



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19001
PARRIS ISLAND, SC 29905-9001

IN REPLY REFER TO:
5830
CG

JUN 25 2015

FIRST ENDORSEMENT on [REDACTED] CI 5830 CO of 18 June 2015

From: Commanding General
To: File

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT,
PARRIS ISLAND, SOUTH CAROLINA

Encl: (51) Email from [REDACTED] dtd 23 Jun 15

1. I have carefully reviewed the investigation and concur with the findings of fact, opinions, and recommendations of the Investigating Officer and they are approved without modification.

2. Specifically, I concur with the Investigating Officer's opinion that [REDACTED] created a hostile, repressive, and unprofessional command climate that was pervasive throughout her command. The investigation revealed that [REDACTED], on numerous occasions, was abusive towards officers, staff non-commissioned officers, and junior Marines under her command. She publicly berated officers and enlisted Marines in front of subordinates and undermined the credibility of drill instructors in front of recruits. Furthermore, by [REDACTED] outward displays of contempt and disgust toward individuals she had conflicts with or who did not perform up to her concept of acceptable standards, [REDACTED] created an environment where numerous Marines expressed fear of reprisal for providing statements to the Investigating Officer. Her toxic leadership is wholly unacceptable and not consistent with our core values and leadership principles.

3. [REDACTED] position on sexual assault is inconsistent with the clear standards provided in Department of Defense, Secretary of the Navy, and Marine Corps orders and regulations. Although she is permitted to have personal opinions which are different from those of the institution, her messaging that sexual assault is "100% preventable" and those who drink put themselves "in a position to be sexually assaulted" fostered a climate where some members of her command felt she blamed the

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT,
PARRIS ISLAND, SOUTH CAROLINA

victim and, accordingly, they would not feel comfortable reporting a sexual assault.

4. Finally, [REDACTED] comments to her graduating recruits served to undermine their achievements in successfully completing recruit training and reinforced gender bias and stereotypes in the minds of the recruits she was entrusted to empower. During at least two end of cycle briefs for graduating Marines, [REDACTED] told Marines that male Marines "would never take orders from them" and the male Marines would always see female Marines as "weak and less of a Marine" because female Marines were not held to the male physical standards.

5. During the course of the investigation, the Investigating Officer learned that [REDACTED] [REDACTED] [REDACTED]. Enclosure (51) has been added to this investigation and is [REDACTED] response on whether [REDACTED] may have impacted her ability to command. I conclude that it did not have a rational connection to the allegations raised in this investigation.

6. I have lost trust and confidence in [REDACTED] ability to command 4th Recruit Training Battalion and will relieve her of command.



UNITED STATES MARINE CORPS

MARINE CORPS RECRUIT DEPOT
P.O. BOX 18001
PARRIS ISLAND, SOUTH CAROLINA 29905-8001

IN REPLY REFER TO:
5830

JUN 18 2015

From: [REDACTED]
To: Commanding General, Marine Corps Recruit Depot Parris
Island/Eastern Recruiting Region, Parris Island, South Carolina

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

Ref: (a) JAGINST 5800.7F (JAGMAN)
(b) U.S. Navy Regulations 1990, Chap 10, Para 1023

Encl: (1) Appointing Order of 18 May 2015
(2) 4thRTBn DEOMI Organizational Climate Survey Report dtd 22
April 2015
(3) Power Point Presentation 4thRTBn DEOMI Command Climate
Follow Up
(4) Email from [REDACTED] dtd 12 May 2015
(5) Written Statement of [REDACTED] dtd 21 May 2015
(6) Written Statement of [REDACTED] dtd 21
May 2015
(7) Written Statement of [REDACTED] dtd 21 May
2015
(8) Written Statement of [REDACTED] dtd 22
May 2015
(9) Written Statement of [REDACTED]
dtd 20 May 2015
(10) Written Statement of [REDACTED] dtd 22 May
2015
(11) Written Statement of [REDACTED] dtd 22
May 2015
(12) Written Statement of [REDACTED] dtd
20 May 2015
(13) Written Statement of [REDACTED] dtd 19 May
2015
(14) Written Statement of [REDACTED] dtd 19 May 2015
(15) Written Statement of [REDACTED] dtd 20 May
2015
(16) Written Statement of [REDACTED] dtd 20
May 2015
(17) Written Statement of [REDACTED] dtd 20 May 2015
(18) Written Statement of [REDACTED] dtd 21 May
2015

