so, steadily as we attrited [sic] and brought in the right kind of people to the CAG who had the right character, the right integrity, the right, uh, skill sets, it has measurably approved over time. So when you ask an open ended question, did somebody offend me or did something bad happen way back when, well, I don't know. I-- I-- I felt that the morale was horrible. That the environment was horrible. I thought that the command group was horrible. And I still do think that it is toxic to a degree. I don't think that I am the source of that toxicity.

IO: Okay, when you say that-- that they were operating in the bottom fifty percent in terms of effectiveness. Based on what?

SUBJ: Okay, sir. So, in my experience, I'm an Army strategist by training. We generally-- Part of what we do-- We serve in CAGs, um-- This is a, uh-- What do you call it? A, uh----

IO: Developmental assignment? Or a----

SUBJ: It is a top tier assignment for an Army colonel to be a CAG Director. And so this is sort of top bin. And so, I have plenty of experience working with CAGs. I can tell you that every general officer in the fifty-nine field MOS has sort of mentored me on that. It's a very small field. So, I know what right looks like. This certainly wasn't it. It didn't operate-- organize like any other Combatant Command CAG or the Chairman's CAG. Which, I was most familiar with the Chairman's CAG, the CENTCOM CAG, and the SOCOM CAG. And, so, that's the baseline by which I used to compare. Um. For all those CAGs, people are picked off the top-tier folks that come into the command by skill set. Here, we sourced it by folks who had bottom fifty-percent files. So, if you look-- that-- that bore that out. Now, everyone here understands how the pecking order goes. But none of the-- They would do a pull by J-Dirs [sic]. They nominated who was convenient for them to get rid of. In several cases, several members of the CAG had been previously fired from their respective J-Dirs and put in the CAG.

IO: That was before your time?

SUBJ: Yes, sir.

[END OF PAGE]

IO: Okay. Okay, so-- You said that in the last six months you haven't received any feedback from your CAG members or from anybody else on problems. So, prior to six months ago, when-- when you still had some of the old folks left, was that-- was that-- do I have that straight?

SUBJ: Yes. Yes. One, I-- and, again, no one ever mentioned that there was a morale problem or anything else. But what several of the members who are kind of now in the CAG, or were in the CAG then, said and explained to me more recently was that there was, um, deliberate undermining and under-- undercutting my authority. On purpose. Being disrespectful and disloyal. I can name who those folks were if you want. Um. Specifically, sadly, my former (b)(6),(7)(C) USSC uh, (b)(6),(7)(C) USSC And former, (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC My two prior (b)(6),(7)(C) US prior to (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC I did not know this was happening. As you know, I travel a lot with the Commander. I rely heavily upon the deputy to run the train, keep it moving, and so I didn't know this was going on until several folks mentioned to me that they were doing it.

IO: Okay. Um. Do you differentiate at all within the CAG, um, on how you interact with civilians versus military? How you interact with Army versus Air Force versus Navy versus Marines? Do you treat everybody the same? How do you see----

SUBJ: So, I----

IO: Yourself there?

SUBJ: See, you know, I try to learn what folks are like. I think we spend a lot of time in the CAG talking about, uh, the pros and cons or the challenges associated with each Service and its culture. Sort of as a learning thing. I think we do kid around with some Service jokes on occasion. Um, none of that is mean-spirited. All of it is equal opportunity, if you will. And everyone seems to be laughing at that. They are either instigating it, uh-- Sometimes I have to pull the reigns back in. Say, hey, okay, let's move on or do a little work. But, do I differentiate how I treat civilians or-- I don't have any civilians in the CAG, sir.

IO: No. You did. Um, the----

SUBJ: Yes.

IO: The LA folks got moved out.

SUBJ: So, would you like me to address them? Is that what you're sort of working to? Or----

IO: So, where I'm going is, um-- As I've looked through, um, the evidence that I have to date, there seems to be a little bit of a bifurcation between Services and the-- and the civilians that you deal with. So there are the LA people who moved out and went to J8, I guess----

SUBJ: Right.

IO: And there's front office people and other folks that you deal with.

SUBJ: Uh, so-- I would tell you that I, uh, I treat civilians and military with dignity and respect. Uh, I don't cuss them out. I don't derog [sic] them or anything. I can tell you for a fact that I was ordered to cut the positions of the civilians in the CAG and move them to the J8. I did that in the most humane, compassionate way that I possibly could. I found every one of them jobs and I gave them the biggest bonuses that they ever received in the past several years. So, I-- I don't know how that would be any different.

IO: Okay.

SUBJ: If anything, I sort of give some civilians a pass. Because they're not in the military, I don't expect them-- Do sort of expect them to have a little of customs and courtesies, which I think some of them, especially in the front office lack, but I don't actually call them out. What I usually do is just give them the greeting of the day and avoid them, because I don't want conflict. And I don't want to end up here, and I know how we got here. Because some of them cried. And I don't even know what I did.

[END OF PAGE]

IO: Okay. Um, you-- So, I'm tracking the legislative affairs move. So-- So, I think I'm straight on that and we don't need to walk the dog on how that occurred. You know, it is what it is. They're-- They're up there working under the J8. It just-- It just struck me as a little bit odd when I first started looking at this because I would have thought that leg-- leg affairs [sic] would be kind of integral to the CAG because of what you guys do, but that----

SUBJ: Sir, I can explain it. So, Admiral Haney, okay, as much as he thought the CAG was useless and a pain. He thought his leg affairs [sic] team was dysfunctional and wanted to fire every one of them. So I went and explained to him that I pulled their files and that, under no circumstances, could he because they got glowing reviews and that would be, therefore, impossible. I said, I think there's a better way. We have to figure out if we want to re-train, maybe adjust how we're organized here, I offered three courses of action. Many places, leg affairs [sic] is separate and its own division, run by its own cell. Or, you could keep it in the CAG, but you're going to have to make some adjustments. Or, he was predisposed based on his previous experience on the N-staff to move it to the Eight.

Our Eight has a vital role in sort of the, uh-- uh, the advocacy piece for the weapon systems. Therefore, he thought that would make sense and that they could matrix it so that they could weed out the weak performers and, sort of, make sense of what's left. So, at the time, (b)(6),(7)(C) USSC and I worked through a plan. (b)(6),(7)(C) (b)(6),(7)(C) USS said, "I will only take these two people, the rest must go. I will not take them into the J8. And, therefore, I don't care what you do with them, but its not my problem." So, that's what happened and I found the other folks jobs.

IO: Okay.

SUBJ: Not all permanent, but nobody lost their job.

[END OF PAGE]

IO: Okay, um-- You-- You just told me that you treat civilians and the military very-- the same, with dignity and respect. Um, but then you told me, you avoid some of the civilians because you don't want conflict.

SUBJ: Yep and I'll tell you where that derives from. So, before General, um, (b)(6),(7)(C) USSC little investigation, um, General Karbler and General Hyten, I think it was on the same day, came to me and said to me, "Hey, somebody went and cried to the chaplain that you cuss." And I'm, like, okay, not an untrue statement. I do cuss, but I do not cuss excessively and I've never cussed at anybody. But if somebody is offended by that, I will cease cussing. So-- And, so, in abundance of caution, I decided it would be best to try not to offend anybody, joking around or any sort of thing. So, not only did I stop cussing-- and this was over three months ago I might add, generally speaking, I started adding up how much everyone else cusses. By the way, sir, your boss cusses twenty-five percent more than I ever did. So there is a double-standard within this command. I kind of understand where it comes from. I can tell you the sources of... of anger and how certain things have probably gotten bad between the CAG and the front office, but I don't consider it, necessarily, internal to the CAG.

IO: Okay. Um, one of the things that has come up mul-- by pretty much everybody that works for you now, or has worked for you, is that you are somebody who has very high standards. Can you describe to me how you react when somebody does not meet your standards?

SUBJ: So, I consider them not necessarily my standards. I call them the seventy-five percent standards. In other words, this is not high by comparison to what I maybe had in other units. So, normally what I say is, we will talk about it. And why-- why did we not-- Sort of dissect it, if you will. And sometimes that may be sort of a direct-- a very direct approach. Maybe a little bit of what we term in the Army, a little bit of a wire brush, but that's only so that we can get your attention so that we can have a conversation. Then we have a conversation. And then I ascertain, did we lose focus? Did I-- was I unclear? Often times, I decide, you know what, I didn't issue clear guidance. My fault, let's re-do. Let's re-group. Re-group, re-group as a team. I don't think that's toxic. I don't think that's bad.

[END OF PAGE]

SUBJ: [con't] And I sort-- So here's here's another thing, sir, that you've got to understand. Before folks are hired, they're told, hey, the bonus is you get to work for a four-star and that's all you're seeing right now. But, the hard part is, you actually gotta [sic] work for a four-star and you've gotta [sic] work at that level. And I try to explain what that is to you very carefully. I'll never let you fall. At whatever you-- A failure is my failure. My fault, not yours. But we have to be consistent. I always say, we will do the right thing and we will do it the right way. And consistency matters. You can't take short cuts. You didn't run your wind sprints today, you have to run your wind sprints every day. And, I will tell you, it is just human nature, cause [sic], I think, everybody does it, after a while you get comfortable, you're sort of on a glide path and you start losing focus and you start taking short cuts. Um. And I will tell you, I don't think its predominantly by one Service or another, but I don't think it's a Service thing. I think it's an individual training thing, but it seems to occur more in one branch of the Service more than the others. To get kind of back to what you were asking before.

IO: Which Service?

SUBJ: The Air Force.

IO: Okay.

SUBJ: So, you can ask the members of the CAG, but-- I mean, there were-- We have the finest Air Force in the world with brilliant, brilliant, talent-- talented people. Of which, there are several in the CAG; however, it does have a negative aspect to its culture with self-serving behavior, always looking ahead, always looking to see if they can get something out of it, and not always focusing on the here and now and what needs to get done. Because all of those things, a good leader is going to take care of along the way.

IO: Have you ever treated a subordinate in a way that you would not wish to be treated as a professional Army officer?

SUBJ: Not that I can recall, sir. I need a specific example.

IO: Um. Have you ever berated someone in public?

SUBJ: Berated, no. Gaven [sic] a slight wire brush to? Yes, sir.

[END OF PAGE]

IO: Okay, what is your definition of "a slight wire brush?"

SUBJ: So, if you give to me, in public, in front of your peers, something that was not even of a standard that you accept, and I question you about it and say, okay, is this up to standard? Then I'm sort of wire brushing you because I'm doing it in front of your peers. But I'm also trying to make a broader point that, hey, this is not meeting the standard. That is not toxic. That is not violating anyone's dignity or respect. And, actually, it's pretty effective in getting the team where it needs to go. I don't call you out because, remember, I only did it in response to you bringing me something in public. I normally take that off-line if you want to have a conversation on it. That's what I normally do. But a supervisor has the duty and the right to correct deficiencies. And I don't think that's wrong to maybe-- That's not even raising a voice and it's not even cussing. It's simply saying, okay, what were you thinking? Sort of thing. Just like I've heard in any other meeting that you and I sit in.

IO: Mmhm [sic.] But, would it be fair to say, that if you're having a conversation with somebody in public, by definition, a conversation is a two-way communication?

SUBJ: Yes, sir.

IO: Um. Is it possible that your perception and the other person's perception of that conversation may be different?

SUBJ: It would always be different. So, if somebody gave me a wire brush, nobody wants to get sort of dressed down or addressed or even criticized. In public or private. You know, I don't like it when General Hyten does it to me, but you know what? I listen to what he has to say. I'll say something back and, to be clear, I always ask, do you understand? What is your feedback? What are you thinking? What do you want? Is it something I did wrong? So, if we're missing that part of the conversation, you're not getting the full picture, sir. So I can understand it, when you're in that situation, all you hear is "they made me feel bad" or "they didn't like my work" and they didn't hear anything else you said at that point.

IO: So----

SUBJ: It happens to everyone. It's human nature.

IO: Right, but I think as a general rule, would you agree that the whole-- That the cliché "praise in public, discipline in private" is an appropriate way to deal with things.

SUBJ: Yes, sir, and that's predominantly what I do. So when you say "toxic leader" and you say these things like, oh, credit seeking behavior, arrogant, uh, doesn't, uh, take care of the-- So, I'm the opposite of that. You will never see me not give credit for my guys. Or help them shine in front of the boss. Or anybody else for that matter. And he knows-- In fact, he usually quotes me. You're going to say it's your fault, because it is. And I don't do things with arrogance, I do things with humility. Do I have a direct leadership style? Yes. I don't think that's bad. And I've been in the military for twenty-eight years as a noncommissioned officer and an officer, and the first time I'm sitting here being accused of wrongdoing. And I don't think I did anything wrong. You know, is there a way to be kindler, gentler, nicer? Okay, that's a training issue, maybe something we work on, but it's not a violation of the UCMJ, sir.

IO: I didn't say it was.

SUBJ: No, I'm just saying, because----

IO: That's fine.

SUBJ: That was the sheet, you know, you had me sign.

IO: The potential is the SI, not the UCMJ.

SUBJ: Right.

IO: Or, not the AR, I should say. Um. So, okay. I got it.

SUBJ: I mean, so, I... I guess, I always liked... I hate open-ended questions because, you know, we're all busy, we all go through things. I would never want to hurt somebody on purpose. And if I know that I offended somebody or hurt their feelings, then I'm going to be the first person to try and correct that situation. So, that's why I said, when I called the game of gotcha [sic]--and I think I put that in an e-mail to you--where you ask an open-ended question, did you ever do that? Well, you know... I don't know everything I do, but if you give me a specific incident or a situation or something that individually happened, I can address that specifically.

IO: Mmhhh [sic.]

SUBJ: But, otherwise, I don't know that, sir. I go through every single day and nobody brings anything back to my attention. I get called in one day and said, hey, go over here, you're under investigation and I don't know what I did. I've been here for almost twenty months, sir. So, I find it very hard to believe that no subordinate, no peer, no senior has ever brought [sic] anything negative to my attention. And, yet, I'm accused of what I call all these things. It's a character assassination. And I find that a little hard to believe given the fact that I have a perfect record. So where is that in this equation, if I did all these things? It's not like I'm there beating my subordinates. It's not what I do.

IO: Okay, well, so you just said that nobody has ever brought this to your attention before or complained about it, but you did say that the boss and the Chief have talked to you. Was that just about the cursing?

SUBJ: No, that was just about the cursing and they said somebody and they said-- They didn't even say if it was in the CAG or the front office or JO, I don't know. They just said, somebody went to the chaplain and they said they were upset because you cussed. And could you not cuss? And, I'm like, well certainly. And, here's another thing that offends me, and I've talked to the chaplain about this. The chaplain comes in, does a morale call with everybody and hands out candy. Something, not in a chaplain capacity, but if something was amiss, he had a duty and responsibility to come to me and say, hey, I think morale is bad. They're working too hard, this, that or the other. That's part of the deal. The chaplain has never come into my office and talked to me as a professional or done anything like that.

So, needless to say, it hits me like a ton of lead when the Chief of Staff of our organization and a four-star come up and say, hey, you're cussing. And I'm like, that's literally the pot calling the kettle black in some regards, you telling me to stop cussing. So, I will stop cussing, because it's bad. We'll improve on that. And I did. I fixed that problem. So, if I don't know it's a problem, how can I fix it?

[END OF PAGE]

IO: I'm just trying to understand what course corrections have been given to you and how you reacted to them.

SUBJ: I took it like a grown-up. So the boss is the one who-- Boss is defined as General Hyten, who said, hey I think this is a case of you being singled out and it's a double standard. You know. And the reality is, when cussing comes out of a woman's mouth or a soccer mom, it has a whole different effect than if it comes out of somebody like Brigadier General Bowen's mouth. It just does. And that's okay. That was his perception, not mine. That was his take. I happen to agree with his take. So, regardless, I agree, cussing is not necessarily the best thing. Many of us do it, not all, but many of us like-- I stopped. I can't go back and change the past.

IO: Yeah.

SUBJ: I fixed the problem.

IO: So, in... in many cases, I think you need to understand your audience, right? And the situation that you're in. So what is acceptable, perhaps, in the field may not be acceptable in a four-star front office. You know, the decorum is different and have... have you been able to adjust yourself for that? I'm not saying, don't cuss. I cuss. We... We all do----

SUBJ: So, so, here's the double--

IO: You got to [sic] understand your audience.

SUBJ: --standard. So, let's say I use an f-bomb here or there or did. I don't anymore. Or a shit or a damn. Okay, and I'm not the only one. Saying in the same sentence, the same organization, the same thing, (b)(6),(7)(C) USSC drops ten f-bombs. (b)(6),(7)(C) USSC drops three damns and a shit. Uh, (b)(6),(7)(C) USSC drops a damns and a shit. And I use that front office as an example because I know that they're-- They've got some issues and, you know, I've apparently been blamed for it. I can tell you where that came from. But I also will tell you that I am almost never the one to cuss in front of my subordinates solely. So, now I have to correct them all the time to say, hey, this is not appropriate. And since the day that I was counseled on it, I've kept a tally of every single person and what they've said. And I've got a whole count. And you want me to put that in the sworn statement, I will.

SUBJ: [con't] So, all I'm saying is, that who's out first on that, threw the first stone on that. Because I have stopped it. I think it was situational, it was not inappropriate. And it was not unlike anyone else using that type of language.

IO: Okay, um, have you ever experienced allegations like this in previous assignments? Or been put on notice about this prior to this?

SUBJ: No, sir. In twenty-eight years, as a commissioned officer and a non-commissioned officer. I have a perfect record. Until today, I was never flagged before. I've never been accused of any wrong-doing of any type. And I've commanded at some pretty high levels in some pretty complex organizations. And I have worked for toxic leaders and I am surely not it.

IO: So, I'm going to switch gears a little bit on you, Kathy. Um, I want to talk about travel. CC travel.

SUBJ: Sure.

IO: Because this came up, time and time again, as a source of friction. Um, so, as someone who doesn't have any visibility into how that process works, aside from the one trip I've gone with the boss on and one meeting-- One IPR. Um, I have no visibility into how that whole process works. So, can you walk the dog with me on how a CC trip gets planned or put together? Who is doing what to whom? That sort of thing? Because I'm still not completely clear on--

SUBJ: Yes, sir, so----

IO: On that.

SUBJ: So, there's two-- There's two sources that cause friction in J0. One is the elevation of the CAG from the front office by Admiral Haney and retained by General Hyten. We are called J00-- 04. So we're not a J0-something-else. We are part of the front office. Until Admiral Haney made that, upon my hiring, that was never previously done. That caused a lot of drama and friction with the front office proper, because they felt that they were their own little entity. And it caused problems. I was-- I didn't even know that this drama existed until after I lived in it for a little awhile. The second piece was travel.

SUBJ: [con't] So, I can tell you, having been in the deputy XO capacity for the Chairman, I planned, organized, and executed all of his travel, um, what right looks like. And since I was an aide for two years, I know what right looks like. I didn't get involved in any of the travel piece initially, until I was asked to. Okay? And then I basically said, this is what right looks like. We were failing. We didn't keep the right documentation. The boss-- neither Admiral Haney or [sic] General Hyten were happy. It was failing. It was literally as dysfunctional as humanly possible. And that was due to a lack of competence, a lack of understanding of what was really required to execute that level of travel. And so, after the boss was extremely frustrated by a European trip, J5 sort of tried to do logistics, and the CAG had this piece, and the front office had this piece, he said enough. And he basically said, J5 you will only do substance on my foreign engagements and you will not organize or execute anything. The CAG owns everything, with the exception of the logistics. Logistics defined as making hotel reservations and commercial flights and doing DTS, which (b)(6),(7)(C) USSC will do that.

The travel planner had formerly been in the CAG before. It was my position that, I don't care where you put it, but it all ought to be together. The boss decided he wanted to have log separate and his CAG do everything else. That was a major upsetting event for (b)(6),(7)(C) USSC and everybody else in the front office because they felt it was stripped away from them. That was not my decision. I did not undermine anybody in the process. They routinely failed, the boss turned to me and said, just go fix it. So, all I did, and I went through the Chief of Staff before I did any of this, to try to-- to say, hey look, this isn't personal, but this is how you do X. This is how you do Y. And just basically said, here, we're going to have training. This is how we're going to do it. And it was as a team. But it caused constant friction. So, and it caused friction for about three or four months, but I think it's working very well now. So I consider that solved when they realize that, hey, this really works and the boss is really happy with what we've done. You sort of buy into it at that point.

[END OF PAGE]

IO: So, what is your personal level of involvement in CC trip planning?

SUBJ: So, uh, I'm the person who proposes the engagement if it is not imposed on him by higher. Um, we-- we craft the trip, we draft the tempo, we do everything from he's going to go here from this to-- soup to nuts, to the logistics plan, defined as, basically... because I'm-- I'm the OIC of the travel team. The second person in the... on the team every-- every time is-- is me. So it's the boss and then me. I run that. I orchestrate that. That's not unusual. Um, we work with the front office to get the sequencing of the office calls right. So (b)(6),(7)(C) USSC says, hey, I'm going to plug in all these office calls. (b)(6) does it. (b)(6) gives it to us. We put it in the trip. Um, we build other things around it. And it's sort of a symbiotic relationship now.

IO: So, symbiotic between you and (b)(6),(7)(C) Or between the CAG and the front office?

SUBJ: So, I think it's-- I would say it's between both now. So, I mean, I will tell you there was a period of time that (b)(6),(7)(C) was pretty frustrated and upset. Um. And it caused a little bit of bad blood between us. Uh, I think that's good now. You just can't hold me responsible for a decision the boss made. Just because your feelings might have got [sic] hurt along the way. My feelings get hurt every day in STRATCOM. I'm an Army person here.

IO: You're not alone.

SUBJ: Yes, sir. I know.

IO: This----

SUBJ: This is the most Army people in one room that I've been in, in a long time.

IO: It's okay.

SUBJ: Just saying.

[END OF PAGE]

IO: All right. Yeah, cause [sic] this-- There was, based on the interviews, um-- an expression of quite a bit of frustration with how the travel planning process goes. That you were described as the mission commander, um----

SUBJ: I am.

IO: Your words. On the trips. And there was a-- an element of the planning that seemed, to me, to be a little bit too far into the weeds, um, in terms of you personally approving who sits in which seat and which van, down to that level of detail and--

SUBJ: Negative, sir.

IO: I'm trying to understand.

SUBJ: That is not what I do. What I do is issue overarching guidance. So here is the problem, when... when (b)(6),(7)(C) in the front office had sort of control of that, (b)(6),(7) would routinely fail to plan appropriate transportation for everybody on the trip. I'll define that as General Bowen travels and then leave General Bowen on the tarmac. (b)(6),(7)(C) USSC travel, they... they didn't understand that it was their responsibility, if we were going to execute a CC trip, and these people were part of the trip, that it was a soup to nuts requirement that everyone is taken care of. So, yes I did. Because they routinely did that, until such time as they understood what the guidance and intent was from the boss, who publicly stated himself what the plan was, yes, I did get involved with that. Until he laid the... laid the proclamation, this is how it goes.

IO: And has he-- So you go on essentially every trip with him. Is that his requirement? Is that his intent?

SUBJ: So, it is----

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IO: Where does that come from?

SUBJ: That's his requirement and that was Admiral Haney's requirement. The exception to that is, and I asked for exceptions on several occasions, is if he's going to go and just do what I call a sort of feel good speech or something that's more community related. And either I'll send a speech writer if necessary or really try to push for a greater PA involvement on that. So I begged off a couple of trips in-- in, you know, the past six months because I don't-- I don't-- Believe me, there is no more conservative person when it comes to spending government resources on travel, because I think way too much travel is done for TDY tourism in this command. And I'm not going to be a part of that. If I don't have a very specific role and responsibility on that trip, I do not travel.

IO: Okay. Um, still talking a little bit about travel. Um, the Halifax trip.

SUBJ: Yes, sir.

IO: Um, my understanding is that there were some issues with that particular trip and you've already alluded to the European trip. And there were some things brought up on multiple... the PACOM trips. So I want to focus on Halifax a little bit.

SUBJ: Okay.

IO: Um, talk to me about the requirement for the entire travel party to be in one hotel and-- and just walk me--

SUBJ: So... so...

IO: Through that.

SUBJ: In any other professional organization, it-- It was absolutely SOP when I worked for the Chairman, the entire travel team stayed in one hotel. That is generally a requirement we levied upon our acceptance to go to something like a Halifax or a Reagan events forum. So, in other words, as part of, hey, I accept. Understand, you've invited a Combatant Commander, he has a security detail, he has a communication uh, team that goes with him, he has aides and, um, usually a colonel. And sometimes he also has the CSEL. So, for very legitimate reasons, specifically security, originally they were splitting up the security detail at Halifax, where the security detail was separated from the boss. I did not, under any circumstance, accept that.