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

- (19) Written Statement of [REDACTED] dtd
20 May 2015
- (20) Written Statement of [REDACTED] dtd 20
May 2015
- (21) Sworn Statement of [REDACTED] dtd 19 May 2015
- (22) Sworn Statement of [REDACTED] dtd 19 May
2015
- (23) Written Statement of [REDACTED] dtd 21 May
2015
- (24) Written Statement of [REDACTED] dtd 21 May
2015
- (25) Written Statement of [REDACTED], dtd 20 May
2015
- (26) Written Statement of [REDACTED], dtd 21 May 2015
- (27) Written Statement of [REDACTED], dtd 22 May 2015
- (28) Written Statement of [REDACTED], dtd 22 May 2015
- (29) Powerpoint Brief 4thRTBn Post DEOMI Action Plan dtd 22
May 2015
- (30) Email Statement of [REDACTED] dtd 3 Jun
2015
- (31) Summary of Interview of [REDACTED] dtd 3 Jun 2015
- (32) Summary of Interview of [REDACTED] dtd 4 Jun 2015
- (33) Summary of Interview of [REDACTED], dtd 2
Jun 2015
- (34) Request Mast, [REDACTED] USMC dtd 21 May 2015
- (35) Written Statement of [REDACTED] dtd 27 May
2015
- (36) 4thRTBn DEOMI Analysis originated from [REDACTED]
- (37) Written Statement of [REDACTED] dtd 5 Jun 2015
- (38) Written Statement of [REDACTED] dtd 4 Jun 2015
- (39) Summary of Interviews of Marines from Series [REDACTED], [REDACTED]
Company, 4thRTBn dtd 3 Jun 2015
- (40) Summary of Interviews of Marines from Series [REDACTED], [REDACTED]
Company, 4thRTBn dtd 4 Jun 2015
- (41) Written Statement of [REDACTED] dtd 3 June 2015
- (42) Email Memorandum for the Record of [REDACTED]
dtd 19 Dec 2014
- (43) Summary of Interview of [REDACTED] dtd 8 Jun
2015
- (44) Written Statement of [REDACTED] dtd 4 Jun 2015
- (45) Written Statement of Counseling by [REDACTED]
dtd 24 Sep 2014
- (46) Fitness Report of [REDACTED] dtd 19 Feb 2015
- (47) Email Statement of [REDACTED] dtd 3 Jun 2015
- (48) Summary of Interview of [REDACTED] dtd 3 Jun
2015
- (49) Summary of Interview of [REDACTED] dtd 2 Jun
2015

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

(50) Memorandum for the Record, Command Inspector General
Hotline Complaint #14412 dtd 18 May 2015

PRELIMINARY STATEMENT

1. Pursuant to enclosure (1), and in accordance with reference (a), a command investigation was conducted into the facts and circumstances surrounding alleged violations of reference (b), abuse of authority, by [REDACTED], [REDACTED], Fourth Recruit Training Battalion (4thRTBn), Recruit Training Regiment (RTR), Marine Corps Recruit Depot Parris Island (MCRD PI).
2. During the course of the investigation all reasonably available and relevant evidence was collected. This investigation provides findings of fact and opinions regarding the circumstances surrounding a meeting between [REDACTED] and [REDACTED] Company Marines on 11 May 2015, additional communications regarding the results of an April 2015 Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey, as well as an assessment of [REDACTED] command climate.
3. The findings of fact have been laid out to first address how this investigation came about, the details of the April 2015 DEOMI climate survey and general information on [REDACTED] command. It then addresses the details of the 11 May 2015 meeting between [REDACTED] and [REDACTED] Company followed by observations and statements by the battalion [REDACTED] and several [REDACTED] assigned to 4thRTBn. [REDACTED] interactions with recruits is covered to include details of two particular End of Cycle classes [REDACTED] held with her newly-minted Marines, followed lastly by facts surrounding the perceptions of [REDACTED] guidance and philosophy on sexual assault. Since the command climate assessment was not focused on a singular culminating event, the findings of fact regarding [REDACTED] command climate are not presented chronologically, but rather through individual accounts of members of 4thRTBn during her year in command. This investigation concludes with recommendations as a result of evidence and facts discovered in this case.

FINDINGS OF FACT

1. [REDACTED] took command of 4thRTBn on 10 June 2014. (Encl 35)
2. Several officers and SNCOs stated that [REDACTED] had taken command with a positive attitude and with positive initiatives to improve transparency, command climate, and recruit performance. (Encls 6,10,11,17,19,20,23,44)
3. [REDACTED] set high standards and has high expectations for her Marines, especially officers. (Encls 8,10,12,17,18,43)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

4. [REDACTED] has focused on making the battalion competitive with the other three recruit training battalions and improving testable standards of recruit training, such as physical fitness and performance on the rifle range. (Encls 6,10,15,16,35,44)

5. [REDACTED] stated that she was convinced that "the [REDACTED] and I could change the perception of women in the Marine Corps and culture in the battalion by setting the example, holding ourselves accountable first, and being firm but fair." (Encl 35)

6. On 10 April 2015 an anonymous complaint was made to the MCRD PI Inspector General's office alleging abuse of authority and use of abusive language by [REDACTED], and that this behavior created a hostile work environment at 4thRTBn. (Encl 50)

7. On 13 April 2015, the [REDACTED] directed the [REDACTED] to conduct a DEOMI Organizational Climate Survey for the entire Regiment. (Encl 2)

8. Between 28 and 30 April 2015, the MCRD [REDACTED] conducted a Commanding General's Inspection (CGI) for 4thRTBn. (Encl 3)

9. During the CGI, the [REDACTED] interviewed random sampling of 4thRTBn officers and enlisted personnel regarding command climate within the battalion. (Encl 29)

10. The [REDACTED] concluded that [REDACTED] is [REDACTED].
[REDACTED] "The [REDACTED] assessed [REDACTED]
[REDACTED]" (Encl 29)

11. On 12 May 2015, the outgoing [REDACTED], [REDACTED] submitted an email to the MCRD [REDACTED] stating that [REDACTED] had directly challenged her regarding comments she attributed to [REDACTED] on the DEOMI survey, and also stated that [REDACTED] confronted her for allegedly submitting the original anonymous IG complaint in April 2015. (Encl 4)

12. In this email, [REDACTED] also expressed concern that [REDACTED] held a meeting with [REDACTED] Company on 11 May 2015 in which she blamed the company for negative comments on the DEOMI survey. (Encl 4)

DEOMI Survey

13. A DEOMI survey was conducted at 4thRTBn from mid to late April 2015. (Encl 2)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

14. The 4thRTBn DEOMI survey analysis indicated a declining command climate from the previous survey in August 2014 and a poor climate when compared to other USMC organizations and the RTR. The most consistent and negative indicators fell within the category of "organizational effectiveness" and were largely attributed to a "pattern of abusive leadership" documented throughout the survey. (Encls 2,36)
15. The DEOMI survey results indicate a notable decrease in SAPR Climate, which is below the RTR average in 5 of 7 categories. This is a decrease in 4 of 7 categories from the last report, which occurred in August 2014, shortly after [REDACTED] took command. (Encls 2,36)
16. Three statements indicate that the [REDACTED] message on sexual assault blames the victim and they would be uncomfortable reporting a sexual assault. (Encls 2,36)
17. The DEOMI survey results indicate Organizational Effectiveness below service average in 9 of 10 categories, which is a decrease in 3 of 10 categories from the last survey. Causal factors include a decrease in trust in leadership, perception of inequitable treatment, degraded leadership cohesion, perceived fairness and accountability, and mental and emotional fatigue. (Encls 2,36)
18. The DEOMI survey results indicate Equal Opportunity categories have decreased in 3 of 10 categories from the last survey. There was a large increase in demeaning behavior, and racial, sex, and religious discrimination behaviors. (Encl 2,36)
19. There were numerous negative comments in the survey results directed at [REDACTED]. The most prevalent comments centered on [REDACTED] not returning salutes or greetings of the day when she was angry with someone, being disrespectful to Marines, and that she belittles and humiliates officers and enlisted Marines in front of subordinates. (Encls 2,36)
20. A survey comment from a member of another RTR battalion stated, "[REDACTED] has publicly chewed out her [REDACTED], and creates an environment that makes good officers want to get out." (Encl 37)
21. A survey comment from a member of another RTR battalion stated, "Our counterparts in 4th don't trust [REDACTED] as she is rude, disrespectful and treats [REDACTED] in such a manner that she would openly berate and humiliate any one of her subordinates for acting the same way toward her. She shows a lack of maturity and overall officership in the way she bullies her companies to do her will. [REDACTED] is a destructive leader who encourages very talented Marines to want to get out of the Marine Corps." (Encl 37)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