SUBJ: [con't] So I said, we will go back and re-engage and the travel team will stay together, or that's a condition where he may not do Halifax. And so that was re-negotiated and, personally, I involved myself and explained to them and it worked out just fine. Everybody got what they needed, the boss was protected, he could communicate and was fully supported. I don't consider that an incident or an issue. So, at that point, the boss personally gathered everybody in 2A8 and ordered that that was now SOP going forward. He said that he thought it always was. That was always the guidance that I had given. That was not how the (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC occasionally did business. Now, it's not (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC. And so, to me, that is just a training and understanding this is the standard that we go by. And so the boss communicated that. I'm not sure how that's my responsibility, other than I made sure that the boss was protected.

IO: So, in that meeting, where he put out that guidance, um, that every travel party would stay together or he wasn't going, then he left and tell me what happened next.

SUBJ: Then I explained to them, okay, here is why we're doing what we're doing. So when we're on the road, assume this is Halifax, I am going to assume my job, in charge of this travel party in line with what the boss just said. So I need to know if there are any issues that come up, let me know. And I looked at the security agent and I said, I'm not going to get in your business. I never have before and I didn't with the Chairman. You are in charge of the boss' security. I am responsible to take care of everybody else. And let that be known.

IO: How did you let that be known, though?

SUBJ: I explained it just like that, sir. Just like that.

IO: Okay.

SUBJ: No more, no less. Didn't single any-- And, and I said, thank you very much. I think we're gonna [sic] have a good trip. We had an extraordinarily good trip.

[END OF PAGE]

IO: Um, while you were in Halifax, um, there was an issue where the boss was going into some dinner or something, and you didn't get a seat. You wan----

SUBJ: By design. Yes, sir.

IO: Okay. And, did that----

SUBJ: So-- so, nobody in the travel team did. So my guidance to my folks when they plant is, uh, we will never be far away from the boss. We have to have some kind of accommodation for food. But I generally try not to go into the formal dinner. We're not-- It's not appropriate. So, the one formal dinner we had at Halifax, I was super happy not to go to, because it was lobster which is kind of messy. And everybody in the travel party, to include the comms team and the security detail, waited out sort of in the foyer, if you will, and we-- we were taken care of. We had food.

IO: Okay. Um, there's one more piece to that, but I'm going to come back to it. France. So, my understanding is that there were some, um-- The boss wasn't happy about the sequence of events and what he was doing in the-- on the French piece of the Europe trip.

SUBJ: Yes, sir. So I was not in charge of that trip. J5 had control of that trip, which is why it-- It wasn't particularly tight. They didn't have-- They had-- some issues with how they did the advance. They didn't real do an advance, their folks didn't really know how to do an advance. They got hung up, they didn't get a chance to sort of get an advance, have everything set. He was not happy with any of it. Many aspects of that trip. I had nothing to do with that other than to say, okay, we were still in transition between-- I mean, at that point, J5 was still in charge of that scenario. Yeah, there was a lot of things he wasn't happy about on that one.

[END OF PAGE]

IO: So how did you go about correcting that on the way back? Or when you got back? Or when he got back?

SUBJ: So it was his initiative that says we need to work out the roles and responsibilities for travel. I'm not particularly happy. Um, and he was, now-- He was frustrated that we made some-- Our J5 team convinced the French to do stuff that was out of the ordinary. There was a lot of feedback like, hey, that-- They made it seem like General Hyten wanted to do a certain thing, when he never gave any such guidance and they felt that he was being a pushy traveler, if you will. And it didn't bode well in terms of a relationship. I honestly don't know how a lot of that went down because I didn't plan it. I do know that the outcome was that.

IO: On, um, there was a trip to PACOM. Um, you guys were in Hawaii. And, this is another lodging kind of issue.

SUBJ: Yes, sir.

IO: And they have the Commander check in. He got whisked right into his room and the rest of you had to go stand in line and check in. I understand that you had an altercation verbally with somebody from the PACOM staff. Talk to me about that.

SUBJ: No, sir. I did not. What I said is, some poor action officer got stuck with this mess. And, basically, you know-- Here's where my guys talked me into what I call bad practice at the time because it went against my better nature. But they said, well, it's Hawaii. It's America. You know, we won't have any problems, its lodging. So we get there, the poor guy-- (b)(6),(7)(C) is supposed to-- to send all that information when (b)(6) makes the reservations. Either the comms team or the security detail picks up the keys for everybody and goes about our business. I normally send an ADVON to an overseas trip to make sure people are placed where they are supposed to be placed in proximity to the boss. There none of that happened. I had people, cats and dogs, all over freaking PACOM. It had no rhyme or reason, the only thing that made sense is that we had the security guy in the same house with the boss. Everything else was jacked up. So, I basically said, hey, man, not your fault. Let's go get it fixed. Don't think that was an altercation. Was I annoyed? Absolutely, because that was preventable and it should have been. Again, cutting corners. That wasn't an altercation though. It did come in close proximity to, hey, we've seen this movie before. It doesn't end well.

IO: Okay. Um, what is the nature of your relationship with (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC

SUBJ: (b)(6),(7)(C) USSC

We're, um, professionally close. Um, I think (b)(6) is, uh, a good mentor to me. Um, you know, (b)(6),(7)(C) has been one of those people who I asked (b)(6) a while ago, but specifically after the counseling by General Karbler and General Hyten, I said, hey, I need you to keep me honest. If I'm doing anything wrong, let me know. Um, so understanding what the boss' intent for (b)(6) is, he uses his CSEL differently than the previous Commanders here have, that causes a lot of churn, a lot of machinations, a lot of drama, especially with regard to SAP read-ins and travel, and-- and so I try to be the person that keeps a level head on. I do think (b)(6) is a great source of wisdom and experience taking care of folks. So I bounce ideas off (b)(6),(7)(C) U bounces ideas off me. I think it's one of the most professional relationships you can have short of the fact that (b)(6) is not my (b)(6),(7)(C) USSC But (b)(6) reminds me a lot of the four I had, who were all super stars.

IO: Okay, um, so I-- I'm now tying together Halifax and the (b)(6),(7)(C) USSC Talk to me about Operation NIGHTCAP.

SUBJ: Sir, (b)(6),(7)(C) USSC was not on the Halifax trip.

IO: Then I've got my trips mixed up. It was on one of the trips that you--

SUBJ: Yeah, sure, I can explain that. So I believe it was on a Europe trip, we were at the Horseguards Hotel in the U.K. and everyone on the travel team was invited to a dinner after we had got [sic] back from a formal event, including the boss, if they wanted to participate. Um, I believe (b)(6),(7)(C) USSC and a bunch of other folks were there. To include half the (b)(6),(7)(C) USSC and half the OSD policy space staff.

IO: Okay, so that was pretty much everybody was invited and a bunch of them showed up?

SUBJ: Well, actually, I think that they were there first before anybody got an invite or even said anything.

[END OF PAGE]

IO: Okay.

SUBJ: I-- I don't know. We use text as sort of our basic communications while we're on the go. And, so, I think it went to the group--

IO: Okay.

SUBJ: Hey, if you'd like to go get a drink, let's go get a drink.

IO: Okay, um, in the e-mail you sent me, you alluded to a set-up.

SUBJ: Yeah, so----

IO: Talk to me about that.

SUBJ: Um, after this began, a couple of subordinates came to me-- came into my office and said, hey, um, you know, we've got interviews going and I said, stop, I don't think we're supposed to be talking about this. And they said, no, it's not about what we said, it's about what happened before. And I'm like, what are you talking about? So I asked (b)(6),(7)(C) and I asked (b)(6),(7)(C) what are you talking about? So, they explained to me, hey, when you were gone, this place was like, um-- On travel, this was dysfunctional and it was a toxic working environment, but it wasn't due to you. And I'm like, okay, what do you mean? And they basically said that they were very uncomfortable early on because (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC basically were undermining what we were doing in the CAG. And disrespecting and disregarding what I would say as a direct order. And they felt that that was causing a lot of problems. And, basically, I said, well, that's interesting. It would have been nice to know this a long time ago. And I said, but I don't think we can talk about this and ended the conversation.

IO: Okay. So, you think that they initiated this? Is that a-- I'm just trying to understand----

SUBJ: No, I don't think that they initiated anything. So, back to what I said. So there's two things that cause bad blood between the front office and the CAG. The elevation of the CAG to the front office and the travel issues. Those are the crux of almost every issue that you've asked me about today.

IO: Okay. We've already kind of talked about this, have you been verbally counseled in the past regarding your treatment of people, and by whom?

SUBJ: No, sir. And none. I mean, never.

IO: Have you ever-- I mean, has anybody ever mentored you on that? Or is this just the first time that----

SUBJ: No, sir. This is literally the first time. I mean, I-- I don't think-- So, upset, emotional hurt, I don't know where any of this is coming from? I don't know what I did. I don't know what I allegedly did. I don't know when I did it. I still don't. And maybe I'm not the sharpest knife in the drawer, but I don't think I'm the dullest either. And normally somebody should have-- If-- if you see something, say something for goodness sake. And nobody has brought this to my attention until now, twenty-eight years later, that I'm a horrible, toxic leader? Really? Kind of find that hard to believe, sir. I am snarky, I can be sarcastic, and I like to have a lot of jokes and a fun time, much the way (b)(6),(7)(C) USSC does. I almost am a Mini-Me in so many ways it's not funny, but I don't think (b)(6),(7) toxic and I don't think I'm toxic. And I certainly would never hurt some-- Try to berate somebody or hurt their feelings or denigrate them in any way. Or not treat them with dignity and respect. Especially after I sit and listen to the boss say that over and over and over again. Why would I promulgate something negative like that? And, again, if I hurt somebody's feelings and I did something that somebody either misinterpreted, didn't understand, or were offended by, I am happy to go and apologize to them. Because I don't want to hurt anybody's feelings. And I don't want to hurt anybody.

[END OF PAGE]

IO: Mmkay [sic]. How would you characterize the level of support that the CAG provides to the CC and the command as a whole?

SUBJ: Um, so I think it's really solid. Not spectacular. But it is trending toward spectacular and here's what I mean by that. Uh, before we barely, uh, supported and we barely supported General Hyten. Now we have a high level of support that I call sort of a, using Army terminology, sort of a reach the bin of excellence, where we are sort of maintaining. As a result of that, we also provide, I think, solid messaging and support specifically to the deputy, sometimes to the Chief of Staff, we've branched that out to the CSEL, and-- and we've frankly done stuff that I didn't personally initially believe in, which is sort of host-- Be the host for the four-star and above level events. So we plan, organize, and execute all of those, kind of as the lead, the OPR if you will. Um, and before, we could have never done anything like that. We barely could do a dang capstone. Um, so, I think the boss is really-- It doesn't really matter what I think, but I think the boss is very happy with that.

IO: So, you probably see him about as much as anybody in this building----

SUBJ: Yes, sir.

IO: More than most.

SUBJ: Yes, sir.

IO: Has he given you that feedback? Is he happy with where the CAG is now?

SUBJ: Yes, sir. In fact, he's-- So, the CAG as a whole, um-- um-- it's not the Kathy Show. It's the CAG as a whole spends a fair amount of time with him, like off-line doing planning sessions and meetings. He's relayed his, um, genuine appreciation routinely to them. He's-- he's basically just been very happy and he's said so publicly. Um, on a lot of occasions. And we're-- I try to elevate stand-up performances where they lie and I do that kind of routinely, and he really recognizes them, I think. He recognized (b)(6),(7)(C) US who was selected for promotion, last night in the pub. And so I think he's happy. I mean, if he's-- if he's unhappy with something, he has not indicated a level of unhappiness any time over the past several months.

IO: So, if he's happy about something and you've got a super star AO that's worked on something or came up with a great idea, does he-- do you pass that on to him? And he gives them credit?

SUBJ: Not only do I pass it on to them, what I generally do is I say, hey, I'm not going to send that to the boss, you are. You did an outstanding job, send it direct. So I am very mission command oriented. So, it's almost to a fault where, hey, I trust you so I don't even have to read it sometimes. I just say go. If something's gooned up, I'm like, oh god, my fault. And so, you can ask (b)(6),(7)(C) US you can ask (b)(6),(7)(C) you can ask any of them. I routinely say, just send it straight. You're the man. You can run it. You can handle it. And that's sort of how I operate. And he provides them direct feedback.

IO: So, presumably they cc you on traffic to a four-star, I would hope?

SUBJ: Yeah, so, there's-- So, I call the-- To use the Chief's terminology, flat rules. Uh, without using the A-word in-between. I don't care what you do, I will not be the toad in the road, I will not hold up progress, but I absolutely have to have SA on anything you send to anybody in the front office. And I don't mean, hey, you're coordinating a hotel room. What I do mean is, if you send anything to the four-star, yes, communication with respect to an engagement that involves (b)(6),(7)(C) USSC you better have me on there. So we can work together and not fratricide each other. And that's all it's for. Don't hold them up. They have the ability to go VFR to the boss at any time. And they use that very judiciously, they are very good about it.

IO: Okay, so we're coming close to the end. Um, is there anything else that you want to tell me that--

SUBJ: [laughs]

IO: --will help me get to a conclusion on this?

SUBJ: Well, I mean, I still don't know why I'm here. So I-- I got the, uh, the appointment memo and several things on there flabbergasted me, you know. The use of the travel thing stunned me, you know. How would you-- how would you think that's possible when we're the office who orders the legal review? Everything is run by it. And everybody knows I am extremely conservative when it comes to don't let the boss step in it. We won't step in it.

SUBJ: [con't] (b)(6),(7)(C) USSC my gosh, um, I am so careful about that. And so for that kind of wild accusation to be out there, I'm like, where do we get that stuff? And-- and because the paper trail is so good, how could you possibly think that? And why is it okay to make ridiculous accusations like that? Why is it okay to say, that person's a toxic leader without giving examples of what I did or when I did it or how I did it? Um, that's unacceptable to me. Because if you're going to find somebody guilty of something, you ought to say what they really did.

IO: That's what I'm hoping to get to the bottom of with this investigation. That's my job.

SUBJ: [laughs] Well, I-- Sir, I'm still here, sitting next to you, and I see a lot of accusations and innuendo by other people that said, basically, I got my feelings hurt and I don't like it. I-- I think she's more responsible than other people for hurting my feelings, so-- so just by her mere presence and her leadership style. That's what you're telling me. That's what I'm feeling from this.

IO: No, that's not what I'm saying. Um, but I think, um, in what I'm hearing you say and what I have read and-- and heard from people as I've interviewed them is that, perhaps, there is a, uh, disconnect in communication between the message that was sent and the message that was received. And how it was sent and how it was perceived. And some of that went into what the reg said is toxic. That's really what I'm trying to get after and understand both sides of this. And, uh, and try to find what the truth is.

SUBJ: So I think there was an accusation of bullying. You know, I'd like to know what I did to bully somebody. I mean, is counseling somebody bullying? Is----

IO: It-- it depends on how you do it. Again, if you are----

SUBJ: Even if I've not accused you of anything, I haven't threatened you in any way, I haven't belittled you, I haven't cussed you out, I haven't done any of those things. But I asked you, hey, is this the standard we serve by? Or, is this the standard you think is up to snuff? That's not really bullying. It's kind of you... calling you for a day when you weren't really on your game.

IO: Yeah, so, we're all in the military. The military has a chain of command. We all understand it. Um, we're-- but we're also in the people business. So how you deal with people, you've got the throttle depending on the situation that we're in, right? So how you go about counseling someone or correcting somebody or, you know, your term is important. In other words, if you're talking to a senior civilian and you're talking to a private, there's probably two separate methods probably communicating to get that message across. Would you agree with that?

SUBJ: Oh, yes, sir.

IO: So I think that may be where this is all going. It's-- it's just, um, that's my-- That's kind of what I've been taking away from our conversation so far.

SUBJ: Okay, so explain the wrongdoing. Because I didn't bully anybody. I didn't specifically set out to hurt anyone. These are people I don't even talk to. You want to talk about bullying, and I brought this to General Hyten's attention two times, is for the first six or seven months that (b)(6),(7)(C) USSC and I served together, (b)(6),(7)(C) routinely felt the need to bully me. (b)(6), would go behind my back. (b)(6),(7)(C) would talk to my guys without cc'ing me on stuff. (b)(6),(7) would not share information. Now my policy, and you know I'm the biggest one who whines about this, is who else needs to know? So, as a SOP, when I send something to the boss or I communicate something, I include (b)(6),(7)(C) I include the (b)(6),(7) And I include everyone else who needs to know, my own deputy. That was never reciprocated.

Now, (b)(6),(7) would come in routinely and just say, I'm doing it next. (b)(6),(7)(C) would come on a travel and (b)(6) would not be part of the team. (b)(6) would not load bags, (b)(6), would get in the bus or the car next to the boss, (b)(6) would push (b)(6), way in front. And some of that's just Service culture. You know, I came out of (b)(6),(7) command, I'm better than you, I think I'm the (b)(6),(7)(C) Um, I got it. So, but that's not how it is. We're co-equal, there's two (b)(6),(7)(C) in the front office. You're not better than me, I'm not better than you. I brought that to the boss a couple of times. I don't know if he ever did anything with it. (b)(6),(7)(C) was fairly insecure how a solid six or seven months. I think once (b)(6), realized-- Once General Hyten made some of those very clear decisions, it became clear in (b)(6),(7) mind, that's what the boss really wants for-- You know, General Hyten is such a nice guy, but he wasn't really very clear and he sort of figured that adults could be adults and go figure it out.

SUBJ: [con't] But that's-- that's not the atmosphere we have here. And it required some very clear guidance. (b)(6),(7)(C) you're the (b)(6),(7) you run the office, you don't travel. (b)(6),(7)(C) this is how I want the travel to be done. And so, are you going to blame me for being the toxic person? For being caught up in a decision not of my own making? No. I didn't exacerbate that, I didn't go behind anybody's back, I didn't bad mouth them to the boss, but when the boss turns around and says, "fix it" it's my job to fix it. And what I didn't do is I didn't undercut (b)(6),(7) I didn't stab (b)(6) in the back, what I would routinely do is say, hey, team, the boss is upset. Here's what he said. Here's what he wants. And you want to argue with me about it? I'm not the person to argue with. You don't agree with it, you have that conversation with your boss. We have that conversation together. But what you don't do is you don't undercut me as the messenger. And a lot of that happened. That was a lot of bad blood. But if you want to talk about bullying, who's bullying?

And let me give you some other examples, sir, so we can just cut to the quick. I brought this to (b)(6),(7)(C) USSC attention and I'm surprised nobody asked about it. Um, so, [sigh] (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC So, you know, I'm a reasonably religious person and some things that bother me is gossiping. So if we would focus more on our work and not on gossiping and talking about people behind their back, it would all be better for it. But what routinely happens is, one day, (b)(6),(7) decided (b)(6),(7) was going to take me off the distro list for the boss' calendar. And by that, I mean all the calendar invites because they'll populate my calendar and we all have to manage ourselves off of the boss.

So, (b)(6),(7) did that, and I said, hey. One day I just nicely went up to (b)(6),(7) and said, (b)(6),(7) um, you know I'm not getting the calendar invites. And (b)(6),(7) snapped at me. And (b)(6),(7) said, I didn't do anything. Well, (b)(6),(7) very clearly did take me out of it because (b)(6),(7)(C) USSC told me later that (b)(6),(7) took me off the distro list because, well, (b)(6),(7)(C) USSC told me to take you off it. No, (b)(6),(7)(C) USSC didn't tell you any such thing. (b)(6),(7) asked you to add (b)(6),(7)(C) USSC didn't tell you to take me off. And you don't work for (b)(6),(7)(C) USSC I didn't say any of this, but I'm thinking to myself, this is ridiculous. So then it happened again the next week and I'm not on the distro list again. So I said, (b)(6),(7)(C) USSC I fell off the distro list. Well no, I put you back on. I put you back on. Could you open it up? And I wasn't on it. Okay, so I said no big deal, just fix it. It happened a third week. (b)(6),(7)(C) USSC I'm tired of playing these games. I don't know what's going on, but it's starting to get silly. I... I just... I just need us to not play these games. We're all a team here. I understand that's some sort of passive-aggressive payback for something I did or didn't do, but that's unprofessional.

SUBJ: [con't] So then, the other thing that happened, so now one day we were at the Deterrence Symposium and there was a snafu between the scheduling that General Hyten had and that protocol had. And he made a remark, why am I late? What am I going to be late for? And I said, I don't think it's going to be a big deal, we'll figure it out. So I simply asked (b)(6),(7) hey, just explain to me, if you could, because I'm confused, how we, uh, basically manage these calendars for consistency. So (b)(6),(7) explains it and I said, well, you know, the protocol thing that (b)(6),(7) just gave me doesn't match what you have here and that's okay, let's just change it. And (b)(6),(7) freaks out on me and its Kathy this and Kathy that. And I'm like, last time I checked, it was Colonel this and Colonel that, but that's okay, I'll let it slide. And just railing against me for accusing (b)(6),(7) of not doing (b)(6),(7) job. Now, to be clear, (b)(6),(7)(C) had some major snafus. (b)(6),(7) has lost an invite for a reception for the Secretary of Defense, which the President attended. It was a major snafu that almost resulted in (b)(6),(7) getting fired. And-- and a number of other things. To me, it's about, hey, let's work with people and get them better. But I didn't accuse (b)(6),(7) of anything. But now, so I'm a toxic leader for simply asking you simple questions that I am supposed to do as part of my job.

And then we have (b)(6),(7)(C) USSC who seems to be it's okay to be disrespectful, not use a "sir" "ma'am" or "colonel." Uh, barging into the CAG and throwing things around. Stomping into my office and questioning me on why I asked the boss to sign a helo request. Things of that nature and I'm like, um, okay, (b)(6),(7)(C) USSC I'm going to explain this just out of professional development to you, but I think you better not come into my office like that. And then one day in the front office, you know, there's a thing behind (b)(6),(7)(C) (b)(6),(7)(C) USSC desk. And that's where we put the inbound stuff to go to General Hyten. I am authorized to go into that and look at anything that I want to look at. On this occasion I picked up something that was generated by my office for decision and (b)(6),(7) came and snatched it out of my hand.

IO: Who did?

SUBJ: And said----

IO: (b)(6),(7)(C) USSC

SUBJ: (b)(6),(7)(C) USSC

IO: Okay.

SUBJ: And I was like, whoa, okay. So now, that's one of those moments where, if I'm in the Army, I'm smoking the living crap out of you. But since I didn't, I said, whoa, what are we doing here? This is from my office. I just want to double check it. You're not authorized to see that. I'm like, okay, (b)(6),(7)(C) USSC don't tell me what I'm authorized to see or not see. So, I'm going to correct you when I think it's that bad. (b)(6),(7) could have got [sic] corrected much more. And I told (b)(6),(7)(C) USSC all of this, but I can see none of that obviously what went up. And I don't understand why this becomes a, hey, we don't like her. She took part of our job. To me, that's what it's about. It's a personality issue.

And here's another thing I need to tell you about because it's material. So (b)(6),(7)(C) USSC decided, hey, (b)(6),(7)(C) USSC can go on a trip to DC. And I'm like, okay, I get it, you want (b)(6),(7) to get a badge to go to the Pentagon, you want to do this and that, get (b)(6),(7) familiar, I got it. Makes sense. Perfect. (b)(6),(7) comes along. (b)(6),(7)(C) comes to the Pentagon, does no work. [sigh] Basically, being a little bit of an office skater and not being where (b)(6),(7) is supposed to be on time.

Again, doesn't work for me, I'll basically tell (b)(6),(7) when I get back, this is how it went. Except for, we were supposed to meet the boss at Andrews and (b)(6),(7)(C) USSC well, (b)(6),(7) can expound upon this because (b)(6) was way more upset than I was. So the travel team gets to Andrews and we're in a ramp freeze because of a DV conference. So am ramp freeze can last from anywhere from five minutes to five hours, you don't know. But we were given the heads up, hey, it's going to be about five minutes. The boss is still en route from AFA and we'll stand fast in the DV lounge. Okay. So (b)(6),(7)(C) USSC proceeds to say, okay, well I'm going to go-- I'm going to go, uh, and (b)(6),(7)(C) USSC (b)(6),(7)(C) U Okay, touchy situation. So I'm like, okay, (b)(6),(7)(C) U I get it. You might have five minutes though and I can't guarantee you time. Um, so, that's not my lane I'm not going to tell you what to do, but if you can get it done in five minutes, go do what you got to do and I'll make sure that we don't leave you. Five minutes goes by. Ten minutes goes by. And then they're giving us that we're going to leave now. And so I go in and say, hey, (b)(6),(7)(C) U we really got to go now. I know what you're doing, but I can't hold a plane. The boss is literally on the tarmac. We have to go.