22. [REDACTED] believes "The [REDACTED] sole focus on [the DEOMI survey results] in exclusion to the broader facts, his complete disregard of the accomplishments and motivation of the rest of my Marines, and his back door communications with those who seek sympathy from him have solidified in their minds that they have been mistreated, as opposed to simply having been held accountable for their actions." (Encl 35)

Background Facts on the meeting between [REDACTED] and [REDACTED] Company on 11 May 2015

23. [REDACTED] was the [REDACTED] from April 2014 to May 2015. (Encl 13)

24. In March 2015, [REDACTED], in his role as an investigating officer on an unrelated investigation, interviewed [REDACTED]. (Encl 21)

25. [REDACTED] appeared to have lost substantial weight and looked exhausted. (Encl 21)

26. During [REDACTED] interview, [REDACTED] expressed a feeling that she could do nothing right in [REDACTED] eyes and that she could not explain her actions without being cutoff and berated. (Encl 21)

27. In March 2015, [REDACTED] met with [REDACTED], the [REDACTED]. [REDACTED] was looking for guidance on how to deal with [REDACTED]. (Encl 21)

28. [REDACTED] told [REDACTED] that [REDACTED] was berating officers in public and private, and was engaging in other unprofessional behavior. (Encl 21)

29. [REDACTED] told [REDACTED] that [REDACTED] speaks negatively about senior officers in front of junior officers and humiliates junior officers in front of enlisted Marines. (Encl 21)

30. [REDACTED] stated that [REDACTED] and [REDACTED] Companies have struggled over the past year due to the failure of the company staffs to anticipate issues and apply resources to solve personnel problems. (Encl 35)

31. [REDACTED] identified [REDACTED] as an officer that has had difficulty adapting to change within the Battalion. (Encl 35)

32. [REDACTED] identified [REDACTED] as an officer, like [REDACTED], who has rejected her type of leadership. (Encl 35)

33. [REDACTED] stated that informal conflict resolution was something that [REDACTED] and [REDACTED] had struggled with since they took their positions. (Encl 35)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

34. On Friday, 8 May 2015, [REDACTED] heard a request mast from a P Company Marine, and subsequently moved that Marine to another company. (Encls 13,35)

35. On Friday, 8 May 2015, [REDACTED] ordered [REDACTED] to gather the [REDACTED] Company officers and Marines for a meeting on Monday, 11 May 2015. (Encls 13,35)

36. The original purpose for the meeting with [REDACTED] Company was to discuss the latest [REDACTED] Company request mast. (Encls 13,43)

37. On Saturday, 9 May 2015, [REDACTED] Company conducted a crucible hike that was coordinated by [REDACTED] and [REDACTED], [REDACTED] Company [REDACTED]. (Encl 13)

38. [REDACTED] participated in the [REDACTED] Company crucible hike on 9 May 2015. (Encl 13)

39. [REDACTED] felt the hike was a failure because it was not fully integrated with the male company and the females finished approximately one half mile behind the males. (Encls 12,13,14,15)

40. [REDACTED] [REDACTED], stated that [REDACTED] ignored [REDACTED] salute and did not acknowledge her presence at the [REDACTED] Company formation following the crucible hike. (Encl 32)