[END OF PAGE]

SUBJ: [con't] Um, and so ten minutes later and now I'm like-- Everybody, all the DV vehicles, because everybody's like, oh my god. And I explain to (b)(6),(7)(C) USSC what's going on and (b)(6),(7) like, leave (b)(6),(7) leave (b)(6),(7) leave (b)(6),(7) And I'm like, we can't leave (b)(6),(7) We will all be fired if we leave (b)(6),(7) Now, anybody else, any other mission, you know in the Army that your butt would have been left. Okay, so, we are finally, after twenty-five minutes, when I've said time and again, you have to come, you have to come, you have to come, the only reason we didn't get left on the tarmac is that the boss' driver took him to the wrong aircraft initially. So we got in there, got in the plane, and made it.

But this is some of the stuff that I come back and I say, hey, (b)(6),(7)(C) this happened. Don't let (b)(6),(7) on a trip. But that's sort of mentoring and stuff that I can't do to (b)(6),(7) because of the toxic environment. Because (b)(6),(7)(C) not going to take that professionally. And so I say it to the supervisor and we pass things off, oh it's okay. It's not okay. None of that kind of stuff should have happened. And so that expectation of how should you execute a trip? Well, everyone has to pull their own weight. You can't be that person holding up a four-star because you were doing something that you were told not to do initially. And you did anyway. And so it's that kind of stuff that is unprofessional that would never be tolerated under any other professional organization, but is somehow not only tolerated here but everybody thinks that's okay.

Now, we never told the boss about that. He still doesn't know. I did-- I did talk to General Karbler about that, because I said I think there's some problems with how that's managed. I don't want to get in a fight with the front office, but that kind of stuff has got to stop. And it goes back to, on a trip, well, I'm the senior person and I don't know bearing, but it's called a chain of command. That's the person you take direction from. But that's the kind of stuff that causes really bad blood. Um, and those are several incidents that I can think of.

You know, I can tell you that (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Because people feel-- They perceive that they have lost something because I have strongly taken over certain aspects of what we do. I don't think that's toxic and, you know, my-- it's not my decision either.

SUBJ: [con't] If the boss turned around and said, Kathy never travel, never do the travel team, your team doesn't do it, the front office does it. Roger that. Three bags full. I'll shut up and color. I have no problem with that.

IO: Okay, um, how much of that have you discussed with the boss?

SUBJ: Sir, okay, let me be clear about what-- about why it-- So I have not talked about any of that with the boss. Um, part of it is, like, am I, as an O-6, going to run to the boss about something like that? Uh, no. Second of all, the boss has a blind spot for several people in the front office. He knows not necessarily technically or tactically proficient, but they're good people. And they are good people, I'm not going to say that they're not. And so he kind of has a-- He doesn't know that the lack of competence or he doesn't know the number of mistakes. He doesn't know the kind of mentoring some people need. He doesn't know that. And I don't know that it's necessarily my place to do that, but I also feel a little bit powerless because I felt that there was some sort of tension there and passive-aggressive behavior that I'm not going to... I'm not going to risk myself, as I've obviously done here, because I'm going to get a complaint. And so I left it alone. I didn't address it with the boss. I brought it to General Karbler, um, and I figured, hey, you know in their end of week or their mentoring sessions, they will do that.

Um, you know, here's another thing. Here is what just puts people in a horrible, horrible position. And I'll put it on the record, because it needs to go on the record, is, um, (b)(6),(7)(C) USSC So, as you know, um, General Hyten and other seniors, not so much in the Army but in the Air Force culture especially, that's part of what they do. And they play a formal role. And, uh, this command, including everyone in his front office, refused to work through how to make it legal, moral, and ethical to occasionally have (b)(6),(7)(C) USSC on official travel. And where not official, how to work through the process of paying.

Again, he was so upset at (b)(6),(7)(C) USSC and his front office for not taking the ball on that. We were in DC one day and he said, Kathy, I just need you to go to the Chairman's office and figure out how to fix it. So I did. So, um, that's news to me. I'm in the Army and that's not how we roll, so I consult the experts. And I figured out, okay, what does (b)(6),(7)(C) USSC do? What's (b)(6),(7)(C) support package? How do they handle this legally? Worked through all the nuts with our guys together and figured it out.

SUBJ: [con't] But yet there was this sort of really sort of negative culture and I'm not helping (b)(6),(7)(C)USSC I'm not doing any of it. CAG, it's on you. You signed up to do it. Well, well, no. Um, I will do it and at some point we'll normalize this. So I had to put a full-time AO on planning (b)(6),(7)(C)USSC official trips, providing support to (b)(6),(7)(C)USSC legally and professionally. And that's was that person's-- I won't call it an additional duty, but it was a part-time job, if you will. Like, you're a special assistant to the Commander with this additional duty. So I had (b)(6),(7)(C)USSC did it first. Uh, (b)(6),(7)(C)USSC did it second. And it has stabilized to where it was running effectively and everything was going well. And it's time to, hey, let's normalize this and move this back to the front office where it needs to go. And it was this absolutely visceral reaction to, I'm not going to do this. No, (b)(6),(7)(C)USSC This, that, and the other. And-- and I'm like, look, guys, we-- we got [sic] to be professional. Look, (b)(6),(7)(C)USSC Um, I don't care what you want to do or don't want to do, we have to do this. This is our job. It's legal. It's moral. It's ethical. I don't care what your personal opinion is. It has no place here. And so the boss doesn't know that his own front office, uh, basically stabbed him in the back on that. And I'm not-- I wasn't going to tell him. That, hey, they're talking about this like a dog and they don't want to do this and they don't want to do that.

I mean, it is a touchy situation. It's always going to be. But I just was very, uh, professionally disappointed that that was the way that was handled. And we've got it figured out now, but everybody's sort of like that they reluctantly didn't want to do it, but I think it-- it works now. We cracked through that nut. But to me, again, to me that's a character issue about the people that you're surrounding yourself with. It's a training issue. And, sometimes, it's a little bit of an integrity issue.

So, there's-- there's a lot of people with two faces. I'm a lot of things, but two-faced ain't one of them. I act the same with the boss as I act in my own office, as I act with anyone else. And sometimes that's jokes, sometimes that's sarcasm, sometimes that's very direct feedback. Sometimes that's him giving very direct feedback to me and not so-- not so positively either. But what I don't do, I don't go around and stab people in the back. And what you see is what you get. Right, wrong, and indifferent. And so I don't understand that this culture of backstabbing, gossiping, undermining people, and basically setting people up to fail.

[END OF PAGE]

SUBJ: [con't] And-- and that's why I sent you that article. There's been a lot of work done on that. That's what we work on in the design team, is part of the STRATCOM culture. Well, you know, the front office is a microcosm of that. Um, and it isn't good. General Hyten has no idea about the disloyalty that occurs in his own front office. Um, but I'm not going to tell him that because I know it would hurt him.

IO: There's probably some things that can be fixed below the four-star level.

SUBJ: I agree. And I think that (b)(6),(7)(C) USSC and I have worked out some pretty good things. Over time.

IO: Yeah. So I did, I read this article. Found it fairly intuitive, actually. But, were you focused on the front end of the article? On the employee piece? Or were you focused on the back end, on what managers should do?

SUBJ: No, so I-- I think both. So here-- here's my favorite sayings. You-- you want to see a saint, go to a Catholic Church. You want to see perfection, talk to God. You want to talk to somebody who wants to constantly improve, well you can give me some criticism. Hey, be better at this. Be better at that. And so, I focused on both. Because, you know it-- I was astounded by it, because I didn't realize, hey, this is how subordinates react because I don't necessarily react that way to my boss. But then I did look at it. Hey, this is something I probably want to focus on as a leader. Because I'm not queueing into that sort of thing. And I don't-- You don't have that problem in a command environment so much. You know, where you're the commander and no one's going to tell you you ain't got [sic] no clothes half the time. But, in this type of environment, especially when you've picked an all-star cast, you want to be, by definition, intuitive, insightful, and kind of argumentative because you're arguing different points of view. That's probably a better way to look at it.

So, I'm not one of those people who sits here and casts stones at others when I know I'm guilty of something. But I'm not guilty of what I'm accused of being guilty of here. I don't have any evidence that says that.

[END OF PAGE]

IO: So, you just-- Well, you just said, um, and I'm not trying to contradict you, but I want to understand where your head is, so arguing different points of view is important. Do you tolerate different points of view in your office?

SUBJ: Absolutely, sir. So here's what we do. So I ask, so basically part of you getting hired is you need to be able to argue your case. Sort of like, uh-- uh, old school debate, if you will. Go out, let's blackboard it out, show me your point of view. Talk me into it. And I can give you a very good example of one that happened recently. So, (b)(6),(7)(C) USSC came up with re-- this great, brilliant plan to, while we were on the East-- West coast to-- on the way to Bangor we'll stop at McChord and we'll look at this (b)(6),(7)(C) USSC

Non-responsive (b)(6),(7)(C) USSC And so, okay great. And then (b)(6),(7)(C) USSC explains to me, hey, but you know, (b)(6),(7)(C) USSC not going to fly here and I need to do all these helicopters and this, that, and the other. And I'm like, (b)(6),(7)(C) USSC I'm not loading (b)(6),(7)(C) USSC in and off of helicopters. If you can get (b)(6),(7)(C) USSC to go do this, I will do it which you want. I think it makes sense. Argue it, we'll do it your way. (b)(6),(7)(C) USSC did it. We did it (b)(6),(7)(C) USSC way. Um, (b)(6),(7)(C) USSC argued it why it was vital, why it was so important. And you know what? (b)(6),(7)(C) USSC was right. That was a great visit and it was vital to the boss understanding what the Air Force does in terms of (b)(6),(7)(C) USSC

Non-responsive (b)(6),(7)(C) USSC And so, that's what we do. That's what CAGs do, sir.

IO: Uh-huh.

SUBJ: That has to be. So if anyone says that I don't listen to their points of view that would not be a true statement. Um, and I'm always open to an argument, except you have to make your argument. I have to know where you're coming from. I have to know the facts. But, at the end of the day, just like when the boss decides, yep, roger that, three bags full. Shut up and color. But I'll always afford the opportunity to have that. They've convinced me of a lot of great things. I don't pretend to have all the answers.

IO: Mmkay [sic]. Anything else? That's all I had. Just----

SUBJ: Not really, sir.

IO: Okay. So, (b)(6),(7)(C) USSC at this point-- Next step is what?

LEGAL ADVISOR: Um, do a sworn statement, sir. Something in writing.

IO: Okay.

LEGAL ADVISOR: Kind of-- Just like you did with the other folks. Just kind of summarize what----

IO: So, what I did, Kathy, with all the interviews I did is sat down and interviewed them. I had a series of questions. And then I asked-- I gave them a sworn statement form and I asked them to go back, and in your own words, tell me what we talked about and your point of view on these things. And then they did that, they signed them. They sent them to me. I signed them and that's it. So I'll ask you to do the same thing. Um, if you want, uh, to refresh your memory, I can-- I can send you what the questions were on my sheet.

SUBJ: Yeah, that will be helpful. Then I'll just put the questions on there and the answers to that. And obviously I'll give a clear, concise version of that. It will not differentiate from what we talked about here on record with witnesses. But it will be much abbreviated.

IO: Okay. And that's fair. So, I mean, hit the salient points that you think are important because what-- Like I told you, what I've learned is that there's two sides to every story and the truth is usually somewhere in the middle. And I'm trying to find where is the middle. And that's the way that I've approached this. I will just tell you, um, almost everybody that I spoke to outside of the CAG has a very high opinion of the Action Officers in the CAG and the work that your office does. Um, so your team is recognized as being good people. Um, there are a lot of people who have problems with you and the way that you interact with folks. And, again, that's what I was trying to draw out was perceptions, so talk about that. Um, just your view on it.

SUBJ: When you say that, what are we talking about? Like, J-Dirs, peers, lower level?

IO: Yes.

SUBJ: Okay. Do we have any specifics?

IO: Yes.

SUBJ: Can you help me out on that?

IO: So the way that-- and, (b)(6),(7)(C)U again correct me to a hundred percent. Um, if, when I finish this investigation, if I find derogatory information, then you have a rebuttal process that you get to go through and you get all of the statements. You'll get to read everything that I've got. At this point, you don't get to read everything that I've got.

SUBJ: So, I don't want to read everything that you've got, but----

IO: I'm just telling you that, when you write your statement-- I'm just trying to give you some context. Okay? That will help me understand where the truth in the middle is.

SUBJ: I-- So, I find that hard to be able to provide the truth if I don't know a specific act or incident or something I allegedly did and when I allegedly did it.

IO: So, okay, um----

LEGAL ADVISOR: Sir, like you mentioned, you can send her your questions. And you can do responses just like you talked about today. And then if there's any follow up or clarification, or from there, you want to talk about the perceptions or----

IO: Okay.

LEGAL ADVISOR: Any of that. You can-- It might be easier to put it in context then and phrase it and send a question back. Kind of extrapolate on the source

IO: Okay.

LEGAL ADVISOR: At that point. Makes sense?

IO: Yep.

SUBJ: Okay, so, uh, I would also say this. So I guess I find that interesting since I don't talk to a lot of folks other than when they summon me to their office to say, I want to know about X. And I've never had a negative or a bad interaction with any J-Dir on this staff. And most of my peers are pretty good so I guess I find that hard to believe, because you could be asking me about them and we could say the same thing.

IO: Yeah, so.

SUBJ: That's why I call this a fishing expedition.

IO: Yeah, so, what-- what the Chief tasked me to do in my-- in my, um, appointment letter is what I am looking at. So look at those things and make your answer based on that. That's what-- I have to answer those questions.

SUBJ: No, I know. So I----

IO: That's what I'm trying to get.

SUBJ: I-- I had a conversation with him today where I said I thought it was inappropriate and unfair that you basically took people to a fishing lake with man-made fish and told them to fish. So, by definition, you have biased this saying, hey, I am looking at this person and you've already sort of set the stage whether you're talking to an admiral or another colonel, as a peer of mine, and said something is wrong, what do you think? So now, a natural tendency is for somebody to look at the negative, not the positive. And if they've never had any interaction with me, or very little, or they don't know what my job is or what I'm supposed to do, that could lead you to be-- Because nobody really understands what it is the CAG does. So not the CAG director role. I found that most people here don't know that.

And it's a very, sort of, unique thing as, hey, it's just a little old colonel but it's a little old colonel who is specifically trained in these areas to provide the best military advice to a four-star. And, well, if you're a two-star and that's not what you think or that's not what you agree with, then you have a misunderstanding of that person's role. And, so, therefore, maybe I'll view that person negatively because I don't know and I've never taken the time to talk to that person. Even though that person has come to me on a number of occasions, perhaps trying to get advice, understanding, relaying messages and not all of them pleasant, and-- and so that's the idea. You've put somebody in a bowl with man-made fish and so that's why I don't think that aspect was fair.

IO: Okay.

SUBJ: I just don't.

[END OF PAGE]

IO: Well, the Chief gave me the job and I've got to the job. So that's what I'm doing. And I'm not on a fishing expedition and I am looking at this holistically. Good, bad, and indifferent. I have-- I have no dog in this fight. I am simply executing my job as the investigating officer. I am going to go where the facts lead me. That's what I have to do as a professional Army officer.

SUBJ: So have you found anything where I'm an incompetent manager? An affable non-participant? An insensitive, driven achiever? A toxic, self-centered abuser? Or a criminal? To be define-- classified as toctiv [sic]-- toxic, the counter-productive behaviors must be recurrent and have a delet-- deleterious impact on the organization's performance or the welfare of subordinates. None of the above applies. Elevating one's own status, grabbing power, obtaining personal gain. So that-- I guess my point is-- and by the way, my MSAFs are very good. So I find this a little bit shocking as well. That I'm being accused of something like this.

All right. Well, I'll expect a copy of the full, redacted thing as soon as you're done with it. As in line with AR 15-6. And we'll go from there.

IO: Do you want to provide a sworn statement?

SUBJ: I will. I'll provide it. Just if you-- Could you send me those questions? I'll provide the sworn statement. Um, it will be highly caveated. You've provided me no examples of where I did this, and therefore my answer is no, no, no and still no. And if you want to go ahead and say, well are you sure that on this date you didn't do this to X, I'll be happy to address that at that point.

IO: Okay.

SUBJ: But that's pretty much how it will read. Okay? Is that fair enough?

IO: That's fair.

SUBJ: Okay.

IO: And the specific things that I did talk about, um, the Halifax trip meeting and there's a few other things in there were fairly specific.

SUBJ: No, those were specifically addressed and I hope that my answers were very specific. Okay?

IO: Fair enough.

SUBJ: Yeah, I will definitely get those.

IO: All right.

SUBJ: All right.

IO: Thank you.

SUBJ: Have a good evening.

IO: Yes, you too.

LEGAL ADVISOR: Ma'am, have a good night.

The interview concluded at 1530 hours.

[END OF PAGE]

CERTIFICATION OF TRANSCRIPT

The foregoing transcript consists of 40 typed pages. I certify that it is an accurate transcription of the audio provided. I further certify that I am a certified and sworn court-reporter, qualified in accordance with Art. 28, UCMJ, and the regulations prescribed by the Secretary of the Navy on 4 August 2003.

/s/

(b)(6),(7)(C) USSC

Chief Legalman, U.S. Navy
USSTRATCOM/J006

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION HQ USSTRATCOM, Offutt AFB NE	2. DATE (YYYYMMDD) 20180208	3. TIME 1000	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN (b)(6),(7)(C) USSC	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS USSTRATCOM (b)(6), 901 SAC Blvd, (b)(6),(7)(C) Offutt AFB NE 68113			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH: I have been assigned to USSTRATCOM/J004 (Commander's Action Group) from (b)(6),(7)(C) USSC until today. I am the (b)(6),(7)(C) (b)(6),(7)(C) and directly work for the CAG Director, COLONEL Kathryn Spletstoser. (b)(6),(7)(C) US members of the CAG (six personnel total) with the exception of COL Spletstoser. The entire office, including the Director and Deputy Director, works in the same office area and has close and continual interaction throughout the duty day. The mission/function of the CAG is to be the Commander, U.S. Strategic Command's critical-thinking arm. The CAG reports directly to the Commander and aids him in establishing and establishing his long-term priorities and implementation of his vision. The CAG interacts daily with the senior leader staff offices of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and other Combatant Command Commanders. The CAG also interacts daily and continually with the Commander's front office staff, and all Component and Headquarters senior leader front offices and staffs. Due to these responsibilities, the CAG operates in a very high tempo, high stress, but high pay-off, work environment. Prior to being assigned to the CAG when I was assigned to the USSTRATCOM (b)(6),(7)(C) USSC my (b)(6),(7)(C) US and I had infrequent interactions with COL Spletstoser and minimal interactions with the CAG action officers. During these interactions, Branch members did encounter some friction with COL Spletstoser, specifically in identifying the roles and responsibilities between my Branch and the CAG. On a couple instances, the Branch felt producing a product was the CAG's responsibility and COL Spletstoser pointedly told the Branch, via telephone conversations, that producing the product was not the CAG's job and the Directorate needed to produce the product. The encounters were so verbally aggressive that my Branch was very hesitant to have any further contact with the CAG. From my (b)(6),(7)(C) time in the CAG, I have observed a professional and dedicated team focused on supporting the Commander. CAG members treat each other with dignity and respect. CAG members, including myself, do use profanity on occasions, but never directed at personnel or individuals, and only in reference to frustrations with processes and products. During my changeover with my predecessor, (b)(6),(7)(C) USSC I was informed during private discussions of the history of a poor and almost toxic work environment largely created by an overly aggressive leadership style of COL Spletstoser. I was also told that the work environment was getting much better, partly as a result of the departure of some CAG members and partly as a result of (b)(6),(7)(C) direct, honest, and private feedback (b)(6) had provided to COL Spletstoser. During my initial and subsequent private discussions with COL Spletstoser, she has summarized to me the office climate concerns and that there is an ongoing investigation. She told me she is making concerted efforts to limit her use of profanity and increase her requests for feedback on her leadership from all CAG members. During my (b)(6) time in the CAG, I have observed COL Spletstoser on a couple of occasions provide verbally aggressive feedback			
10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC		PAGE 1 OF 3 PAGES

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT HQ USSTRATCOM DATED 20180208

9. STATEMENT (Continued)

to CAG members, specifically that products were not at a 4-star standard or that certain factors were not considered that should have been, and that products and planning needed to be re-worked. During this feedback, I did not observe any personal attacks or personally derogatory remarks; however I could see how some people could become offended due to the public and aggressive nature of the criticism of their products and work. Personally, I have received some pointed feedback from COL Spletstoser to change a product or course-correct on planning a topic/event, but I have never been offended nor felt like I was being personally, verbally attacked.

Additionally, during the CAG's daily and continual interactions with the Commander's front office staff, and senior leader offices and staffs of the Components and Headquarters, including discussions involving COL Spletstoser, I have never witnessed any toxic, unacceptable, or unprofessional interactions or personal attacks of any kind.

Finally, again just in my (b)(6) time within the CAG, I have seen a decrease in this type of public and aggressive feedback from COL Spletstoser to CAG members. I have also witnessed a reduction in the use of profanity by COL Spletstoser and an increase in her requests for feedback on her leadership from CAG personnel. Overall, I have seen an increase in the organization's climate and professional environment over the past few months.

INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC

PAGE 2 OF 3 PAGES

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 3. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 8 day of February, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

BG Gregory S. Bowen

(Typed Name of Person Administering Oath)

ORGANIZATION OR ADDRESS

Art. 136, UCMJ

(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSCPAGE 3 OF 3 PAGES

SWORN STATEMENT

For use of this form, see AR 190-45; the proponent agency is PMG.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC Section 301; Title 5, USC Section 2951; E.O. 9397 Social Security Number (SSN).

PRINCIPAL PURPOSE: To document potential criminal activity involving the U.S. Army, and to allow Army officials to maintain discipline, law and order through investigation of complaints and incidents.

ROUTINE USES: Information provided may be further disclosed to federal, state, local, and foreign government law enforcement agencies, prosecutors, courts, child protective services, victims, witnesses, the Department of Veterans Affairs, and the Office of Personnel Management. Information provided may be used for determinations regarding judicial or non-judicial punishment, other administrative disciplinary actions, security clearances, recruitment, retention, placement, and other personnel actions.

DISCLOSURE: Disclosure of your SSN and other information is voluntary.

1. LOCATION Offutt AFB, NE	2. DATE (YYYYMMDD) 20180208	3. TIME 1400	4. FILE NUMBER
5. LAST NAME, FIRST NAME, MIDDLE NAME (b)(6),(7)(C) USSC	6. SSN	7. GRADE/STATUS (b)(6),(7)(C) USSC	
8. ORGANIZATION OR ADDRESS (b)(6),(7)			
9. I, (b)(6),(7)(C) USSC, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH: In response to the open investigation involving COL Kathryn Spletstoser, and the climate in which she led her team in the Commander's Action Group (CAG), I submit the following statement: During my past (b)(6),(b)(7)(C) U in the CAG, I have primarily been an observer of what I would characterize as COL Spletstoser's unprofessional, unpredictable, and often toxic behavior and leadership style. (b)(6),(7)(C) USSC from her outbursts, but the common profanity, public beratings, and backstabbing to which she subjected our team was unlike any I have ever seen in my past 10 years as a professional, mostly working in the (b)(6),(b)(7)(C) USSC While she never attacked or belittled me publicly, within the first months of my employment, I heard from a coworker that she thought I was incompetent to (b)(6),(7)(C) USSC and that the only reason I had been a member of the traveling team for a recent speech/engagement was because of the (b)(6),(7)(C) U. I will admit that after leaving a job where I was well-respected for my work, and coming to STRATCOM because I thought I had competed well for the job and had something to offer, it was a very humiliating blow. From the outset, I learned not to look to her for guidance or support. That incident aside, I believe we've developed a relationship of mutual respect, and we mostly keep our distance from each other. I have come to appreciate the balancing role each of our deputy directors have played, and their efforts to improve morale, as well as the camaraderie among our members. But I cannot say that I enjoy working in the CAG, and it certainly has not been the professional development opportunity I had hoped. I believe she sees people as vessels to be used and controlled. I once heard her tell someone she didn't want a civilian on a certain task, "because she couldn't hold a boot to their neck." In her defense, she has mellowed out quite a bit within the past three or four months; has used more positive reinforcement; and has reached out to ask how she help us reach our career goals. Also, I know she (b)(5),(b)(6),(7)(C) USSC (b)(5),(b)(6),(7)(C) USSC			

I understand COL Spletstoser has a demanding job, and has high expectations of her action officers. But I cannot say there is anything redeeming in her profane outbursts or public beratings, if they are meant as a motivational tactic. I see them as a complete lack of self-control, and failure to understand how to produce results or lead a team.

10. EXHIBIT	11. INITIALS OF PERSON MAKING STATEMENT (b)(6),(7)(C) USSC	PAGE 1 OF 1 PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF _____ TAKEN AT _____ DATED _____"

THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT, AND PAGE NUMBER MUST BE INDICATED.

USE THIS PAGE IF NEEDED. IF THIS PAGE IS NOT NEEDED, PLEASE PROCEED TO FINAL PAGE OF THIS FORM.

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT Offutt AFB DATED 20180208

9. STATEMENT *(Continued)*

INITIALS OF PERSON MAKING STATEMENT

(b)(6),(7)(C) USS

PAGE 2 OF 2 PAGES

STATEMENT OF (b)(6),(7)(C) USSC TAKEN AT Offutt AFB DATED 20180208

9. STATEMENT (Continued)

AFFIDAVIT

I, (b)(6),(7)(C) USSC, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1, AND ENDS ON PAGE 1. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

(b)(6),(7)(C) USSC

(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 8 day of February, 2018 at HQ USSTRATCOM, Offutt Air Force Base, Nebraska

BOWEN, GREGORY, SCOTT (b)(6),(7)(C) USSC

(Signature of Person Administering Oath)

ORGANIZATION OR ADDRESS

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MIT Sloan Management Review

Are Your Subordinates Setting You Up to Fail?

Magazine: Summer 2009 Research Feature July 01, 2009 Reading Time: 27 min
Jean-François Manzoni and Jean-Louis Barsoux

Subordinates sometimes make it extremely difficult for their bosses to be good leaders. Executives who fail to understand the forces at play may find their careers in jeopardy.

The last 15 years have seen an explosion in the number of popular books focusing on “bad bosses.” These publications have not only described the “leader from hell” but also have advised subordinates on how to handle toxic or incompetent managers.

More scholarly writers on management have preferred to adopt the perspective of bosses, but much of their writing shares the same underlying emphasis on “what managers are doing wrong,” highlighting the many ways that bosses fail to engage their employees, through lack of communication, authenticity, imagination or emotional intelligence. No matter who is doing the writing, the employees are usually portrayed as well-intentioned, competent individuals who, if half-decently managed, will perform well. There is, of course, some talk about the small proportion of “dead wood” — employees who cannot meet the company’s minimum performance threshold — but the rest are assumed to have what it takes to succeed under the “right kind” of leadership. Implicitly or explicitly, subordinates are treated as receptive individuals waiting only for the boss to offer a productive channel to their intrinsic energies. Indeed, much of our own writing has highlighted the boss’s responsibility for creating unsatisfactory relationships — a phenomenon we labeled the *set-up-to-fail syndrome*.¹ Bosses trigger this dynamic inadvertently through a combination of premature labeling (“I know I’ve been working with him for only three weeks, but it looks like he won’t be very effective”); over-monitoring; and cognitive biases (expecting the employee to fail, the boss looks for places where the employee is underperforming and attributes the employee’s successes to external elements). These three factors distort the way bosses notice, interpret and remember events.

Although we initially identified the subordinate’s contribution to this dynamic, we saw it mostly as retaliation for the boss’s actions. We did not suspect that reasonable subordinates would in some cases play a leading role in triggering and perpetuating unproductive and often painful relationships with their bosses.

Yet, working on boss-subordinate relationships for more than a decade, we have encountered many situations where subordinates, individually or collectively, placed their bosses in no-win situations. (See “About the Research.”) Bosses need to understand why subordinates would engage in such self-defeating behavior in order to avert or intercept these dysfunctional dynamics — not only to make sure their companies perform well but also, sometimes, to save their own jobs.

About the Research

Our work in the area of boss-subordinate relations started with a field study of 50 boss-subordinate dyads working in four manufacturing operations of Fortune 100 companies.¹ The 50 subordinates and their bosses were interviewed at least twice and completed a questionnaire between the two interviews, in which the bosses evaluated the performance of their subordinates and the subordinates described their boss's behavior toward them.

Fast Impressions

The appointment of a new boss creates anxiety for subordinates. They feel a strong urge to size up the person to determine what they will have to do to thrive under the new regime. They closely scan the new boss's comments and behavior for signs of what *type* of boss this is. Is she here for a while or just passing through? Is she approachable? Does she listen? Is she consistent? Subordinates rapidly form impressions of their new boss's competence, judgment, fairness, receptiveness and interest in developing others; these labels guide their interactions with the boss.

How fast do subordinates start to make up their minds? Researchers asked employees to rate their first impressions of their boss, based on questions such as whether they and their boss shared their outlook, perspective and values, or whether they expected the boss to do well in the organization. The findings showed that subordinates' expectations of the boss measured *in the first five days* of their relationship were strong predictors of subordinate assessments of the quality of their working relationship measured two weeks, six weeks and six months later.² The problem with these first impressions, based as they are on the slender evidence of a few early interactions, is that they serve as a prism for processing ensuing information. Once subordinates *suspect* that they have a "difficult boss," they will find the necessary proof — and through their behavior (passivity, defensiveness, aggressiveness) can eventually *turn* the manager into a difficult boss — at which point the circle closes and the prophecy is fulfilled. Here's how the process unfolds.

How Good Bosses Get Mislabeled

It is surprisingly easy for an individual or even a group of subordinates to mistake a good boss for a bad one, thus initiating a downward spiral. The process may be set in motion because of pre-existing conditions or developments after the boss takes charge. For example:

1. The Boss Walks in Prelabeled.

This can occur for two reasons:

Oversensitive Employees: The way individuals view their new boss is likely to be influenced by how they've been (mis)managed previously. Certain individuals may feel they have never received due credit, or blame their failure to advance on a previous manager (perceptions that may or may not be totally unfounded). This can breed a strong sense of betrayal and cynicism.³ From day one, these subordinates may be on the lookout for the same kind of disrespect or mistreatment they received (or believe they received) from the predecessor. For different reasons, former "favorites" may also prove thin-skinned. Never having been challenged on their shortcomings by an overindulgent predecessor, they may be susceptible to negative feedback and may find the incoming boss hypercritical or unfair. New bosses also need to beware of subordinates who were actual or undeclared contenders for the leadership role,

or allies of a manager who didn't get the promotion. They too may enter the relationship primed to focus on the new boss's shortcomings rather than strengths. Consciously or not, these individuals may expect — or indeed want — the new boss to fail.

Team Preconceptions: The new boss will sometimes be adversely affected by the reputation of his or her predecessor(s). In one company we studied, the new incumbent was the fourth general manager in three years. Team members had lost faith in bosses and were reluctant to reengage because they didn't want to be disappointed yet again. The new boss came in with a "dead man walking" label already hanging over him. At the other extreme, incoming leaders may suffer from the contrast with a much admired predecessor. When the previous boss has created a strong collective view of what the ideal leader looks like, it's difficult for a new leader to match that image, regardless of the traits and abilities the newcomer brings to the role. Research shows that incompatibility between the actual and ideal images of a boss strongly correlates with dissatisfaction with the boss and lower-quality relationships.⁴ The circumstances surrounding the predecessor's departure also matter. The more unexpected the event, the more intense the employee emotional reaction. The new boss may have to contend with feelings of anger, grief, betrayal or anxiety, especially among those who saw the outgoing leader as a mentor, friend or coach. Research suggests that negative emotions are associated with detailed gathering of evidence that typically leads to unfavorable evaluations of the target.⁵ Finally, even before the new boss arrives, team members may tap their internal and external social networks for information. Incoming bosses can find themselves preceded by their own reputations — or in some cases harsh nicknames (often awarded for ripping out costs). Carlos Ghosn's reputation as "Le Cost Killer" preceded him at Nissan Motor Co., as did that of John Mack "the Knife" when he moved to Credit Suisse Group.

2. How the Boss Makes Things Worse.

Subordinates can also misconstrue the actions of their bosses. This can happen to new and established bosses alike.

New Bosses: Subordinates pay close attention to how their boss behaves, not just toward the team collectively, but especially toward them as individuals. They are on the lookout for indications of their relative standing within the group and how well they're doing. They watch their boss interact with their colleagues. They notice who the boss spends time with, what the boss says or does not say. This extreme vigilance, particularly early on, can encourage subordinates to make too much of casual comments, rushed feedback or perceived slights. Routine oversights — such as the boss's failing to follow up on a suggestion or remarking on a success without mentioning everyone who contributed — can prompt speculation that the boss is a "phony," a "hard-ass," or "plays favorites." In their rush to protect themselves from threats, subordinates may discern false or exaggerated patterns in the new boss's behavior. Such snap judgments reflect the "fundamental attribution error," where people tend to latch onto and overestimate dispositional or personality-based factors when explaining the behavior of others, while underestimating situational factors.⁶ The leader's early decisions will also be scrutinized for meaning. Given the new boss's incomplete understanding of the context, some of these decisions are bound to have unforeseen consequences. Subordinates often underestimate the time and attention constraints on the new boss, and the cost of delay or of acquiring more ample information. Consequently, if some individuals suffer as a result of an early decision, the boss may be assumed to have created the situation knowingly or else to be "sending a signal." The decision process may also

come under scrutiny. The boss's failure to consult or inform one or more subordinates about a decision may be enough to trigger an impression that the boss "doesn't seem very open." At the same time, the new boss will be looking for areas of potential improvement. In some cases, the new leader will have been appointed with an explicit mandate to make changes. As a result, the new boss may be tempted to move too fast, under the mistaken assumption that members of the team are aware of problems and agree on the level of urgency. Very quickly, the new boss can elicit a negative label, branded as the "clueless" newcomer who wants to "change everything" and does not understand or respect the culture.

Established Bosses: While the mislabeling of a boss is more common early on in the relationship, it can also happen in the midst of previously satisfactory relationships. Established bosses may reach a point where their style starts to irritate one or more of their subordinates, who may begin to feel as though the boss has "overstayed his/her welcome." A hard-charging style, for example, is terrific when the company is in turnaround mode, but can be tiring once the ship has been righted. A subordinate's negative reaction may be the result of a boss's particular decision, action or comment that serves as a "final straw" or it may simply be the result of residual wear and tear in the relationship — a buildup of toxins that can no longer be evacuated by the social system. In another case, the leadership needs of the situation may be *perceived* by some subordinates to have changed. Arguably, this is what happened to Scott McNealy at Sun Microsystems Inc. Well suited to the mobilizing role required during the boom years, he lost the confidence of close colleagues as the right person to lead Sun out of the problems caused when the tech bubble burst. Problems also may arise when the boss has led the team at an intense pace or pushed through a lot of painful measures and has run out of good will with some or all of the team. At this point, it's as though a switch has tripped in subordinates' minds. They lose both empathy for the boss and confidence that this is the right person to lead them into the next phase. The pep talks that used to create a buzz and reenergize employees may begin to feel forced and formulaic, and innovative propositions may come across as disconnected from reality. Whether for an incoming boss or an established one, once a negative label is activated, the situation tends to go from bad to worse. A number of reinforcing mechanisms kick in, making it unlikely that the negative label will be overturned.

Perceiving the Boss's Behavior

Organizations are complex, ambiguous and information-rich environments. To avoid being overwhelmed, people simplify, quickly identifying the most salient characteristics or most plausible explanations and discarding others. While this allows them to reduce information-processing requirements, it leaves them open to well-established errors known as *confirmatory biases*. These biases influence the information processing of subordinates in four ways.

1. What They Notice.

Organizational reality produces a constant flow of signals — some observed directly (both verbal and nonverbal), some reported by others and some inferred from data. With too much information to process, individuals in organizations have to focus on what matters most. Labels help people to filter out data that seem "less relevant." Classic experiments in social psychology and visual cognition show how people's attention is guided by their expectations — and to what extent they can remain oblivious to even the most discrepant information (like the intrusion of someone in a gorilla suit) when they're concentrating on other things.⁷ If such blindness can occur on straightforward, time-bound and

uninterrupted observation tasks, it's all the more likely in situations where people are under *real* pressure, tired, distracted, and have an emotional history with the person they're observing. Under these conditions, it is hardly surprising that subordinates who regard their boss as meddling or coercive will tend to notice instances when the boss interferes or speaks abrasively, but pay much less attention when the boss acts in a more empowering fashion.

2. What They Make of It.

Organizational reality is not just rich but also highly ambiguous, leaving considerable room for different readings of the same data. Subordinates who have an unfavorable impression of the boss are liable to interpret the boss's actions or comments negatively. For example, should the boss favor them in some way, they will see it as having been forced upon the boss ("he had no choice"); if the boss does them a disservice, they will exaggerate the intent ("he had lots of alternatives"). One of the psychological traps subordinates fall into is "over-intentionalizing" — projecting hidden intent where there is none. The same actions can be interpreted very differently depending on how subordinates view their boss. (See "Boss Behavior From Different Angles.")

Boss Behavior From Different Angles

Organizations are complicated, overwhelming environments. To survive, sometimes employees oversimplify — jumping to conclusions about a boss's behavior based on whether they were already inclined to think the boss was "good" or "bad."

Observed Behavior	Subordinate Interpretation	
	Good Boss	Bad Boss
Gives critical feedback	Honest	Abrasive
Makes a unilateral decision	Decisive	Autocratic
Instructs work to be redone	Demanding	Impossible to please
Imposes performance metrics	Disciplined	Control freak
Works weekends	Driven	Obsessive
Sticks with a dubious course of action	Persistent	Stubborn
Ignores his boss's advice	Self-confident	Arrogant
Gives unsolicited advice	Helpful	Meddlesome
Asks specific questions	Informed	Micromanager
Delays response to proposal	Reflective	Unsupportive
Does not punish a mistake	Compassionate	Spineless

Observed Behavior	Subordinate Interpretation	
	Good Boss	Bad Boss
Loses temper in public	Passionate	Temperamental
Manages by walking about	Empathic	Clueless
Breaks a promise	Opportunistic	Untrustworthy
Limits interaction times	Structured	Unapproachable

As a result of these attribution biases, bosses may find that they are disproportionately blamed for actions or decisions that have a negative impact on subordinates, while they don't receive due credit for positive initiatives. In one case we studied, the introduction of a new working-from-home policy intended to benefit employees was viewed by some team members as yet another cost-cutting measure, since it reduced the company's need for office space.

3. What They Remember.

The tendency to "over-intentionalize" leads subordinates to make negative inferences about boss behavior. Research on memory suggests that those inferences may be stored away as *likely* causes and are later retrieved as *actual* causes.⁸ In other words, suppositions gradually harden up to become facts. Moreover, information that is stored away does not remain uncorrupted. It decays; it gets confused with other memories. It even becomes contaminated by information received after the behavior has occurred.

Research on false memories shows that people can "remember" things that did not happen but are generally consistent with their view of how things are. Memory turns out to be a reconstruction of the past, not simply a reproduction of it.

4. What They Discuss and With Whom.

The preceding cognitive biases can be reinforced by subordinates' interaction patterns. What begins with a single detractor or strained relationship can easily spread to the rest of the team. Subordinates compare notes. When they feel let down or disrespected by the boss, one of the first things they do is to seek a "reality check" with a colleague. Typically, to get such feedback, they turn first to those who may be least inclined to defend the boss — rather than to the boss's informal lieutenant(s). Research shows that members of the boss's "out-group" spend more time than the "in-group" discussing and analyzing the leader's differential treatment of subordinates.⁹ Of course, their choice of informants determines the kind of feedback they get. Their views of the boss are not only corroborated but also reinforced by further reports of lapses or misdeeds. Discussions around the coffee machine or water cooler ensure that disgruntled team members develop an even more negative view of the boss. If the boss puts a foot wrong, they will be told about it. Over time, even subordinates who try to maintain a more balanced view may find themselves caught up in the general negative mood.¹⁰

Driving the Boss's Behavior

Beyond biasing their perceptions of the boss's actions, labels also guide subordinates' behavior toward the boss — and hence the boss's responses toward them. Consciously or not, subordinates can *provoke* their bosses in two ways.

Passive Provocation.

Subordinates who begin to see their boss as incompetent (which incoming bosses generally are for several weeks) or difficult may be less forthcoming about problems and less prepared to ask the boss for help. The lack of contact lessens the boss's sensitivity to either the difficulties faced or the progress made by the subordinate. It also diminishes the boss's ability to contribute to the decision-making process and to obtain reassurance that the subordinate has things well in hand. This lack of contact is likely to raise the boss's anxiety about being blindsided and frustration with the subordinate who comes across as evasive or uncooperative. As a result, the boss may feel compelled to intensify monitoring and to ask more pointed questions of the subordinate, thus confirming the subordinate's view that exchanges with the boss are generally unpleasant. Similarly, subordinates who find the boss "harsh" or "unfair" may decide to discount the boss's critical feedback on the grounds that it is driven by the boss's disposition rather than their own performance flaws.¹¹ Of course, on realizing that the feedback has been ignored, the boss may be tempted to turn up the volume and issue even more forceful instructions — thus further confirming the subordinate's negative view of the boss.

Active Provocation.

Subordinates who suspect that the new boss may be "just like" the old one may test out the new boss, perhaps by bringing up past injustices, including those related to pay or promotion decisions. Such behavior is clearly frustrating for the new boss. Why should he or she be held responsible for or feel obliged to repair the alleged misdeeds of others? Yet the aggrieved subordinate is still living with the consequences — in terms of missed training or career opportunities, diminished status, lower pay and so on. Even if the boss sympathizes with the subordinate, it may be difficult to "put matters right." Hence, the new boss may be blamed not for what he or she has done, but for what he or she "refuses" to do — while the subordinate quickly acquires a reputation for being "whiny" or "aggressive." Going one step further, subordinates who view their boss as unreasonable have ways of eliciting reactions from the boss that could be construed as unreasonable or unfair. They may choose to raise issues that the boss does not want raised (past hiring or promotion decisions) or which, in the boss's mind, have already been settled. Subordinates may make proposals in the wrong forum or at a time when the boss simply does not have the mental bandwidth to process what he or she perceives as a digression. Subordinates who think that their boss "never listens" can prove it to themselves and others by making a suggestion at a time when the boss *cannot* listen. Although "irrational" from the boss's perspective, such behavior allows subordinates to deflect the blame for this dysfunctional relationship onto their "impossible" boss and to lessen their own responsibility. This behavior can be curiously reassuring for subordinates and is consistent with research into *self-handicapping*, which suggests that people's motivation to protect their self-esteem and sense of competence will sometimes lead them deliberately to sabotage their own chances of success.¹²

How Unwary Bosses Get Trapped

It's easy for bosses to get drawn into this process. As they start to sense that they're not getting through to some of their subordinates, they fall prey to the very same biases and blinders that afflict their subordinates — including labeling, selective observation and recall, and biased attributions. Research shows that people are more inclined to make simplistic cognitive judgments when they are overstretched, distracted or pressed for time.¹³ New bosses want to know who they can depend on for support and will quickly pick up on signals that certain relationships are going to prove complicated or "high maintenance." The propensity of bosses to start sorting their subordinates into an "in-group" and an "out-group" is highlighted by a body of research known as leader-member exchange theory.¹⁴ Field studies suggest that these distinctions emerge quickly and remain surprisingly stable over time.¹⁵ Once a boss has begun to doubt the attitude or motives of certain subordinates, he or she will distort the incoming evidence to match the existing label. The same behavior or actions from subordinates will therefore trigger very different attributions depending on what the boss thinks of the individual(s) concerned. Working long hours, for example, can be interpreted as a sign of dedication from a person the boss regards as "smart," but as evidence of an inability to prioritize or a slow mind from someone for whom the boss has less respect. As bosses develop a negative image of part or all of their team, they will tend to adjust their behavior accordingly. New bosses who experience difficulty in engaging with a mistrustful team may overcompensate in other directions. They may invest their energies with other stakeholders (their bosses, clients, suppliers, analysts) or may choose to focus on facets of their job that they have mastered (strategy, operations, marketing, finance). In other words, they may retreat into a comfort zone and disconnect from the team. Another common reaction when bosses feel a lack of engagement from subordinates is to become more forceful and coercive. Bosses may react especially badly if the signals coming back are sufficiently disconnected from their own self-concept. For example, if a boss is suspected of bias when she has done everything possible to be transparent or is reproached for not listening when he thinks he has been listening, the boss's response may be aggressive rather than conciliatory: "You think I'm being harsh? I'll show you harsh!" At which point the subordinates respond, "We rest our case." Whether they withdraw or become more coercive, bosses typically end up behaving in ways that match their subordinates' negative expectations. While a subordinate may be primarily responsible for triggering the process, both parties keep it going with their mutual biases — and become locked in a double self-fulfilling process. (See "Causal Map.")

Causal Map

It's true that subordinates will sometimes form an inaccurate, negative picture of their boss. But it's also true that bosses can make the situation worse by the way they respond. Whether they withdraw or become more coercive, bosses typically end up behaving in ways that match their subordinates'

negative expectations. The ultimate result? The negative perception becomes a reality.

Because the resulting vicious circles are difficult to interrupt and unlikely to self-correct, preventing their occurrence must be a priority for bosses.

Implications for Bosses

Our research shows that bosses must be mindful of, and should explicitly manage, their own labeling, expectations and biases. However, that is not enough. For boss-subordinate relationships to work,

bosses have to mind not only their own mental processes but also those of their subordinates. To avoid acquiring an undeserved negative label, individual bosses must take four important steps.

1. Understand the Situation.

New bosses need to be aware of what they are walking into, both in business and human terms. Is this a turnaround, a realignment or an upholding-success challenge? Prior to taking charge, bosses must find out whether there is a perceived need for change in their organization and, if so, how widely shared is that view. Prospective bosses should also ask how their arrival is likely to be perceived. What was their predecessor like, and what were the circumstances of the predecessor's exit? Coming after a weak boss, a tough boss, or someone who has grown stale, the newcomer is likely to be welcomed and to start out with a positive "opening balance." Conversely, the new boss who comes after several bad bosses may start out "in the red." Similarly, when succeeding a well-liked boss who was removed for not being hardnosed enough, the new boss can expect a cautious reception. Incoming leaders need to figure out where they stand. When Bob Eckert took over as CEO of Mattel Inc., he asked his top team to submit anonymous questions. One question read: "I've heard you are an in-the-trenches manager who listens to the lower levels. Does this mean you'll go around us and make decisions without involving us?" Eckert realized, "I had completely underestimated their wariness ... They had done as much homework on me as I had done on Mattel."¹⁶ Fortunately, a question-and-answer session allowed him to dispel that preconception.

2. Invest Early in Subordinates.

New bosses must spend significant time one-on-one with subordinates for three reasons.

To understand them. The new boss needs to find out how subordinates see the company's challenges; how they related individually to the previous boss and what they expect of the new boss; and what strengths, weaknesses and other characteristics they bring to their jobs.

To get to know them. Incoming leaders can choose to be either more or less involved in the creation of their subordinates' first impressions. Frequent contacts in the developmental stages of the relationship help bosses to establish the rules of engagement with their subordinates, clarify their expectations and explain key aspects of their leadership style. This kind of clarity goes a long way toward preventing bad dynamics, which are so often fueled by unstated expectations and misunderstandings over priorities.

To establish a rapport. Time is the new leader's scarcest resource. Investing precious time in individuals signals the boss's commitment to them. Developing a rapport with subordinates reassures them that employees will be respected as individuals even if their performance falls short of their own and their boss's expectations. It also helps to decrease anxiety and defensiveness associated with feedback, as well as reluctance to approach the boss for advice.

3. Be Mindful of One's Own Behavior.

New leaders often overestimate the extent to which their good intentions and good character will shine through. Demonstrating one's "authentic self" does not mean "being natural." Rather, it requires managers to seize everyday opportunities to *demonstrate* that they are trustworthy, supportive and fair. The subordinate of one outstanding leader in our study recalled: "When I first started working with him, I had the feeling that he was not very open to employee input. So I would go: 'Yes, yes, OK. I'll do that.

Whatever you say.' And the second or third meeting he said: 'You can push back on me, you know. I'm not always right.' So I've tested him on this over time, and he's never reacted badly." Managers need to establish and maintain a positive good will balance with their subordinates, both individually and collectively. They draw on that store of good will every time they ask subordinates for special efforts, impose their will or make "unforced errors." To be able to afford such withdrawals, managers need to make regular deposits — especially by taking actions that help subordinates in their work, demonstrating openness to subordinate input or supporting them in their careers. The timing of these deposits also matters. A few well-chosen efforts early on in the relationship will create momentum and help the boss to acquire a positive label. Once team members see the leader through a benign lens, everything becomes simpler for the boss: positive actions receive more good will credit while unexpected demands and errors incur smaller losses. Conversely, as we have seen, early errors can prove particularly damaging.

4. Intervene Early.

When bosses feel that they're not getting the credit they deserve from subordinates or sense that certain subordinates are not engaging, they have to make an effort on two fronts:

Beware of labeling. Some subordinates may be more marked by past experiences than others and may take longer to come around to the new leader's approach. This puts the onus on the boss to maintain sufficient mental bandwidth to react productively to the reticence of these subordinates and resist jumping to hasty conclusions about them or writing them off prematurely. Bosses must remind themselves why they want to give subordinates — particularly those who had complicated interactions with prior leaders — a real chance to connect, and must realize that this process cannot be instantaneous.

Act quickly. If in spite of the leader's proactive efforts a malaise seems to be developing, it is critical to act quickly. Managers often withhold negative feedback at the outset, assuming that it might spoil the development of a working relationship. But if a subordinate is doing something that concerns the boss, that employee needs to be told sooner rather than later. While it may not be pleasant for either party, corrective feedback delivered early can be accepted as part of the normal adaptation process. Delayed intervention only raises the threat and embarrassment attached to the issue. It gives the feedback a punitive edge and reduces the chances that the subordinate will react constructively. Often, what prevents bosses from entering this discussion is the assumption that they *know* what is driving the behavior or outcome they perceive, be it lack of skill, judgment or effort. When bosses make the effort to check, they often discover that they have misread the situation, misunderstood the subordinate's conduct or motives, or overlooked mitigating factors (e.g., lack of training, lack of time, too many responsibilities, unclear instructions, or personal circumstances, such as family problems). The fact that the boss is willing to double-check to see if his initial reaction is right gives employees proof that they will be evaluated fairly.

Forewarned Is Forearmed

While bosses certainly need to work on their own behavior, the other side of the equation is equally important: subordinates are not blameless or powerless victims. The fact is that they have collective histories and individual sensitivities, as well as anxieties and mental biases, and that these sometimes can make it extremely difficult for bosses to be effective leaders. Bosses, therefore, must try to

understand the interpersonal context they are walking into before they get sucked into a vicious circle with one or more subordinates. As Mahatma Gandhi famously put it: "The moment there is suspicion about a person's motives, everything he does becomes tainted."

About the Authors

Jean-François Manzoni is a professor of leadership and organizational development at IMD in Lausanne, Switzerland. Jean-Louis Barsoux is a senior research fellow at IMD.

References (17)

1. For example, J.F. Manzoni and J.L. Barsoux, "The Set-Up-to-Fail Syndrome," *Harvard Business Review* 76, no. 2 (March-April 1998): 101-113.
2. R.C. Liden, S.J. Wayne and D. Stilwell, "A Longitudinal Study on the Early Development of Leader-Member Exchanges," *Journal of Applied Psychology* 78, no. 4 (1993): 662-674.

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From: (b)(6),(7)(C) USSC
To: Bowen, Gregory S BG USARMY STRATCOM J3 (US)
Subject: FW: Looking Hard at Ourselves
Date: Thursday, January 25, 2018 4:36:14 PM
Attachments: Looking Hard at Ourselves.docx
MIT Sloan Management Review.pdf

Sir,

FYSA...here's the latest email that Col Spletstoser sent to the CAG. The PDF attachment asks the question "Are your subordinates setting you up to fail".

(b)(5) USSC

Sorry to absorb your time on this Sir...just thought this was particularly relevant.

(b)(6),(7)(C) US

V/R

(b)(6),(7)(C) USSC

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Thursday, January 25, 2018 2:57 PM
To: STRATCOM Offutt AFB J004 List J004 Users (b)(6) USSC
Subject: Looking Hard at Ourselves

Team,

The attached articles you may find illuminating. This is some of the stuff (b)(6) and I work on with the Design Team and CS office. I would ask you to take a very close read on them. We may have elements of that here. Goal is to make things better. We won't have a meeting on this per se but if anyone has thoughts or ideas to share feel free to drop in and discuss.

Thanks.

VR

COL S

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Counseling - (b)(6)
Date: Monday, November 27, 2017 12:45:07 PM

Ma'am,

Please let me know your availability to discuss the items below and for me to receive your initial marching orders.

1. Two to three of your strengths

(b)(6) USSC

2. A couple of areas you feel you can improve on

(b)(6) USSC

3. Professional and Personal Goals

(b)(6) USSC

4. What I can do to help

(b)(6) USSC

5. What would you change or improve in the CAG if you were in charge

(b)(6) USSC

(b)(6),(7)(C) ¶

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Monday, November 27, 2017 7:08 AM
To: STRATCOM Offutt AFB J004 List J004 Users; (b)(6),(7)(C) USSC
Subject: FW: Counseling

Team,

Thanks to those who filled this out and who I had great discussions with last week.

For the rest of the team who didn't return this please complete it this by the end of this week and we can discuss next week.

Thank you.

VR

COL S

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Friday, November 17, 2017 9:37 AM

To: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: Counseling

Team,

Beginning next week, schedules permitting, I would like to begin the next round of individual counseling with each of you. Although we discussed the below to varying degrees when you came aboard it is getting time to do an azimuth check. In order to have a highly productive conversation please send me some additional information via email but don't reply all to this email. Specifically, I would like to know your thoughts on the following:

1. Two to three of your strengths
2. A couple of areas you feel you can improve on
3. Professional and Personal Goals
4. What I can do to help
5. What would you change or improve in the CAG if you were in charge

Looking to use this to help you and the team get better.

Please send this to me in the next few days. I expect we can start to meet next week but this may be spread out over a number of weeks based on everyone's schedule.

Many thanks.

Have a great weekend.

Vr

COL S

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
To: Bowen, Gregory S BG USARMY STRATCOM J3 (US)
Subject: FW: Counseling
Date: Friday, January 12, 2018 2:41:59 PM
Attachments: Indicators of Potential vs Performance.pdf
(b)(6),(7)(C) USSC

Sir,

You may find these useful in your current additional duty endeavor.

Vr

Kathy

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Friday, January 12, 2018 7:34 AM
To: Hyten, John E Gen USAF STRATCOM J0CC (US) (b)(6),(7)(C) USSC
Subject: Counseling

Sir,

Attached are the most recent counseling base documents for your review as the senior rater or reviewer for all CAG personnel. Counseling requirements as you know, vary greatly by services, etc. The attached format I found useful to ascertain what is on people's minds and facilitates open dialogue and importantly, trying to help people meet both the mission and their own goals. I am sending it to you now in light of the fact that most of the team and I will rotate b/w now and summer so it is important for you to have this insight before finalizing any of their evaluations. The last document is called Indicators of Potential vs. Performance. I pushed this to the team after all counseling sessions were completed in order to prepare for the next set of discussions which is slated to begin at the end of this month or in Feb. I have them provide a self-assessment and I prepare my written assessment and provide it to them in advance of our in person discussions. The completed ones will be in their evaluation packets for your consideration as you make your determination on their evaluations.

VR

Kathy

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Counseling
Date: Friday, November 17, 2017 12:19:39 PM

Terrific, I look forward to it, and safe travels this weekend.

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Friday, November 17, 2017 12:18 PM
To: (b)(6),(7)(C) USSC
Subject: Re: Counseling

(b)(6),(7)(C) yes of course you are included! Thanks for the quick turn and I look forward to discussing this with you. Vr COL S

On Nov 17, 2017, at 2:14 PM (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC wrote:

Col S,

I'm not sure whether you were planning on a counseling session with me, as well, but my responses to your questions follow, and I would appreciate any counsel/advice you might offer.

1. Two to three of your strengths

(b)(6) USSC

2. A couple of areas you feel you can improve on

(b)(6) USSC

3. Professional and Personal Goals

(b)(6) USSC

4. What I can do to help

(b)(6) USSC

5. What would you change or improve in the CAG if you were in charge

(b)(6) USSC

(b)(6),(7)(C) USSC

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Friday, November 17, 2017 9:37 AM

To: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: Counseling

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5. What would you change or improve in the CAG if you were in charge

Looking to use this to help you and the team get better.

Please send this to me in the next few days. I expect we can start to meet next week but this may be spread out over a number of weeks based on everyone's schedule.

Many thanks.

Have a great weekend.

Vr

COL S

INDICATORS OF POTENTIAL VS PERFORMANCE

1. **Thinks two levels up.** Can see -- or tries to see -- the bigger picture. Sees things from other than his position or that of his Team. Tries to see issues from the perspective of his boss when approaching a mission. Doesn't see other teams as inferior or as less knowledgeable.
2. **Does more than is expected.** Doesn't do just what he is required to do. Volunteers to do things that help the entire organization. Has a very strong work ethic for the organization's benefit rather than his/her own. Gives 110% effort daily with intensity and drive.
3. **Is steady and unemotional.** The officer can "take the shot." Maturely accepts criticism; is not defensive when behavior, attitude, judgment or area of responsibility are critiqued or corrected. Doesn't fight things that are strange or new or different than how he'd like to do them or has done them before. Knows what things are really important; integrity issues versus a difference of opinion on how to do things. Remains positive in the face of adversity. Doesn't let emotions get the better of him; realizes having a positive attitude is a combat multiplier. Does whatever job as best as possible -- it all contributes to experience (selfless service). Physically and mentally tough; displays maturity.
4. **Offers solutions to problems he can't handle.** The officer doesn't pass problems to the boss and then wait for new directions or policies. This officer makes recommendations and displays initiative and productivity.
5. **Gets along with and can influence peers.** The officer is a true team player (this ties in with being able to see the bigger pictures); works well outside of the Team; is able to influence peers by being able to compromise and work around personal feelings. Works friendly and builds a team; develops subordinates.
6. **Communicate effectively.** Is able to speak, brief and write well. Can argue a case objectively and persuasively, yet not alienate those who disagree. Speaks with candor.
7. **Has imagination and creativity.** The officer is able to present novel and innovative solutions to problems. Originates new methods, ideas, or approaches to existing or new policies or procedures. Displays flexibility while thinking out of the box. Can balance competing demands; applies common sense.
8. **Is totally dependable.** "Answers the mail" on all missions. Little things don't slip; attention to detail. Thinks through the implications of general or specific guidance. Remains cool under pressure and uses systems to get the job done; develops a reputation for getting the job done.
9. **Ready Now.** This officer is mature enough and proficient in his Branch to the degree where he could immediately assume the duties of the next higher position/grade: battalion commander for a company commander, brigade commander for a battalion commander, division commander for a brigade commander.
10. **Loyalty.** Promotes the group of subordinates. Self-effacing; doesn't downgrade others in or outside the group. Loyalty to the unit/others. Generates enthusiasm (attitude) and is respected by peers and subordinates alike.

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Counseling
Date: Monday, November 20, 2017 2:28:49 PM

Ma'am,

Sorry for the delay on this.

- 1) (b)(6) USSC
(b)(6) USSC
- 2) (b)(6) USSC
(b)(6) USSC
- 3) (b)(6) USSC
(b)(6) USSC
- 4) (b)(6) USSC
(b)(6) USSC
- 5) (b)(6) USSC
(b)(6) USSC

V/R,
(b)(6),(7)(C) USSC

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From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Friday, November 17, 2017 9:37 AM

To: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: Counseling

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Looking to use this to help you and the team get better.

Please send this to me in the next few days. I expect we can start to meet next week but this may be spread out over a number of weeks based on everyone's schedule.

Many thanks.

Have a great weekend.

Vr

COL S

From: (b)(6),(7)(C) USSC
To: Speltzner, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Counseling
Date: Tuesday, November 28, 2017 1:35:39 PM
Attachments: CAG Duties and Responsibilities 2016.pdf

Ma'am,
My thoughts-

1. Two to three of your strengths:

(b)(6) USSC

2. A couple of areas you feel you can improve on

(b)(6) USSC

3. Professional and Personal Goals

(b)(6) USSC

4. What I can do to help

Non-responsive

5. What would you change or improve in the CAG if you were in charge

(b)(6) USSC

(b)(6) USSC

Overall, this has been a great job for me. I love writing. Coordinating with the SECDEF Weekly was fun but glad (b)(6),(b)(7)(C) I REALLY enjoy the retirements and promotion ceremonies and let (b)(6),(b)(7)(C) run with the more technical or doctrine based speeches.

Look forward to our chat.

(b)(6),(7)(C)

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Monday, November 27, 2017 7:08 AM

To: STRATCOM Offutt AFB J004 List J004 Users; (b)(6),(7)(C) USSC

STRATCOM J004 (US)

Subject: FW: Counseling

Team,

Thanks to those who filled this out and who I had great discussions with last week.

For the rest of the team who didn't return this please complete it this by the end of this week and we can discuss next week.

Thank you.

VR

COL S

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Friday, November 17, 2017 9:37 AM

To: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

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Many thanks.

Have a great weekend.

Vr

COL S

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Counseling
Date: Monday, December 4, 2017 1:30:49 PM

COL S,

1. Strengths:

(b)(6) USSC

2. A couple of areas you feel you can improve on

(b)(6) USSC

3. Professional and Personal Goals

(b)(6) USSC

4. What I can do to help

(b)(6) USSC

5. What would you change or improve in the CAG if you were in charge

(b)(6),(b)(7)(C) USSC

I am ready to discuss whenever you are.

V/R,

(b)(6),(7)(C) USSC

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Monday, November 27, 2017 7:08 AM
To: STRATCOM Offutt AFB J004 List J004 Users; (b)(6),(7)(C) USSC
STRATCOM J004 (US)

Subject: FW: Counseling

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(b)(6),(7)(C) USSC

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Many thanks.

Have a great weekend.

Vr

COL S

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM 3004 (US)
Subject: RE: Counseling
Date: Monday, November 20, 2017 3:49:33 PM

Here you go ma'am:

1. Two to three of my strengths:

(b)(6) USSC

2. A couple of areas I feel I can improve on:

(b)(6) USSC

3. Professional and Personal Goals:

(b)(6) USSC

(b)(6) USSC

4. What I can do to help:

(b)(6) USSC

5. What would you change or improve in the CAG if you were in charge

(b)(6),(b)(7)(C) USSC

V/R

(b)(6),(7)(C) USSC

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Friday, November 17, 2017 9:37 AM

To: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: Counseling

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Many thanks.

Have a great weekend.

Vr

COL S

(b)(6),(7)(C) USSC

Counseling
November 2017

Strengths:

(b)(6) USSC

Areas for Improvement:

(b)(6),(b)(7)(C) USSC

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C – (b)(6),(7)(C) USSC Thank You Note

D – (b)(6),(7)(C) USSC Revised Email Statement

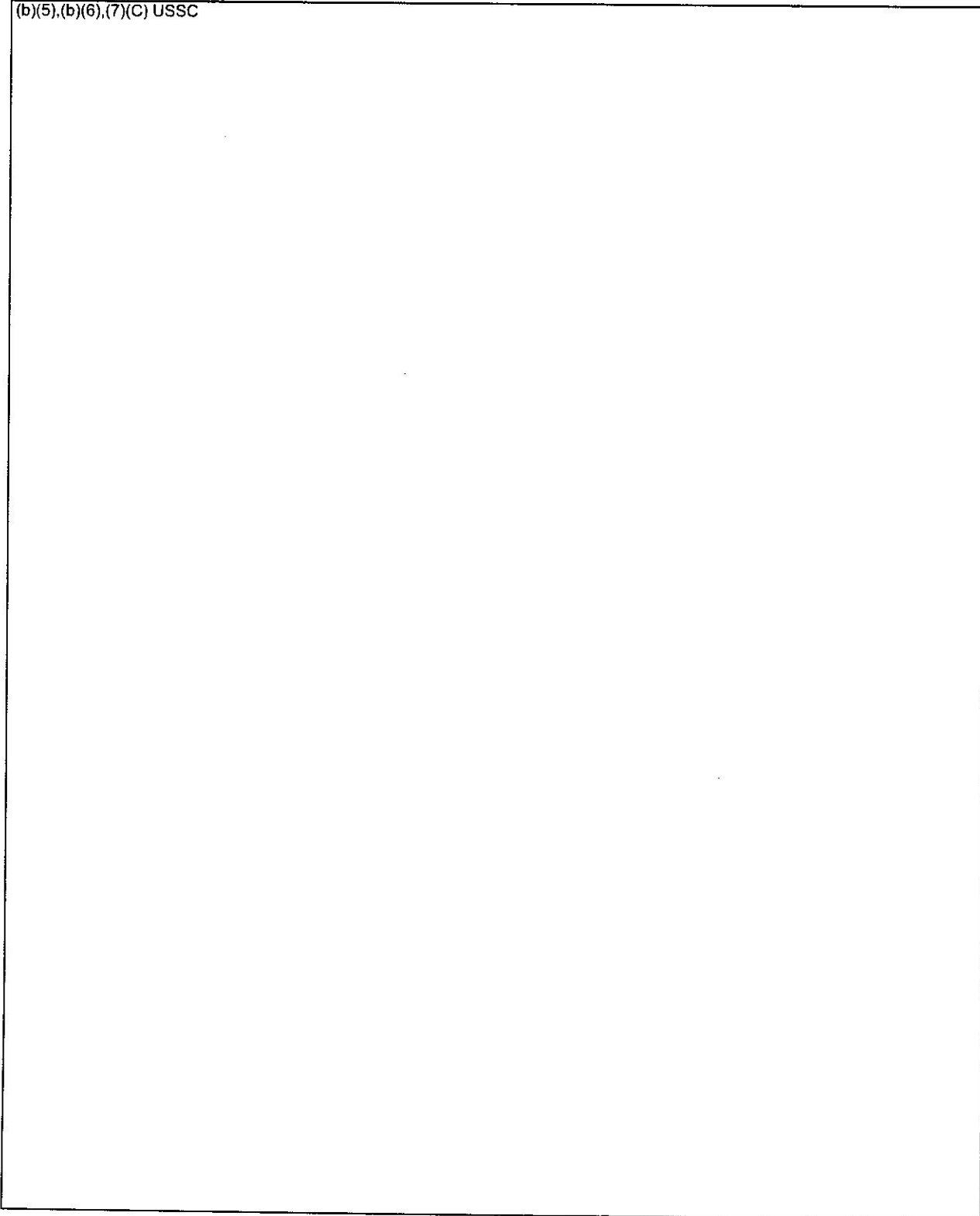


**DEPARTMENT OF THE ARMY
UNITED STATES ARMY TRIAL DEFENSE SERVICE
FORT LEAVENWORTH FIELD OFFICE
415 CUSTER AVENUE
FORT LEAVENWORTH KS 66027-2313**

ATZL-TD

20 February 2018

(b)(5),(b)(6),(7)(C) USSC



(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

Senior Defense Counsel

20 February 2018

MEMORANDUM FOR RECORD

SUBJECT: SWORN STATEMENT AND FINDINGS REBUTTAL

1. **BLUF:** This memorandum for record serves as direct rebuttal for the findings and sworn statements made in a very one sided investigation that did not explore the facts and relied upon opinion and hearsay to draw erroneous conclusions about my actions, integrity, and character. The personnel interviewed could not provide specifics to back up their accusations and in some cases their motivations are and were questionable. What follows contains supportable and verifiable facts that counteract the Investigating Officer's (IO) findings. The sworn statements used by the IO also indicate that a significant number of subordinates also implicated the senior leadership within STRATCOM. This includes the Commander (CC) Gen Hyten, the (b)(6),(7)(C) USSC and the Chief of Staff (CS) MG Karbler who are accused by a number of subordinates, including general and flag officers and members of the Senior Executive Service, of: dereliction of duty to correct problems, complicity, undue familiar relationships, and a range of other smaller issues. If these sworn statements were deemed credible by the IO to base his findings about me then they must be deemed credible for further investigation by the Department of Defense Inspector General into the conduct of the commander, the chief of staff, the (b)(6),(7)(C) USSC and lastly, the senior accusing officers themselves for their own failures to act. For the record I am not accusing Gen Hyten or (b)(6),(7)(C) USSC of anything, their professionalism is unquestioned. I am concerned about MG Karbler's role in many of the sworn statements, his handling of this investigation, how it was scoped and carried out, as well as his likely role in pointing the IO to a retired General officer to make a statement that has no bearing on the facts of this investigation. The fact that he and the command also initially refused to assist in obtaining legal counsel which resulted in a heated argument is also problematic. It has the appearance of deliberately trying to hinder due process and a fair investigation.
2. There was apparently very little or no mention of the positive things I do here. Nearly every statement was tailored specifically to address any possible negative aspect that may have happened. In fact, several of my own subordinates (b)(6),(7)(C) USSC and even (b)(6),(7)(C) explained they were directed by the IO to only mention the negative aspects despite the requirement to investigate both aspects per his appointment memorandum. There is no mention of them being asked about the positive aspects much less being asked to document them accurately or fairly in sworn statements.
3. On 5 February, after an extension was provided to the IO I also brought to both MG Karbler and Gen Hyten's attention that I was extremely concerned about the extensive dragging out of an investigation based on hearsay without clear facts to back them up. I was also threatened by the IO to submit to an interview at the time and place of his choosing before the command could arrange for appropriate Trial Defense Service (TDS) legal counsel for me to consult with before that interview took place. This character assassination is destroying my reputation and having a very serious adverse effect on my life, career and future. 28 years of exceptional service doesn't count for anything here where individual hate and jealousy can destroy an innocent person in this command with no actual evidence apparently required.
4. Based on how the investigation was scoped it was designed to go command wide and extended to the flag level to bring in additional opinion vice any facts from people I rarely have direct dealings with and when I do it is on behalf of the commander. There was no need for that and there was nothing substantive

produced from these interviews. I don't deserve that. No one does. Every allegation of an interruption or outburst was made in the presence of Gen Hyten and other very senior leaders who not only didn't react negatively but generally encouraged alternate perspectives. It is my job as the CAG Director to do that, mostly in private, occasionally in public. I have not been treated fairly in this case or treated with any level of dignity or respect and am constantly embarrassed and humiliated by the incessant and repeated revisiting of long gone events that were immediately corrected. I clearly admitted where I made mistakes and immediately fixed them but I won't admit to things I didn't do. There is a huge double standard in this command. You can see from these statements it was seriously biased toward digging for negative details and very few specifics were offered or corroborated. I corrected every known issue I was counseled on in a timely manner and that is corroborated in witness statements. There is also clear evidence that the morale and performance in the CAG improved in the last three to four months under my leadership. A long drawn out series of investigations was started based on hurt feelings and clear differences in service culture vice actual facts for how people were treated.

5. I did not bully subordinates as defined in AR 600-20, para 4-19a(2). Bullying is any conduct where a Service member or service members, regardless of service, rank, or position intends to exclude or reject another Service member through cruel, abusive, humiliating, oppressive, demeaning, or harmful behavior which diminishes the other Service member's dignity, position, or status. I did not make threats against anyone's career or evaluation, spread rumors, social isolation, or attack anyone physically, verbally, or through the use of electronic media. I can tell you unequivocally though that I was bullied by members of the Front Office staff and brought this to the attention of both MG Karbler and Gen Hyten on a number of occasions.

6. Specifically, (b)(6),(7)(C) USSC stomped into my office six times between January and August 2017 over a myriad of issues including travel, scheduling, and legislative affairs where (b)(6) came in to throw (b)(6) weight around in a huff and puff. I found it extremely rude, offensive, and not how you treat a peer. (b)(6) also no less than 25 times, walked straight to my subordinates in the CAG while I was in the office to direct them to do something without a courtesy visit to me, their direct line supervisor. I wouldn't go straight to someone in the front office or issue guidance to anyone there without telling (b)(6) first. (b)(6),(7)(C) USSC also did a number of other things that can be viewed as bullying. For example, in (b)(6),(7)(C) USSC statement (b)(6) mentions that (b)(6),(7)(C) USSC convened a VTC with the CAG while Gen Hyten was executing his open Senate Armed Services Committee Posture Hearing live on CSPAN. I directed my entire team to watch the testimony. I was at the testimony and (b)(6),(7)(C) USSC was not. (b)(6) didn't discuss convening of a VTC with my team without me beforehand and it was inappropriate for (b)(6) to do so behind my back and direct members of the CAG to do things in my absence. It was also unnecessary because we were both in DC supporting Gen Hyten and had ample time to have a discussion on any issue (b)(6) wanted to discuss. (b)(6),(7)(C) USSC frequently did this sort of thing which I found disrespectful to me, my position, and a complete violation for how a chain of command works. It was clear to me (b)(6) was very insecure in (b)(6) role and felt envious about the opportunities I had with each of the commanders (ADM Haney and Gen Hyten) where perhaps (b)(6) felt (b)(6) should be the one with those opportunities. (b)(6) never treated me as an equal. (b)(6) also micromanaged every single calendar item and was incredibly slow to react to Gen Hyten's guidance for requested changes to trip books and adjustments to roles and responsibilities. It was as if (b)(6) was deliberately undercutting that guidance and those decisions to retain some misplaced sense of entitlement and control. That permeated throughout our interactions during that time and led to a lot of distrust between the two offices who were supposed to seamlessly work as one. I am all about working together but that was extremely unprofessional in all regards. I discussed this with Gen Hyten on at least three occasions and MG Karbler about six times. It got so bad I almost gave up and quit. I do not know whether these two senior leaders addressed the issue with (b)(6),(7)(C) USSC but I do know that over the last 3-4 months the relationship improved.

7. I outlined (b)(6),(7)(C) USSC behavior in my interview transcript and will address (b)(6) statement point by point in the rest of this memorandum. The same with (b)(6),(7)(C) USSC and (b)(6),(7)(C) USSC. It was clear from their statements that they deliberately spread rumors and verbally attacked me behind my back not to mention the blatant disrespect on numerous occasions. Every time I attempted to set the record straight or correct their unprofessional behavior it resulted in another false accusation against me. There was no respect for the chain of command, my rank, or position. In what command do we allow that to happen? Apparently STRATCOM. I will also highlight here though that despite being assigned to the Front Office the CAG personnel almost never received invites for the command group events typically open to all front office members. Gen Hyten addressed this and ensured one event included all of JO but routinely we are left out specifically on purpose. In my time here they have hosted 10 such gatherings and the CAG was formally invited to exactly one. Gen and (b)(6),(7)(C) U made some on the spot invites to at least three of these but it was awkward. This was another example of a fractured team. The rest of the Front office was invited to the three CAG gatherings, several they chose not to come to. They deliberately foster the "us versus them" philosophy and are often unwilling to change to more inclusive behavior for the good of the team.

8. The following paragraphs illuminate the inaccuracies, inconsistencies, and misstatement of facts by witnesses in their statements.

- Exhibit 4 - (b)(6),(7)(C) USSC statement - is inaccurate. The email trail about the Europe trip is attached containing my response to (b)(6) USSC trip report and Gen Hyten's response to it as well. The actual trip report was classified Secret and therefore is not included here. My comments were professional and includes Gen Hyten's response. At that time the (b)(6) US also did the logistics arrangements for the entire trip with (b)(6),(7)(C) USSC not the CAG, so I really cannot accept the blame for that. At no point did the (b)(6) US stay above the fray, they routinely didn't provide information required as outlined in that email. Furthermore, (b)(6),(7)(C) USSC agreed with my assessment in a 1v1 conversation outside of Room 2A1 in the HQs after the actual small group trip AAR with Gen Hyten who issued his guidance to the personnel he mentions in that email. Not sure why there was an erroneous statement made in (b)(6) sworn statement. The second event (b)(6) claims to have witnessed I do not recall at all. Gen Hyten, the senior Space officer in the AF, routinely states that his community doesn't understand war fighting. I am not the one criticizing the space community's ability to wage war. I also would never say anything about killing people - I would however say things like warfighting and warfighter but there is nothing specific here but a random memory not connected to anything specific. At some point as a (b)(6),(7)(C) USSC if (b)(6) felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or correct anything (b)(6) didn't like. (b)(6) never did.

- Exhibit 6 - (b)(6),(7)(C) USSC Statement - (b)(6) states that when (b)(6) came into the CAG the command climate was bi-polar and toxic at times. (b)(6) clearly knew the CAG was in the process of rebuilding and understood the dynamics (b)(6) was getting into during a restructuring of the organization. (b)(6) was part of it. I never had an "aneurysm" about any trip books being coordinated with the front office but routinely questioned why they didn't respect the chain of command and my guidance to talk to me first to shape the trip to ensure we covered Gen Hyten's intent for engagements. Skipping that step often resulted in reworking plans. We also had a pretty clear set of guidance on the SECDEF Weekly where they would craft a strawman entry on the subject and either I or Gen Hyten would fill in the details. My own office often felt they didn't need to bother with that step, expecting either the commander or I to do all the work from a remote computer running off a cell network. Disregard of established standards was frustrating. I did not have random expletive laden outbursts either. I noticed (b)(6),(7)(C) USSC couldn't provide any

specific dates or times when these incidents allegedly occurred yet (b)(6) claimed to keep a journal with them included. Odd (b)(6) would decline to put them in his statement if that was the case.

According to (b)(6),(7)(C) USSC (b)(6),(7)(C) was not truthful about not discussing the situation with other members in the CAG (b)(6),(7)(C) approached me during this investigation and explained that (b)(6),(7)(C) routinely fomented dissent, was extremely disloyal behind my back, and would often disregard direct lawful orders I gave (b)(6) causing a hostile work environment in the CAG. I didn't use the "f" word in the manner described (b)(6) often did. I didn't use profanity like that when I asked for the agenda to Barksdale either (b)(6) self admits that (b)(6) coordinated the agenda through the front office four days earlier and had it ready yet refused to send it to me at my lawful request when I asked to see it. I never told anyone they couldn't talk to or work with the front office but I specifically said that when doing so keep me in the loop and include me on all written correspondence. (b)(6),(7)(C) USSC was routinely disrespectful and (b)(6) own statement outlines specific events where there were concerted activities done behind my back intentionally that undermined my authority and position. Additionally, in the one incident (b)(6) describes where I asked (b)(6) if "this was funny" (b)(6) just mocked me and refused to be counseled on the incident. I was pretty annoyed at that. What military does (b)(6) serve in where that is okay? I didn't say any of those things either. I did bring (b)(6) into the hall for a quick conversation on (b)(6) behavior and left it. Interesting how (b)(6) claims they worked hard to remedy and repair relationships with Legislative Affairs (LA). I work closely with them every day and have since they went to the J8. There were growing pains but this is a very healthy relationship with LA.

I also don't have any concern with (b)(6),(7)(C) USSC going on trips because that is between (b)(6) and Gen Hyten. (b)(6) usually goes on trips with (b)(6),(7)(C) equities. That has no bearing on me doing my job. To be clear, I didn't then, and don't now manifest people on the commander's aircraft but I do check the manifest to see who will travel for accountability once a trip is in execution. My guidance is to use the seats to the maximum extent possible to save money but I don't really care who goes. That is a discussion between me (b)(6),(7)(C) USSC and if necessary, Gen Hyten when it comes to who gets bumped though based on the trip priorities. No General Officer or anyone else was ever bumped off a trip when there was space available – that is ludicrous.

In reference to the 21 April meeting (b)(6) mentions that discussed the transition period in the CAG and building morale. The front office was also going through transitions and they, like the CAG, had a series of inefficiencies and dysfunctions. As one front office collective team it was completely appropriate to discuss the entire range of issues. I didn't then and do not now, forbid anyone to talk to anyone in any office – in fact we do so every day. It is supposed to be one team not two different ones.

I think I adequately addressed the fact that not only do I not insist on traveling everywhere with Gen Hyten, I don't travel everywhere with him, only when I have a very specific role and responsibility. That is a fact supported by actual travel orders and vouchers. (b)(6),(7)(C) USSC was also offered opportunities to travel with Gen Hyten but declined because those trips didn't fit into (b)(6) personal schedule.

As far as staff processes go, CAGs normally do not adhere to strict staff processes. The CJCS CAG doesn't, the other CCMDs don't, and so while there is some level of that required for coordination, by definition CAGs operate outside of routine staffing processes in order to run flatter and faster. That is how CAGs are by design. As a supervisor it is also common to check subordinates work before submission to a four star commander. I didn't micromanage but more often than not, work wasn't checked, and there were some deficiencies, so I did my job and checked it as required.

I noticed (b)(6),(7)(C) USSC mentioned a superb performance report - (b)(6) received one though in hindsight clearly didn't deserve it. (b)(6) also was obsessed with getting one from Gen Hyten and wrote and re-wrote (b)(6) own report no less than ten times. You can verify the number of times (b)(6) went back and forth with J1 on it. This self-serving behavior seemed ingrained in (b)(6). I was concerned about it but understood that some of that is simply a part of the (b)(6),(7)(C) culture. I never threatened (b)(6) or anyone else's evaluation report and no one in the CAG under my leadership has ever received a negative or substandard report. I tended to err on giving them better than they deserved based on the fact that most of them demonstrated the stated potential despite some performance flaws. You can pull every evaluation I ever wrote or signed. There is not one unfair one there. There never was and never will be. I don't threaten people's careers or livelihoods. As far as the statement on preferring upwardly mobile candidates for the CAG, that is common sense and Gen Hyten's specified guidance. I don't need to threaten people as a leader, I have served for 28 years with outstanding results, and until now, nothing but rave reviews as a leader. That is a fact supported by my official military records that both ADM Haney and Gen Hyten reviewed. I was thoroughly and properly vetted for my current position.

- **Exhibit 7 -** (b)(6),(7)(C) USSC **Statement** - I thought we had a mutual respectful working relationship. (b)(6) never mentioned any issues or concerns to me and if (b)(6) did go to MG Karbler why didn't (b)(6) or MG Karbler discuss any issues with me? (b)(6),(7)(C) US was the one who stated that the Legislative Affairs team was terrible and that (b)(6) didn't want them transferred to the (b)(6),(7) reluctantly did so because (b)(6) had no choice - that was ADM Haney's guidance. (b)(6) only took two of the five personnel at Offutt and the two in the DC office to the (b)(6) because of it. (b)(6) also makes an odd statement that I was dismissive of (b)(6),(7)(C) USSC ideas which is odd as I was the one who strongly encouraged (b)(6) to have the discussion with (b)(6),(7)(C) USSC. I went to the meeting because (b)(6),(7)(C) US asked me to serve as top cover for (b)(6),(7) ideas. I valued those ideas and thought for once in this command, (b)(6) ideas brought the (b)(6) organization into an integrated line of effort to achieve the commander's vision. At some point if (b)(6) as a long serving established member of the (b)(6),(7)(C) USSC felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or correct anything (b)(6) didn't like. (b)(6) never did.

- **Exhibit 8 -** (b)(6),(7)(C) USSC **Statement** - (b)(6) gets a lot of the things wrong. (b)(6),(7)(C) USSC was (b)(6),(7)(C) USSC as a junior (b)(6),(7)(C) US peers didn't respect (b)(6). In fact, shortly before I arrived (b)(6),(7)(C) USSC in the (b)(6),(7) and it tore the team apart. I (b)(6),(7)(C) US for two reasons, (b)(6) was the (b)(6),(7)(C) and (b)(6) was disrespectful and disloyal to the organization and the CDR. (b)(6),(7)(C) USSC at all times and when (b)(6) did work (b)(6) averaged about (b)(6),(7)(C) USSC had people believing that (b)(6) was the rock of the (b)(6),(7) but I received a fair amount of feedback from the (b)(6),(7)(C) USSC teams that (b)(6) was unprofessional. (b)(6) (b)(6),(7)(C) US never told me I was the so called (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC (b)(6),(7)(C) despite his role in the (b)(6),(7)(C) USSC was the (b)(6),(7)(C) USSC per the statement above. For the record, (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC received clear credit for (b)(6) work as evidenced by the (b)(6),(7)(C) USSC (b)(6),(7)(C) US routinely thanks me every other month via email for checking up on (b)(6) and (b)(6) well-being as well as supporting (b)(6) in (b)(6) career choices (See email trail provided).

(b)(6),(7)(C) US statements regarding inadequate staff abilities, writing skills, and lack of combat experience are not accurate either. I don't judge people for their combat or lack of combat experience. We have had

appropriate discussions in the CAG about the need to foster a warfighting culture in the command in keeping with the commander's vision and intent, and this is often done through the addition of personnel with combat or operational experience. It was also a frequent level of discussion between members of the CAG who had and did not have experience in this regard. That was healthy to share disparate experiences in a Joint command in order to better understand each other's roles and missions on a warfighting team. I professionally remarked and discussed some shortcomings in developing staff ability and writing skills. Normally CAGs are staffed with experienced staff officers with extensive writing experience. The STRATCOM CAG was staffed until more recently with line officers with little senior staff experience or senior level writing experience. It required a consistent training effort to get team members up to speed quickly. I used the words "big leagues" on several occasions but not in the context described. As a CCMD CAG we are required to serve and produce strategic level quality staff work and we fell short on occasion. I use the term let's act like we belong in order to motivate teammates to try to improve and excel. It wasn't used in a derogatory manner. I also took time to explain that the Army Strategist career field afforded opportunities to serve at these levels earlier on in an officer's career in order to obtain experience necessary for success at this level. There was a culture in STRATCOM that it was okay to accept a lower standard and I thought we needed to seriously adjust that culture and we are doing so, and we are successful in doing so, little by little.

As far as swearing (b)(6),(7)(C) takes the crown and everything (b)(6) leveled at me could be said of (b)(6) and then some. I did swear back then as I admitted, was counseled for and corrected. I wonder why (b)(6) didn't provide any of the unprofessional emails I allegedly sent (b)(6) also states that there was a clear improvement in the command climate yet throws shade on me for the previous command climate issues. Did it ever occur to anyone that re-building a team takes time, adjustments to personnel, processes, and hard work? I accept full responsibility for all the CAG team does or fails to do and I accept blame for past issues but it is also pretty clear who led the change to the positive direction - it was a team effort.

- **Exhibit 9** - (b)(6),(7)(C) USSC Statement - (b)(6) and a number of others talk about interruptions. For the record, I rarely interrupt and almost never speak in any of the senior staff forums unless prompted to by the commander or to provide usually an alternative view for consideration. (b)(6) also stated these have become more frequent yet cited no examples. We have had a good working relationship so (b)(6) thoughts on this are news to me. At some point if (b)(6),(7)(C) USSC felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or correct anything (b)(6) didn't like. (b)(6) never did.

- **Exhibit 10** - (b)(6),(7)(C) USSC - In short (b)(6) has a serious ax to grind with me as is evident in (b)(6) very opinion driven prescriptive statement which was also based mostly on hearsay. (b)(6) also seemed keen to help in fomenting issues in the CAG. I was hired to be the CAG Director in May 2016 and had no idea (b)(6),(7)(C) USSC working in the CAG. That was ADM Haney's decision and when the (b)(6),(7)(C) USSC explained what (b)(6) role was it was baffling to me. It was baffling to everyone but ADM Haney but I did what I could to make an odd arrangement work. (b)(6),(7)(C) USSC typically do not work in a CAG as part of it, they work for the Commander or Chief of Staff and have (b)(6),(7)(C) USSC roles and responsibilities were never fully defined or understood within the command. (b)(6) showed up in the CAG office space expecting (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC constantly tried to insert (b)(6),(7) into every meeting with the senior staff and the CDR. (b)(6),(7)(C) USSC me and ADM Haney everywhere. It was a truly (b)(6),(7)(C) USSC also tried to get into very sensitive planning and

policy meetings (b)(6),(7)(C) USSC Even though (b)(6),(7)(C) USSC consistently attempted to work around me and undermine me with my subordinates. Despite (b)(6),(7)(C) USSC was also incapable of producing (b)(6) own STRATCOM standard staff work - (b)(6),(7)(C) USSC and others which they resented. (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC Gen Hyten let (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC In my view, (b)(6) also didn't produce anything useful or actionable for the command. I was the main person recommending (b)(6),(7)(C) USSC Throughout (b)(6),(7)(C) (b)(6), here (b)(6) produced (b)(6),(7)(C) USSC that were interesting and somewhat value added but we could have had (b)(6),(7)(C) USSC

(b)(6) also fomented discontent with the other CCMDs when (b)(6) tried to go visit each of them and demanded high level meetings with senior leaders there. I would routinely get calls and concerned emails about the purpose and value of the trip. I tried my best to explain what ADM Haney wanted to get out of (b)(6) and those visits but I wasn't real successful. After (b)(6),(7)(C) USSC routinely came unauthorized into the CAG work space to gossip and stir things up. (b)(6) visits to STRATCOM on (b)(6),(7)(C) business were still somewhat routine but (b)(6) finally accepted a new position working with (b)(6),(7)(C) USSC won't be at STRATCOM as often to stir things up.

(b)(6) statement is highly embellished and (b)(6) admits to having CAG members confide in (b)(6) attempting to supplant and circumvent my role and authority as the Director of the CAG. (b)(6) gets both the facts and context wrong in (b)(6) examples. I did ask (b)(6),(7)(C) USSC if (b)(6) was in kindergarten after a joke (b)(6) made that was funny. It wasn't belittling nor was it in a tirade. I never made a comment to (b)(6),(7)(C) USSC that (b)(6) didn't go to a Tier 1 school. I cannot remember what school (b)(6) went to but going to a Tier 1 school is irrelevant, the ability to do the work is important. I did use several of the swear words (b)(6) mentions but did not refer to J-Dirs or senior people as (b)(6) outlines. I used that word in an entirely different context and infrequently. I stopped using those words many months ago.

About (b)(6) accusations of being suspicious and threatening - these are categorically false. (b)(6) also has no idea what (b)(6) is talking about. I have never made any threat to anyone here ever about ruining anyone's career. I also don't have any leverage or ability to do that. (b)(6) allegations that I was rude to (b)(6) are completely off the mark. (b)(6) very aggressively approached me on numerous occasions about how much value added (b)(6) was and that the (b)(6),(7)(C) USSC was completely reasonable and that I simply was incapable of understanding (b)(6) true value. I thought it was totally inappropriate to have those discussions in public and shut them down. I didn't include (b)(6) in a lot of the CAG work because most of it was action officer level and (b)(6) ability to contribute to the grind work was minimal based on (b)(6) unwillingness to produce decision level staff products on (b)(6) own. Involving (b)(6) more would have placed an undue burden on the AO who would end up doing most of the work for (b)(6) I tried many times to get (b)(6) out of the CAG (both (b)(6),(7)(C) and MG Karbler can confirm this) and into a more appropriate location working directly for the Chief of Staff or (b)(6) in order to get some (b)(6),(7)(C) USSC STRATCOM but to no avail. No one wanted to deal with this added requirement to manage an (b)(6),(7)(C) USSC At some point if you are a (b)(6),(7)(C) USSC to the CDR and felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or try to correct anything (b)(6) didn't like. (b)(6) never did.

- Exhibit 11 - (b)(6),(7)(C) USSC statement is odd. (b)(6) talks about a public shaming in Australia which didn't happen that way. The Aide (b)(6),(7)(C) USSC was upset and was planning to

make a bad decision. (b)(6) came to me and I said let's reverse course. There was no shaming and if anything it was the (b)(6),(7) behavior that was slightly out of line in the environment. My point was we would discuss it off line later and not in that setting. (b)(6),(7)(C) USSC and I had a good relationship as evidenced by the note (b)(6) provide on his departure (included here). (b)(6),(7)(C) USSC also does not mention any other specific issues but offers hearsay and opinion not facts. Our relationship is serviceable but not always smooth. There were hurt feelings when the (b)(6),(7)(C) USSC and back to the CAG where they were originally. ADM Haney moved them out before because the CAG was dysfunctional before I got here and the (b)(6),(7)(C) was the stronger entity back then. When the CAG started performing ADM Haney transferred them back from (b)(6) to the CAG. Gen Hyten made clear that the distinction in roles between his (b)(6),(7)(C) and the CAG was that the CAG formulated the message and (b)(6),(7)(C) USSC Perfect balance but (b)(6) has a bad habit of doing their own thing and not integrating efforts. It took over a year for them to produce a simple strategy and they are still working on an integrated plan. I consider us equals but they have this victim mentality. As a result they constantly seek the spotlight by producing separate products outside of the staff standard that are not fully integrated into the rest of the staff's efforts. They feel like if they have their own they will be viewed as adding more value vice following the CDR's guidance on integrating. That drives a lot of (b)(6) comments on taking credit for other people's work - I don't and the CAG doesn't. More than one J-Dir, including (b)(6) has a struggle getting out of their stovepipes and into a realm of selfless integration. I have tried hard to improve the relationship but (b)(6) has an undisciplined approach that is hard to work with. I try very hard to include (b)(6) on emails and events (b)(6) isn't included on but (b)(6) doesn't always reciprocate. At some point if (b)(6) as a (b)(6),(7)(C) USSC felt a peer was unprofessional (b)(6) had a professional obligation to say something or correct anything (b)(6) didn't like. (b)(6) never did.

- Exhibit 12 - (b)(6),(7)(C) USSC - This statement is truly bizarre. I have no idea how (b)(6) is even relevant to this investigation. MG Karbler mentioned he saw (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC and they discussed that we knew each other. I don't see how (b)(6) is relevant in any way yet the IO used this statement to substantiate a finding not based on any facts. I didn't know (b)(6) very well and what I did know was friendly. I first was introduced to (b)(6) electronically by a Division Chief in the (b)(6),(7)(C) who pointed me to (b)(6) to ascertain where I would work in the directorate. I never worked for (b)(6). (b)(6) did try to get to know me and we had two phone calls in late (b)(6),(7)(C) USSC claims I was a new strategist passed over for promotion to COL and that I should have known about the Strategist COL requirements before making a branch transfer but (b)(6) gets all of the facts wrong as well as what we discussed. (b)(6) admits incomplete recollections but I think (b)(6) has me mixed up with someone else. The fact of the matter is prior to arriving in the (b)(6),(7)(C) I was originally passed over on my primary look for promotion to COL which was odd considering I was promoted previously below the zone, ranked as #5 of 26 and #1 of 26 in BN Command both verifiable in my official file. I didn't transfer to the Strategist career field because I couldn't cut it in my basic branch, the facts were the opposite. Therefore, because being passed over was an anomaly that was inexplicable, the Chief of Staff of the Army, GEN Odierno, directed the G1 of the Army to look into it which resulted in the Department of the Army IG (DAIG) looking into it. The DAIG uncovered issues with the branch transfer and a LTG and two MGs (one was the Commanding General of Army Human Resources Command) admitted mistakes were made. That outcome was used to make a case to the Army Board for Correction of Military Records (ABCMR) which resulted in a unanimous decision by that board to direct a special promotion board where I was selected for promotion to COL with a retroactive date of rank and seven months back pay. Additionally, the Army rebuilt my entire Official Military Performance File (OMPF) correcting the error and GEN Odierno personally apologized to me in a meeting in his office at the Pentagon in April 2015. Both ADM Haney and Gen Hyten were fully aware of my path here and have seen my highly competitive file. Since (b)(6),(7)(C)

(b)(6),(7)(C) U and I never really served together the notion that I had a bad reputation with the people I worked with doesn't have a lot of merit. I had a very good reputation which was why so many senior leaders including 12 GOs, 5 SES, 25 peers, and 35 subordinates supported me through this two year ordeal and almost all of them came to my promotion ceremony. Many are clear supporters to this day. (b)(6),(7) statement is also somewhat false in that (b)(6) says we didn't have contact since (b)(6),(7)(C) USSC (b)(6),(7). In fact we did, we had an (b)(6),(7)(C) USSC office while (b)(6) was on the (b)(6),(7)(C) USSC and (b)(6) discussed (b)(6) own issues with the (b)(6),(7) and explained the GO promotion process to me in great detail and why (b)(6) felt (b)(6) was selected over another (b)(6),(7)(C) on that board. Very strange statement from someone who I never actually worked with or for. (b)(6) departed the (b)(6),(7) as I was arriving. The conversations we had were via email and phone before I even came to work there. The idea that I would walk by (b)(6),(7)(C) USSC without acknowledging (b)(6) is also just off base. I am rather sure had I seen (b)(6) I surely would have acknowledged and talked to (b)(6). This is just bizarre.

- Exhibit 13 - (b)(6),(7)(C) USSC - I remember the incidents (b)(6) stated here very differently. I never said anything like "that brief was a piece of shit!" I specifically said I didn't understand why they didn't use a Mission Analysis brief IAW standard doctrine. I did apologize if (b)(6) thought there was a misunderstanding. (b)(6) explained (b)(6),(7)(C) worked hard on that but didn't understand the best way to brief the CDR. I explained that was what I was here for and would always be ready to assist get things right in the future. The other incident (b)(6) describes in the CSR never happened that way. (b)(6) team didn't load the briefing slides and (b)(6) officer never got to brief it. I never said anything about that officer as being an embarrassment as an (b)(6),(7)(C) officer and certainly no expletives were used. I do not denigrate people that way. I also did not interrupt anyone while they were having a conversation. What I did say was "why didn't you set the record straight? - you had all the right answers." (b)(6),(7)(C) USSC might want to get (b)(6) hearing checked because (b)(6) account is false. (b)(6) emotions are also extreme for a (b)(6),(7)(C) and (b)(6) actions could be considered toxic and an overreaction. (b)(6),(7)(C) USSC also introduces the fact that BG Bowen, the IO, (b)(6),(7)(C) USSC was involved in one of the incidents (b)(6) mentioned which raises the question of BG Bowen's objectivity in being able to conduct this investigation based on his involvement that predates this investigation. I also find this statement very interesting from a (b)(6),(7)(C) who is very loud, condescending, and who uses profanity in nearly every meeting with the commander in front of senior and junior staff. Just crazy example of the things he accuses me of but also does as a matter of routine on a scale much worse. In the past several weeks of this writing (b)(6) has gone off on rants in the morning Operations and Intelligence Briefing and routinely during Global Lighting using all manner of profanity and hurling accusations. I believed we had a good relationship. At some point if (b)(6) as a (b)(6),(7)(C) USSC (b)(6),(7) felt an O6 was unprofessional (b)(6) had a professional obligation to say something or correct anything (b)(6) didn't like. Other than the incident mentioned (b)(6) never did.

- Exhibit 15 - (b)(6),(7)(C) USSC statement is pretty much hearsay based on (b)(6),(7) discussion with (b)(6),(7)(C) USSC and several others seem to indicate I was unhappy with being in a different hotel than Gen Hyten. To be clear, as a matter of Standard Operating Procedure, especially in a foreign country, travel teams do not split up or stay in different hotels period. Members of the security detail and senior staff do not stay geographically dispersed that is not how professional travel teams work. What I was truly upset about is the entire lack of professionalism and understanding that professional teams do not operate this way, team integrity is required based on security, communications, and the fact that logistics are not realistically feasible without it. I was very annoyed to see that the junior level travel planners ignored the standard and proceeded on a bad path to begin with. I had to personally get involved in fixing this and that was what I wasn't very happy about. In the end it was fixed and the relationship with the Halifax Security Forum developed into a strong one. So strong in fact that if you look at their

website, it is Gen Hyten's face that appears as the star of that 2017 Halifax International Security Forum. That wouldn't have been possible if the relationship wasn't solid.

For the first couple of months I was in STRATCOM I deferred to the (b)(6) to handle those types of travel things. When I saw the level of unprofessionalism and dysfunction I discussed it with the (b)(6) first (b)(6),(7) (b)(6),(7)(C) and then (b)(6),(7)(C) USSC. Clearly people conveniently forgot that I also routinely travelled with ADM Haney and he routinely kicked the (b)(6) off trips where (b) had no role. As a senior leader with significant experience in planning, organizing, and executing the CJCS's (under ADM Mullen) travel I felt it was my duty to explain and train what right looked like. I didn't attempt to take over anything but when it started to adversely impact the commander I stood up and stated we had to clarify roles and responsibilities. Gen Hyten clearly gave guidance on that and as a senior leader I faithfully executed that guidance. I also never imitated or made (b)(6),(7)(C) USSC it just didn't happen that way. What is clear to me is that we have a lot of junior people on the team, most of whom have no understanding of how things should be, they only hear how it used to be before standards were put into place. I also see that military members do not seem to understand how chains of command work. Regardless of service that must be adhered to. I believe Gen Hyten made that clear to all but some chose to willfully disregard that guidance because they didn't want to do it.

As far as the encounter in the Cafeteria with (b)(6),(7)(C) U goes I didn't call (b)(6) over, (b) approached me there and started talking about an upcoming trip. It was neither the time nor place and (b) indicated that I had to clear certain aspects with (b)(6) and (b)(6). At about that time MG Karbler came up and I specifically did tell (b)(6),(7)(C) U that I don't chase after (b)(6),(7)(C) USSC and that they could in fact come to see me anytime they wanted to in order to discuss the trip or anything else on their mind. (b)(6),(7)(C) U was upset over a trivial matter like (b) often is. A serious issue we have with the Personal Security Detail is that it is comprised of comparatively junior personnel and without the numbers of fully credentialed agents usually found at the CCMD or senior Joint four star level. Our team does great work with what they have but they do not have the extensive experience or maturity level of the teams I am used to working with and they require some level of supervision, clear communication, and follow up to ensure they comprehensively plan for a myriad of contingencies. I do not overtly get into their lane but do offer top cover and resources where necessary to make their job easier.

- **Exhibit 16** - (b)(6),(7)(C) USSC - Other than this is pure opinion without any facts I always owe up to the fact, both publicly and privately, if I provide bad guidance or make a mistake. Before I even relay guidance I caveat it as requiring follow up and clarification where necessary. Interesting but inaccurate analysis in (b)(6) last paragraph. At some point if (b)(6),(7)(C) USSC (b)(6),(7)(C) USSC felt a Colonel was unprofessional (b) had a professional obligation to say something or correct anything (b) didn't like. (b)(6) never did.

- **Exhibit 17** - (b)(6),(7)(C) USSC - It is very clear that (b)(6) statement (b)(6),(7)(C) USSC statement, (b)(6),(7)(C) USSC statement, and (b)(6),(7)(C) USSC statements were in essence coordinated with or discussed with each other. (b)(6),(7)(C) USSC is an officer who routinely disrespects me and is adversarial in (b)(6) manner when speaking to me. Additional details are in the transcript of my interview. In (b)(6) statement (b)(6) refers to a 8/16/17 event where I did ask Gen Hyten to quickly sign a helicopter request for USFK as they needed it by the end of the business day in Korea and (b)(6),(7)(C) USSC were gone for the day. It took 30 seconds to sign. Had I been able to wait until the next day I would have. The next day (b)(6),(7)(C) USSC barged into and interrupted a conversation I was having where (b)(6) told me "we don't interrupt Gen Hyten with trivial planning details." (b)(6) had no knowledge of the facts, the context, or why

I did it. I think I know pretty well what the lanes of the road are as I have been here for a while. I was annoyed that (b)(6) rudely interrupted me and that (b)(6) thought it was acceptable to do so. I gave (b)(6) a look but didn't correct (b)(6) on the spot in order to avoid making a scene. Later that day (b)(6) barged into my office to continue the discussion. I took the time to explain why I did what I did based on the context. I verbally counseled (b)(6) about (b)(6) actions but never threatened (b)(6) in anyway. I know what the travel planner's duties are and in this case helped (b)(6) out. Had time been available I would have let (b)(6) do the request.

(b)(6),(7)(C) USS also mentions a PACOM IPR where I blamed PACOM for the lack of a read ahead. Their lead planner and I worked through it and he was the one who basically said they couldn't produce one on time. I let Gen Hyten know it would be coming and there was no blame, simply a statement of fact.

On the 12/31/17 end of day meeting I did go on a self-described Gen Hyten style mini rant about the need for teamwork and inclusion. We struggle mightily with this in the STRATCOM headquarters and it is a recurring theme at the senior level. What I actually said is that it was important to include the CSEL and O6 directors as we are not included to the extent required to successfully do our jobs and provide integrated solutions to problems.. There is no way I said anything like "I can destroy you publicly." Do you think a four star General (Gen Hyten) sitting at the head of the table and the Command's Senior Enlisted Leader (b)(6),(7)(C) USSC or others would let that go? That is a ridiculous accusation and extraordinarily unprofessional.

(b)(6),(7)(C) USS also makes wild accusations in reference to my personal proximity to Gen Hyten and team performance. It is my job to backseat him in the meetings he designates. It isn't a demand. I do not sneak into meetings I am not invited to – there is a fundamental misunderstanding of what my role and responsibility is despite Gen Hyten making that pretty clear on a number of occasions. The same roles and responsibilities exist for my peers on the CJCS' staff and in the CCMDs. For whatever reasons the people in the STRATCOM headquarters just cannot understand this as the norm because apparently it wasn't that way before I got here. (b)(6),(7)(C) USS has no idea what level of communication I have had with Gen Hyten or others concerning travel. I left (b)(6),(7)(C) USS off of emails out of respect for (b)(6),(7)(C) USS wishes where (b)(6) would be the one to provide information to (b)(6),(7)(C) USS. I faithfully honor that request to avoid drama and exacerbating hurt feelings. The fact that (b)(6),(7)(C) USS then forwarded these emails is a clear example of internal dysfunction within the front office thereby exacerbating the issue and painting me as the enemy trying to take (b)(6) job. All are so untrue.

Yes, I raised the issue of access to the hotel Gen Hyten was staying at for AFA in order to do my required job in the communications room for staff work on behalf of Gen Hyten. This was a case where we were in two different hotels across the street from one another. It required floor key access at the Gaylord National which I didn't have and needed. I didn't express any dissatisfaction – we had the better hotel at the Hampton Inn where I was staying. It isn't about comfort or preferences; it is about the mission which most of the front office simply fails to understand time and again. I have never ever asked for anyone to bump someone else for me for a better position in a hotel, a vehicle, or anything else. They just don't get it. The CAG AOs push back when guidance isn't followed as I have instructed them to do. It is always about security, communication, and mission execution, not rank, position, or preferences. I did in fact review logistic arrangements and directed adjustments based solely on those factors IAW with common sense, safety, and the CDR's guidance. I simply would not in any way violate Gen Hyten's trust or confidence for personal gain. As an additional note, before (b)(6),(7)(C) USS

was a candidate for the CAG. I did not select (b)(6) for the CAG for a myriad of reasons including (b)(6),(7)(C) demeanor and lack of professional military bearing.

- **Exhibit 18** - (b)(6),(7)(C) USSC Strange statement from a (b)(6),(7)(C) I really admire. (b)(6) didn't mention the myriad of times where (b)(6) approached me after meetings stating how thankful (b)(6) was I made key points. At some point if (b)(6) as a (b)(6),(7)(C) USSC felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or try to correct anything (b)(6) didn't like. (b)(6) never did.

- **Exhibit 20** - (b)(6),(7)(C) USSC Please see both (b)(6) original and revised email statement. You can see from both that (b)(6),(7)(C) USSC in the CAG though (b)(6) has two strong points, the ability to write personalized speeches for ceremonies and the creative use of multimedia. Despite both (b)(6),(7)(C) USSC is immature and acts more like a (b)(6),(7)(C) USSC In addition to counseling (b)(6) on (b)(6) lack of maturity and unwillingness to actually lead, I counseled (b)(6) on the inappropriate (b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC often fails to pay appropriate attention to details and I do have to check (b)(6) work more frequently than other members of the CAG. (b)(6) own admission that (b)(6) lacked the moral courage to discuss things (b)(6) didn't like to me shows that (b)(6) isn't ready to lead at this level. I discussed some of the above with Gen Hyten and on one trip that I didn't attend asked him to observe (b)(6) performance.

- **Exhibit 22** - (b)(6),(7)(C) USSC statement is categorically false (b)(6) was upset because (b)(6) was properly counseled about (b)(6) performance and temper on at least three occasions. In (b)(6) counseling in this packet (b)(6) admits to having an issue with (b)(6) temper. Additionally, (b)(6) begged to come to the CAG in order to advance (b)(6) career. (b)(6) knew very well (b)(6) was entering a position that required (b)(6) to meet high standards of performance. (b)(6) has been improving steadily and has potential but (b)(6) accusations are based on hurt feelings not facts. (b)(6) is the officer along with (b)(6),(7)(C) USSC most prone to gossip and engage in catty conversations with members of the front office and the public affairs office.

- **Exhibit 24** - (b)(6),(7)(C) USSC statement requires some context. Before I got here the CAG never had a seat at most meetings in the command nor did they play in exercises. Since my arrival the commanders require a CAG representative to attend. I never ask for or demand a close seat, just that I have a seat somewhere. I am always good with being in the back of the room. (b)(6) also claims that she "leaves a trail of bodies in her wake" but doesn't provide any facts or examples. At some point if (b)(6) as a (b)(6),(7)(C) USSC felt a Colonel was unprofessional (b)(6) had a professional obligation to say something or try to correct anything (b)(6) didn't like. (b)(6) never did.

- **Exhibit 25** - (b)(6),(7)(C) USSC - almost nothing in this statement contains any facts, only hearsay and gossip. I have never attacked (b)(6) about (b)(6) job, I asked (b)(6) questions every now and then to understand what (b)(6) did. My interview transcript contains additional details. (b)(6) makes a wild allegation of holding (b)(6),(7)(C) USSC OPR hostage. That never happened and (b)(6) received two highly favorable evaluations while serving with me in the CAG which the J1 can provide for review. Until this investigation I never knew the alleged reason (b)(6),(7)(C) USSC didn't want a (b)(6),(7)(C) USSC never conveyed that to me therefore I couldn't say anything about it one way or another other than I knew

(b)(6),(7)(C) USSC I have also never went up to anyone's desk or touched their paperwork in the Front Office. I go to two spots only, the inbox, and invites, both of which are in my lane and I have always had access to. You will not find my fingerprints near anyone's space in the front office because I have avoided going into that space for over nine months based on the negative atmosphere and what I felt was a hostile environment. I never did any of the things (b)(6) claims I did pertaining to (b)(6),(7)(C) USSC. The only people obsessed with the commander's travel are the members of that Front Office. I know my lanes of responsibility and execute them. (b)(6) allegation that I gave direction to my staff that the Front office was "the enemy" is completely false and I never threatened to ruin anyone's career. This seems to be a recurring theme with identical statements made by bitter personnel who have an agenda who clearly gossiped and coordinated in this attempt to undercut me with the commander and ruin my career. How do any of these folks know what Gen Hyten did or didn't do with respect to addressing these issues or counseling me? I already clearly articulated that he brought matters to my attention and that I corrected them. The fact they several accuse him of doing nothing is appalling and unprofessional.

- **Exhibit 26** - (b)(6),(7)(C) USSC - Not actually a lot of facts here either and (b)(6) actually has no idea what I discuss with the CDR so (b)(6) allegations are pretty far off base. I generally think highly of (b)(6),(7)(C) USSC has a lot of potential and (b)(6) is an exceptionally nice person, but (b)(6) does require some training and development. I wanted (b)(6) in the CAG in order to provide that training and to make (b)(6) a part of a seamless team so there are no single points of failure like we currently have that adds to everyone's stress level. I don't care if (b)(6),(7)(C) USSC is done in the CAG or in the Front office but it really should be normalized and brought under one consolidated team. I proposed that to Gen Hyten but both (b)(6),(7)(C) USSC vehemently argued against it and Gen Hyten went with the status quo as was his prerogative. It was initially a dysfunctional arrangement but it is working well enough now and has been since the CAG assumed the more challenging tasks. We have the manpower, top cover, and experience to get things done. Since the CAG took over the bulk of the planning the quality of every trip greatly improved based on a concerted team effort. (b)(6),(7)(C) USSC and I discussed how to deal with (b)(6),(7)(C) and due to (b)(6) feelings toward me I do not talk to (b)(6) or provide information to (b)(6) unless (b)(6) directly asks, or email (b)(6) based on (b)(6) wishes in order to make (b)(6) feel more secure. I have never done anything to (b)(6) or ever directly said anything negative to (b)(6) but I did express some concern to Gen Hyten about some areas (b)(6) needed to work on but not to the extent (b)(6) thinks. (b)(6) is extremely sensitive but I think (b)(6) fears are misplaced. (b)(6) also does (b)(6),(7)(C) USSC because I am part of the front office and that is and has always been a required part of the job (b)(6) holds. I do not have separate administrative support in my office and the team's paperwork must be consistent.

- **Exhibit 28** - (b)(6),(7)(C) USSC statement is inaccurate and (b)(6) is a very interesting officer who requires a lot more maturity. (b)(6) first paragraph is filled with unspecific allegations and (b)(6) account of what happened in Halifax is blatantly false (see my rebuttal to (b)(6),(7)(C) USSC statement). Every member of the travel team has clear discretion to make decisions in their lane but (b)(6) and others almost always feel they can jump into my lane without having a discussion. I prefer a more disciplined approach while operating at a high level of mission command. We have had so many silly staff fratricides here that having a more disciplined approach with periodic checks and frequent communication eliminate. I already explained what happened with (b)(6) in the cafeteria. (b)(6) assertion with what happened in Hawaii and how I handled it were off base. What I discuss with MG Karbler isn't particularly relevant but suffice it to say it continues to baffle me when we as a team, make some simple mistakes over and over again as if there is no muscle memory for easy tasks.

(b)(6),(7)(C) USS is a talented officer but (b)(6) is also very two faced and sucks up incessantly to Gen Hyten to his face and does a range of things, including denigrating (b)(6),(7)(C) U behind both of their backs. I verbally counseled (b)(6) on this at least three times and (b)(6) has worked on it. I can tear up every paragraph of (b)(6) statement if necessary but part of the problem seems to be that a lot of people just don't know what my roles and responsibilities are. I have asked both the Commander and the Chief of Staff to codify this in our STRATCOM Standard Operating Procedure in writing to eliminate confusion and drama.

One other thing that a former member of the CAG (b)(6),(7)(C) US brought to my attention is that (b)(6),(7)(C) would often come into the CAG and make demands that (b)(6) claims came from Gen Hyten to include (b)(6) as an attendee in very high level meetings. The most recent one brought to my attention is that (b)(6) demanded to be included in an office call with the Secretary of Energy and a highly classified briefing on the Non-responsive (b)(6),(7) don't order (b)(6),(7)(C) U around and (b)(6) attitude was and is often one of entitlement. There is no greater supporter of inclusion into meetings where it makes sense than I am and I have often gone out of my way to have (b)(6) included for professional development, but having an (b)(6) make those demands is out of line. When Gen Hyten wants to add people to a meeting his habit has been to tell me and I arrange for it. I could never conceive of making those types of demands or requests as an O6 much less as an (b)(6) so you can see there are some very deceitful and duplicitous actions among members of the front office staff who feel a sense of entitlement.

(b)(6) recollection of what happened in London during a trip is also inaccurate likely (b)(5),(b)(6),(7)(C) USSC (b)(5),(b)(6),(7)(C) USSC was too new to understand how a professional travel team operates. There is no person on the team who is more willing to haul bags or unload aircraft or do dirty work than I am with the exception of the communications team who do the lion's share of all bag drags for the team. I never ask anyone to do this for me and never expect anyone to do that or to get lunch for me. (b)(6),(7)(C) U offered to get me lunch two times and did which I sincerely appreciated, but (b)(6) lack of attention to detail resulted in some of that food going to waste because there were ingredients on there I explained beforehand I could not eat. Not a big deal though and I never expect (b)(6) to run lunch errands for me and I ensured (b)(6) never did again as I wasn't comfortable with it. Both Gen Hyten and (b)(6),(7)(C) USSC can attest to the fact that I lead from the front in this regard and do not ever seek personal support for myself. The allegation that Gen Hyten, (b)(6),(7)(C) USSC and I have become a "jovial threesome" and that it is "to the point of being awkward and disrespectful to others around them" is just so off base and unprofessional. I cannot even think of any instance where this occurred.

I do not recall any incidents that (b)(6) mentions (b)(6),(7)(C) USSC and I fought verbally about any instance of anything in (b)(6) presence. So we are also clear, I am authorized as part of the front office team, to go into the General's office when he is there and I knock before doing so. I don't need permission from the people who sit outside his door. The fact that (b)(6),(7)(C) U doesn't understand this is a training issue. I have not and do not touch people's desks. There is no confusing or deceitful behavior on my part. I look at what I am authorized to look at and there is no disrespect, rudeness, unprofessional, or invasive behavior on my part. This is ridiculous. I also do not denigrate people and I certainly do not change my opinion based on the commander's. I am one of the only people who tells him what he needs to hear not what he wants to hear (b)(6),(7)(C) USSC statement is an interesting read for a novel but has no factual basis and (b)(6) doesn't offer any specific examples. What it does tell me though is that (b)(6) isn't fully mature enough and (b)(6) understanding of how senior people interact and debate is currently lacking. That will come from experience.

- **Exhibit 29** - (b)(6),(7)(C) USSC I didn't explode at (b)(6) in anger it was the other way around. (b)(6) was stewing the entire trip. It is interesting that (b)(6) accused me of kicking (b)(6),(7)(C) USSC off that flight. I wasn't responsible for travel planning back then, (b)(6) was. (b)(6),(7)(C) USSC to my knowledge was never manifested on the flight. To get him on the flight someone would have to be kicked off though because it was a small G3 aircraft. (b)(6) doesn't have any facts in (b)(6) statements just a lot of hearsay without facts. I already discussed the relationship earlier in this statement. I also don't have any authority to limit access to Gen Hyten or anyone else nor do I attempt to. I try to apply common sense, conserve resources, and ensure that people have clear tasks and purposes for traveling before I make what is only a recommendation on how a trip should be staffed. I don't make the decision on it, that will always be the commander's call and others are always free to make their case and recommendations. Also, I do say "I don't know" more than almost anyone else here and willingly take the blame for mistakes. I don't give Gen Hyten uninformed advice and when I make mistakes I own up to them.

- **Exhibit 32** - (b)(6),(7)(C) USSC routinely comes up to me saying "Fuck. While I am certainly not offended that seems hypocritical. (b)(6) statement is therefore interesting but at least (b)(6) is honest about the fact I haven't used profanity over the past 4-6 months.

- **Exhibit 33** - (b)(6),(7)(C) USSC I felt we had a good relationship but this statement makes some accusations that I find both inaccurate and disturbing. (b)(6) doesn't actually mention any first-hand accounts of my handling of personnel that were a concern. (b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC
(b)(5),(b)(6),(7)(C) USSC As I already mentioned in my rebuttal of (b)(6),(7)(C) USSC statement there is a preoccupation in (b)(6) with getting credit for the work they do and highlighting it. (b)(5),(b)(6),(7)(C) USSC
(b)(5),(b)(6),(7)(C) USSC

- **Exhibit 34** - (b)(6),(7)(C) USSC routinely uses extensive profanity. (b)(6),(7)(C) USSC is ultra-competitive, a one upper, and I never said (b)(6) was incompetent. In fact I said (b)(6) is our best (b)(6),(7)(C) USSC from a technical standpoint. I never said anything about (b)(6) being on the travel team because of the (b)(6),(7)(C) USSC the former (b)(6),(7)(C) USSC said that. I do know (b)(6) almost got fired when the (b)(6),(7)(C) USSC because (b)(6) performed very poorly on a (b)(6),(7)(C) USSC for ADM Haney. I thought (b)(6) just lacked experience in this setting. (b)(6) is a good (b)(6),(7)(C) USSC for two reasons: (b)(6) stated (b)(6) is moving to (b)(6),(7)(C) USSC a former member of the (b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC

9. Summary of Relevant & Material Facts.

a. Overview. The preponderance of the evidence does NOT substantiate the allegations that my leadership style meets the definition of toxic as described in AR 600-100. There is not a hostile work environment within the CAG and hasn't been for many months based on nearly every interview conducted. The fact that almost none of the allegations are in any sort of context with a time when these allegedly occurred also invalidates much of the IO's so called evidence. Conversely, the outstanding performance of the CAG has positively impacted the relationship between the CAG and other offices within the STRATCOM Headquarters and with the components.

1. The preponderance of the evidence does not support the allegation that I bullied some of my subordinates in the CAG or people outside of the CAG that are of lower military rank than me. The evidence clearly indicates that I was bullied and that there was a concerted effort to diminish my dignity,

position, and status by undermining my rank, authority, and position through the use of spreading rumors, social isolation, and attacking me verbally. I do not use demeaning or disrespectful communication with the J-Dirs and if they felt I did, they had a moral obligation and duty to correct it based on their rank and position just as I do with my subordinates. Failure to do so was dereliction of duty.

2. Morale in the CAG was bad when I took over and remained bad through the rebuilding of the CAG and the transition of personnel. The evidence is clear that morale and performance of the CAG has greatly improved and is supporting the commander and the headquarters at a high level. There is no evidence that I "left a trail of bodies in my wake" achieving those results. In fact the opposite is true. Every single member who served under my leadership in the CAG except for (b)(6),(7)(C) USSC have gone on to career enhancing positions in the military. The ones I actually hired have all been selected for the following: ILE, SSC, promotion, and command. Every single one of them has come out of the experience stronger and a better officer with strong evaluations easily verifiable by the J1.

3. I categorically deny any bullying or treating people in a demeaning way and I treat everyone with dignity and respect. I adhere to the leadership attributes in AR 600-100: character, presence, and intellect. Furthermore, I also adhere to the competencies in AR 600-100: leads, develops, and achieves. This investigation is beyond just a fishing expedition, it is a total attempt at a character assassination based on differences in opinion, hurt feelings based on commander decisions resulting in a perceived loss of power and position, and a fundamental difference in Service cultures. The preponderance of the evidence supports this conclusion and had the IO conducted a proper balanced investigation that was required of him, the conclusions I offered would have been reinforced.

b. Hostile Work Environment in the CAG. The ten current and past CAG officers/Deputy Directors interviewed who indicated a hostile work environment did not produce any facts in their statements but rather relied on hearsay, gossip, and perceptions clearly open to interpretation. The few examples they used were also clearly out of context. The command climate in the CAG is not "bi-polar and toxic" or "hostile and toxic." I do not demean people, use vulgar language, or bully anyone. I previously used profanity but it was never aimed at anyone but often used as an adjective about a situation not a person or persons. I also stopped swearing long ago but the members who made those statements used vulgar or profane language more frequently than I did, and they were also counseled for it. Some clearly have an ax to grind based on their performance and their counseling indicates this. These particular witnesses were not really asked to provide any positive examples either – the questions were narrowly scoped to elicit negative responses. None of these officers ever brought any of their concerns to me, a fact reinforced in the written counseling's provided. One even admits to lacking the moral courage to engage on issues. If they felt this way their duty required them to address it at the lowest level at the time of the perceived offense, not many months after the fact.

c. The four remaining witnesses who had positive things to say reinforce my argument at every turn. They were all witnesses to the same events cited and yet saw these events in very different lights. The fact the IO was deliberately trying to elicit negative responses from them also is evident in their responses.

d. I acknowledged that I was verbally counseled about profanity, not vulgarity, and I stopped using profanity well over three to four months ago. I immediately corrected the behavior as required. The witnesses who indicated I still use bad language don't actually tie this to any time frame and offer no evidence that I continue to use any level of profanity. I do not. Their perceptions are in line with the MIT study I provided where these witnesses have exhibited the trait of labeling my behavior and refuse to accept or see real change that occurred. I do not use common profanity anymore and I do not publicly berate or backstab anyone and there is no evidence or examples offered where I did. My leadership style is tough but exceedingly fair. I do adhere to high standards and expect others to aspire to achieve them.

We all fall short sometime but the key is to keep trying. My leadership style is not outrageous or inappropriate nor is it caustic, toxic or narcissistic. These are opinions and allegations that are not supported by any facts. The officer who made the statement about "this is some of the worst leadership I have seen in my (b)(4) years of active duty" provided a radically revised statement indicating that my leadership style is overwhelmingly positive and "brilliant." There was a negative work environment in the CAG when I got here and that continued for a period of time through the rebuilding process which, by definition, requires fundamental change that many officers struggled with from a cultural perspective.

e. Bullying by Me. There is categorically no evidence presented that supports the IO's finding in this regard. Conversely, had he done a balanced investigation he would have ascertained that I was more likely the victim of bullying than the one doing the bullying. The preponderance of the evidence does not substantiate the allegation that I engaged in bullying. The evidence I offered, which is easily corroborated, supports my position in this regard.

f. Toxic Leadership. There is no factual evidence that supports the IO's conclusion where he concluded that I was an insensitive driven achiever or a toxic self-centered abuser. Although I am energetic and want unit accomplishment I require no attendant recognition. Recognition properly goes to those subordinates who do the hard work that leads to success. I can take no credit for that and don't. While I am also goal oriented and boss focused (the CAG must be by its very existence) I focus on long term enduring results that the evidence clearly supports. I am not arrogant, abusive, intemperate, distrusting, or irascible. I get annoyed and frustrated sometimes like everyone else but it is not beyond the bounds of proper and acceptable behavior. I do not micro manage, there is no stronger proponent in this command for using mission command and it's requisite freedom of initiative than me, and you can clearly see that I am burdened by a very high degree of introspection based on the study I sent and willingness to immediately adjust both my leadership style and approach based on the verbal counseling I received.

(1) Analysis of destructive leadership attributes.

- Need for unit accomplishment and its attendant recognition: the so called contradictory evidence the IO obtained isn't evidence at all. I have never taken credit for anyone's work or their original thinking. They offered no examples where I have taken credit for the original thinking of others by stripping their names off emails and sending ideas to the commander as if they were my own. It does not happen. As a supervisor I have rightly on occasion packaged multiple inputs from subordinates for four star level packages and acknowledged their work and included them on the emails I sent to the commander. The evidence does not support the conclusion that nothing from the CAG was allowed to be sent directly to the front office without my prior approval. In fact the opposite is supported in the statements where I fully encouraged direct coordination with the front office but requested that I be included on that correspondence for situational awareness to avoid drama and staff fratricide. The evidence supporting my position can also be found on a myriad of email you can pull from the server where many items were sent directly to Gen Hyten and the front office staff directly.

- I do not believe during my early tenure in the CAG that we achieved spectacular short term results in the CAG, rather we tried to build a CAG that looked toward long term enduring results. If the IO had bothered to attempt a fair and balanced investigation this would more clearly come out. The performance of the CAG prior to my term as Director was well known to be dysfunctional and close to incompetent. That can easily be confirmed by ADM Haney, the former STRATCOM Commander.

- We do not operate in a frenzied micromanaged climate for a CAG. This is the most relaxed CAG I have seen in my 28 year career. There are no requirements for products on unrealistic timelines and that is a good thing. There is no threatening but timelines should be met IAW STRATCOM standards. I also do not accuse subordinates of slacking off when I am on travel that is clearly not the

case. I have joked, like everyone else does, about this but there is no validity to this claim. I don't micromanage anything but when I do see areas that require closer attention I rightly focus on them. I am not obsessed with the commander's travel but clearly the evidence indicates that many others are. The preponderance of the evidence does not support the allegation that I fostered a frenzied micromanaged climate. The evidence supports the opposite.

- As to the finding that I am inattentive to the morale of the organization that is utterly false, the evidence outlined in counseling and in the statements from CAG members indicate that I pay a very high level of attention to the morale of the organization and made major improvements immediately upon learning there were issues.

- The finding that I am arrogant is not supported by the facts and is an extremely hurtful accusation for someone who consistently displays a high level of humility and selfless service. There is overwhelming evidence to support my position on this. I am confident but I am not arrogant.

- The allegations of abusive behavior are also false as described and I have never personally attacked anyone or verbally demeaned them or attacked their shortcomings. The statements offer no specific times or places where this occurred but rather offer random comments that I didn't say.

- There is also no actual evidence of being intemperate but there is an absence of specific examples provided in the statements. If I had acted this way in front of senior leaders why wasn't this corrected?

- The allegations of distrust also have no evidence to support this claim rather there is ample evidence to indicate that I have a high degree of trust in subordinates although based on this investigation there are areas where that trust was misplaced and indications that a number of subordinates didn't always deserve that trust.

- The claim that I am irascible is not accurate. I do get annoyed and frustrated but not to the level claimed. I often do use sarcasm and jokes as a way to express this but not in an overly harsh or demeaning way. The allegations the IO uses are not supported by facts with specifics.

- I am clearly burdened by introspection as I suspect most caring leaders are. If I wasn't I would have ignored the counseling I received and wouldn't have adjusted my approach. I pretty much offered appropriate counter evidence to every one of these allegations and findings. The IO's analysis doesn't hold up under scrutiny.

- Summary - based on the more comprehensive evidence I provided vice the narrowly scoped so called evidence obtained throughout the course of the investigation, I do not exhibit elements of the above attributes and I do not meet the definition and am not a toxic self-centered abuser or an insensitive driven achiever.

g. CAG Interactions with J-Dirs and other offices.

(1). **J-Dirs.** The statements by the J-Dirs do not contain verifiable facts. In fact the opposite is true, most of these statements do not provide any specific places or times where I allegedly interrupted them. If they felt my actions were wrong or inappropriate they were required by duty and position to make corrections in public or private. The fact not one of them did so indicated they did not possess the moral courage required of their positions and indicates that they also were not fulfilling their duty to the command or commander by bringing this to his attention as an issue when this allegedly occurred. They basically admitted to abrogating their responsibility in this regard.

(2) **Front Office.** Clearly friction exists as there is unanimous agreement on that. The facts however are clearly in dispute. Where I offer specific examples of the issues and the preponderance of the evidence supports these facts, the wrongful allegations against me are not supported by specific dates or times and are clearly open to interpretation. Everyone has a role in this. The fact that the commander's own personal staff blames him is also very troubling and disconcerting. There is clear evidence by the tone and tenor in their statements as well as the absence of substantive facts, that several of his personal staff lack maturity and are prone to believing gossip and hearsay as well as prone to embellishment.

(3) **Positive impacts on CAG operations.** I stated I was responsible for everything the CAG does and what it fails to do. There is strong evidence that this once failing CAG is now a highly functioning organization with talented teammates who go above and beyond to support the commander. The notion this was accomplished despite of me instead of because of me is incredibly disrespectful, hurtful, and not fact based. Everyone is entitled to their opinion but I am sticking with the facts which overwhelmingly indicate this is a high performing organization that has been on the upswing since May 2016.

h. Summary and concerns. The evidence of any wrongdoing or toxic leadership on my part is far from convincing – the opposite is true. The reach in attempting to get evidence from a (b)(6),(7)(C) USSC officer I barely knew is so far out of bounds for this investigation that it is reprehensible and extremely hurtful. The facts do not support the IOs conclusions and that (b)(6),(7)(C) USSC officer's credibility on these claims was obliterated by the facts. I may not have been the most self-aware officer but I am diligently working towards becoming one now. I sent that MIT Sloan Management article to not only my subordinates, but the senior leaders in the command, and the Design Team for the specific intent of study and introspection which is linked to an assigned project from the Chief of Staff. The attempt to attribute this to some set of intimidation means that someone either didn't actually read the article, misunderstood it, or feels pretty insecure because they may resemble the toxic subordinate characteristics outlined in it. Clearly we are all to blame here. We can go on scape goading one Army colonel or we can all take a really hard look in the mirror as a team. There are concerns on all sides up and down the chain of command.

10. Findings. After close analysis of this case the preponderance of the evidence establishes the following:

a. The IO's investigation does not support the allegation that I fostered a hostile work environment but supports the fact that I made every effort to improve the environment.

b. There is no substantive evidence that I bullied anyone junior to me in the CAG or any other offices. There is clear evidence that points to the fact that this was in fact a fishing expedition and that I have been mistreated.

c. I do not display the attributes of a toxic leader nor do I have a destructive leadership style IAW AR 600-100 and I am not in violation of SI 400-06. The evidence is not in any way conclusive or fact based. My leadership style clearly turned the CAG into a high performance organization along with many other teammate's contributions.

d. The working environment within the CAG and my behavior have not had a negative effect on the CAG's ability to effectively work with other J-Dirs and Headquarters J-0 elements. That can be attributed to: less than optimal work performance and integration during a period of a changing culture, levels of immaturity by junior personnel, as well as any substantive disagreements surrounding roles and responsibilities.

e. The positive support to the command and the commander came about because of hard work and was not at great expense to the CAG working environment which has never been better. It is better because people are treated well.

f. The IO did not use a fair or balanced approach in his investigation but rather used open ended questions that elicited opinions not facts. In other words, a fishing expedition. These negative statements and opinions were not substantiated by facts.

11. Conclusion. The sworn statements used by the IO indicate that a significant number of subordinates implicated the senior leadership within STRATCOM. This includes Gen Hyten, (b)(6),(7)(C) USSC and MG Karbler who are accused by a number of subordinates, including general and flag officers and members of the Senior Executive Service, of: dereliction of duty to correct problems, complicity, undue familiar relationships, and a range of other smaller issues. If the IO found these sworn statements were credible to base his findings about me then they must be deemed credible for further investigation by the Department of Defense Inspector General into the conduct of the commander, the chief of staff, the (b)(6),(7)(C) USSC and the senior accusing officers themselves. On the other hand, if we all just take a step back, use common sense, and talk about the issues, conduct follow on training, and implement clear guidance on roles and responsibilities into a Standard Operating procedure, we can move forward without anyone else's lives being ruined by unnecessary allegations and fishing expeditions. I have already been held accountable for my actions and my career, reputation, and life seriously damaged by these baseless allegations. Others must also be held accountable as well where applicable IAW AR 600-100, the Uniformed Code of Military Justice, and SI 400-06.

11. POC is the undersigned at (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Encl:

A - Europe Trip Reports Comments

B - (b)(6),(7)(C) USSC Emails

C - (b)(6),(7)(C) USSC Thank You Note

D - (b)(6),(7)(C) USSC Revised Email Statement

Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Subject:

FW: Trip Report--taskers Europe Jul 2017

From: Hyten, John E Gen USAF STRATCOM JOCC (US)

Sent: Sunday, July 23, 2017 11:30 AM

To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US) (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Cc: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: RE: Trip Report--taskers Europe Jul 2017

Team

Some comments from my perspective. I believe it was a very successful trip but the comments Kathy made are valid. Three points of emphasis to confirm some of what she saw. (1) The schedule in Paris was really bad. The Vice CHOD even told me one-on-one that they usually don't meet that early. A very unusual thing for a Frenchman to say to a visiting guest. Clearly delivering his displeasure. The medal presentation was then quite awkward because it was done at an odd hour. He also told me that they usually didn't perform them that early. My desire (which I thought would have been clear) was.... I very much appreciate the honor. Then...when would they like to do the ceremony?...and then, we will work our schedule around theirs. But they clearly were forced into a schedule they didn't like, which made the subsequent discussions, although productive, actually quite awkward. I don't know if this was driven by the embassy or us...but either way, that is not the way I like to leave an impressionand it was the impression they will always have of me. I worked hard to turn this around and believe I had some success, but it was still not good. (2) (b)(6),(7)(C) USSC and I are a team. We must be treated like a team, and (b) was clearly an afterthought. This is one area where we have to push to make sure (b) is treated as one of my most trusted advisors. Many of our allies won't get that so we have to push it carefully. Again, I don't know who pushed this but it was very wrong. (3) (b)(6) USSC An area where we have to be careful but (b)(6) USSC (b)(6) First as the senior military (b)(6) USSC Normally this only applies to unit visits of our forces. Second (b)(6) USSC When we have international visitors (or the Chairman, etc) and they (b)(6) USSC them and works to build relationships for the future. We have to allow (b)(6) USSC My peers don't seem to have any trouble with these (b)(6) USSC but we struggle with it constantly. I don't know if this is because (b)(6) USSC while ADM Haney was in command and therefore unable to fulfill the team role (b)(6) USSC but our command in general does not seem to understand the role of a COCOM (b)(6),(7)(C) I realize if it is not one of these official roles (b)(6),(7)(C) USSC but official roles should be well understood and worked as part of our strategic approach to travel.

Finally, in general, I appreciate the tremendous work that goes into a trip like this. And we did very well. But I want to come across is a grateful ally and partner and not demanding. (b)(5) USSC

(b)(5) USSC

Don't take this criticism wrong...it is meant to be constructive. Thanks again...it was a good trip. But we can do better.

John Hyten

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Wednesday, July 19, 2017 2:01 PM

To: (b)(6),(7)(C) USSC Hyten, John E Gen USAF STRATCOM JOCC (US)

Cc: (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

Subject: RE: Trip Report--taskers Europe Jul 2017

Sir,

I would like to make a few important points.

1. My notes agree with the tasks as you outlined and you likely captured a few more than I did based on attending a couple of more events.
2. I disagree with a couple of key items specifically: "Outstanding trip from all aspects." And if this was the "Best European trip results within the last 5 years at USSTRATCOM" the bar may have been set pretty low. We will conduct a formal O6 level AAR but several items that require significant improvements as a team are as follows:
 - a. (b)(5),(b)(6) USSC
 - b. After talks with my counterparts in both France and the UK they felt we (STRATCOM) pushed our agenda on them in terms of timelines, uniforms, etc. The French don't work at 0700 and yet we crammed a lot in that was not conducive to their battle rhythm. UK less so but they consistently asked why we were all dressed up crawling on a boat thus making them crawl on boats in white shirts. That must be a total team effort to avoid these things in the future. (b)(5) USSC
 - c. (b)(5),(b)(6) USSC
 - d. (b)(6) USSC agenda: (b)(6) USSC
stops to make this minimally meaningful in accomplishing objectives (b)(5),(b)(6) USSC
(b)(5),(b)(6) USSC
 - e. The pacing of the trip was ridiculous on the front end – we literally worked the equivalent of two days in one at Brest and I explained before we have to have some common sense – more is not better. Substance is better – a lot of fluff there. didn't see a whole lot of value with the two additional RDMLs and their strap hangers either. This split the team and caused an undue logistical burden on us.
 - f. I would really like the (b)(6) US to work the substantive TPs and RAH further in advance –for example it should be half completed for the PACOM trip already and loaded for all concerned to read and access at least 72 hours prior to the trip. In this case it was completed less than 11 hours before takeoff and most members of the team scrambled to read it on the plane as did the CC.
3. I would be careful about the extensive use of adjectives as that is a characterization that is hard to measure and all of us see it differently – better to state the facts. Gen Hyten ended up walking some of the same ground ADM Haney did and I think that while this was successful it wasn't as successful or beneficial as it could have

- been. We have to get further out in front of developing solid objectives, ascertaining what our allies actually want to achieve, and then push forward to get an outcome that furthers what we collectively do together.
4. Next UK engagement should be in the United States and we should host them here for some substantive events beyond exercise participation.
 5. Will get you a final version of the planner AAR that outlines what worked well and what requires improvement after we complete it. We spent close to \$1 million of the tax payers dollars on this trip – I feel it might have been worth a third of that in terms of real progress.

Thanks for the opportunity to review. The team that annotates everything as the best ever refuses to objectively look at what it takes to always keep climbing in search of advancing and trying to get better. Solid trip not spectacular.

Vr

Kathy

From: (b)(6),(7)(C) USSC

Sent: Wednesday, July 19, 2017 9:25 AM

To: Hyten, John E Gen USAF STRATCOM J0CC (US)

Cc: (b)(6),(7)(C) USSC

Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US);

(b)(6),(7)(C) USSC

Subject: Trip Report--taskers Europe Jul 2017

Sir, attached is my trip report for the last 10+ days in Europe. Request your review with emphasis on the last pages, 6-8, where I have consolidated all of the staff taskers. I want to make sure I captured these accurately with your intent for action before I send this out to the J-Dirs, the JS and OSD-P (NMD/Space). I have marked the document [REDACTED] primarily due to the sensitive nature of some of our engagements. [REDACTED] II

FYI, I have already had a session with OSD-P (NMD) and will see the JS later today to discuss much of what is in here.

Standing by.

(b)(6),(7)(C) USSC

Content under above blacked out area is unknown. This was the condition of the document when the FOIA office received it. (Note inserted by J006/FOIA)

From: (b)(6),(7)(C) USSC
To: Speltzger, Kathryn A COL USARMY STRATCOM 1004 (US)
Subject: RE: Follow Up
Date: Tuesday, February 13, 2018 3:57:19 AM

Hi ma'am. First, I want to thank you for everything, and especially for asking me these questions directly. I have a boatload of work to do but I can't focus on it right now with this on my mind.

(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)

Sent: Monday, 12 February, 2018 23:11

To: (b)(6),(7)(C) USSC

Subject: Follow Up

(b)(6),(7)(C)

Just checking in to see how the pacing is going for you now? You are on short final. Is everything still well with your family? Do you need anything.

Something came to my attention recently. (b)(6),(b)(7)(C) USSC

(b)(6),(b)(7)(C) USSC

Hopefully you are still doing well.

Vr COL S

From: (b)(6),(7)(C) USSC
To: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: RE: Health check
Date: Monday, January 22, 2018 6:51:51 AM

Hi ma'am - I can't tell you how awesome (b)(6),(b)(7)(C) USSC
this (b)(6),(b)(7)(C) USSC
came back off leave - which was a whirlwind and I apologize for not checking
in better. Everything was good at home but the work was just sitting in a
pile on my desk and I was off (b)(6),(7)(C) USSC Totally abandoned
by my teammates... (b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC I gave up and moved the office's coffee pot to my desk
to cut out the middleman.

(b)(6),(b)(7)(C) USSC

(b)(6),(b)(7)(C) USSC

(b)(6),(b)(7)(C) USSC

If I could go into a time machine I think I would have asked branch to keep me
there a year, but then again I don't know if we'd ever make it to (b)(6),(b)(7)(C)
so it's a gift horse in a sense, no going back. It does get scary though,
time is ticking in terms of what you want to do and where you want to go. How
does it happen so fast? I hope all is well with you and the team and look
forward to seeing all of you in person in a few weeks. We may have to duck
out for a coffee or a beer so I can give you the full report.

(b)(6),(7)(C) USSC

-----Original Message-----

From: Spletstoser, Kathryn A COL USARMY STRATCOM J004 (US)
Sent: Monday, January 22, 2018 2:50 AM
To: (b)(6),(7)(C) USSC
(b)(6),(7)(C) USSC
Subject: Health check

(b)(6),(7)(C)

How are things going? How was your leave? (b)(6),(7)(C) USSC
(b)(6),(7)(C) When do you return?

Let me know if you need anything.

Hope you are well.

Vr

Kathy

(b)(6),(7)(C) USSC

12 June 19

COL SPLETOSER -

MA'AM, IT HAS BEEN AN ABSOLUTE PLEASURE
TO WORK ; TRAVEL WITH YOU. THANKS FOR
WATCHING MY BACK AND BEING THE VOICE
OF REASON AMID THE FOG ; FRICTION OF
GO TRAVEL. YOU'VE BEEN AN INCREDIBLE
WINGMAN AND FRIEND - KEEP WORKING ON THAT
OFFUTT ESCAPE PLAN ;

(b)(6),(7)(C) USSC

WITH GREAT RESPECT ;
ADMIRATION,

(b)(6),(7)(C) USSC

From: (b)(6),(7)(C) USSC
To: Speltz, Kathryn A COL USARMY STRATCOM J004 (US)
Subject: 18 Jan 2018 Sworn Statement
Date: Monday, February 12, 2018 3:47:00 PM

Ma'am,

In reference to the 18 Jan 2018 sworn statement, I would like to add the following to provide an accurate and full picture.

Before (b)(6),(7)(C) USSC I always heard of the bad reputation that the CAG has across the Command. I cannot speak to any shortcomings before I arrived. I can say that the CAG now has an amazing reputation and enjoys the praise of the Command, especially from General Hyten. And this occurred under your tenure. Each one of us have something to work on in our character. No one is blameless. My sworn statement on 18 Jan 2018 reflects only what I view as the weakest segment of your leadership, which only accounts for **10 percent of your actions**. Are you that way all the time? No. The other 85-90 percent? Brilliant. You always greet me with a smile in the morning and a hearty good evening on the back side. You have been very supportive of my (b)(6),(7)(C) USSC

(b)(6),(7)(C) USSC In each area, verbal praise and affirmation were rendered which made me feel great. You have given me free reign to clean up and organize and, heck (b)(6),(7)(C) USSC Many would have said no to that!

No one has the ear and understanding of the Boss's intentions like you do. We all know that....and probably take advantage of it. The "10%" I spoke of in the 18 Jan 2018 sworn statement reflects words that I lack the courage to address in person. This is an (b)(6),(7)(C) USSC cultural difference. The intensity of your voice and aggressive mannerism does put me off (10% of the time). However, I trust you as my leader because, frankly, you say what needs to be said...even though I may not appreciate the tone that is used. You are always miles ahead of us in the direction we need to go. A good case in point is the Vision and Intent. I hated how you told me that it was not the right product. I think you even called one of the segments "stupid". But, in the end, the current version rocks because we stuck to **your** 8 page model.

I hope this paints a more accurate picture of my total thoughts and not just an abbreviated version.

V/r,

(b)(6),(7)(C) USSC



DEPARTMENT OF DEFENSE
UNITED STATES STRATEGIC COMMAND

23 February 2018

J006

(b)(5),(b)(6),(7)(C) USSC

(b)(5),(b)(6),(7)(C) USSC

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(b)(5),(b)(6),(7)(C) USSC

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(b)(5),(b)(6),(7)(C) USSC

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(b)(5), (b)(6), (7)(C) USSC

Staff Judge Advocate