11 May 2015 Meeting Details

41. On Monday, 11 May 2015, [REDACTED] held a meeting with members of [REDACTED] Company. (Encls 12,13,14,15,23,24,25,35,43)

42. In addition to discussing the request mast, [REDACTED] also discussed the recent [REDACTED] Company crucible hike that she felt was a failure and the recent April 2015 DEOMI command climate survey. (Encls 12,13,14,15,43)

43. [REDACTED] and [REDACTED] stated that [REDACTED] began the meeting by stating she was disappointed in [REDACTED] Company. (Encl 14,15)

44. [REDACTED] discussed the request mast, the results of the request mast, and also stated that there would be no reprisal against the Marine. (Encls 12,13,14,15,24,25,35)

45. [REDACTED] stated that after discussing the request mast, [REDACTED] brought up the crucible hike. (Encl 13)

46. According to [REDACTED], [REDACTED] attributed the failure of the hike to her [REDACTED] for not reading the previous after action

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

report and not bringing integration issues up at the RTR crucible
brief with [REDACTED], the [REDACTED]. (Encl 13)

47. [REDACTED], [REDACTED] stated that during the
meeting [REDACTED] said she [REDACTED] knew about the
integration issues prior to the crucible brief, but it was [REDACTED]
inability to communicate those issues to [REDACTED] during the crucible
brief that led to the failed hike. (Encl 12)

48. According to [REDACTED], during the 11 May meeting with [REDACTED]
Company, [REDACTED] told the group it was the worst crucible hike
she'd ever seen and that we should be embarrassed because she was
embarrassed. (Encl 15)

49. [REDACTED] stated that [REDACTED] told the Marines that
"[REDACTED] and I were to blame ... because we were afraid to bring
issues up with our male counterparts." (Encl 14)

50. [REDACTED] stated that during the meeting [REDACTED] cut off a
[REDACTED], [REDACTED] who was
attempting to explain the crucible hike by throwing her palm in the
air and stating, "Oh no, don't give me that crap." (Encls 14,15)

51. According to [REDACTED], [REDACTED] continued by saying
that we have company leadership for a reason and that we [REDACTED]
and [REDACTED] are failing [REDACTED] Company] because we are not willing
to speak on their behalf when there is any type of adversity." (Encl
14)

52. [REDACTED] stated that at this point [REDACTED] turned
toward [REDACTED] and told her to explain to her Marines how she
failed them and told her to take accountability for the hike. (Encl
14)

53. According to [REDACTED] and [REDACTED], [REDACTED] then
challenged [REDACTED] to respond by stating, "Any time you want to
chime in [REDACTED]." (Encls 12,13,15)

54. According to [REDACTED], a [REDACTED], [REDACTED]
[REDACTED] asked [REDACTED] to weigh in and when [REDACTED] tried, she
was cut off, at which point she "shut down, I presume out of
embarrassment." (Encl 24)

55. According to [REDACTED], a [REDACTED], what made
things "weird" was that the [REDACTED] [REDACTED] was asked
over and over to speak to us on specific issues. (Encl 23)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

56. [REDACTED] went on to say that "I felt as if it embarrassed [REDACTED] because it seemed like she was the one the meeting was about." (Encl 23)

57. [REDACTED] stated that [REDACTED] went on to speak about how the command climate was bad in [REDACTED] company and they were the reason the command climate survey reflected so poorly on [REDACTED] and [REDACTED]. (Encl 13)

58. [REDACTED] stated that [REDACTED] said she was tired of being called mean and demeaning for holding people accountable and constantly doing the right thing. (Encl 13)

59. [REDACTED] stated that [REDACTED] brought up the command climate survey and indicated that "our company was responsible for the negative comments in the command climate survey" and that she [REDACTED] was tired of being blamed and being made out to be the bad guy. (Encl 12)

60. According to [REDACTED], [REDACTED] stated "if we focused on doing the right thing instead of running outside of [the battalion] talking about how mean she was and how horrible the command is, our command climate would be just fine." (Encl 14)

61. According to [REDACTED], [REDACTED] accused the company of acting on emotion instead of fact, and that we go out and say bad things about [REDACTED] because we cannot look ourselves in the mirror and see what we are doing is wrong. (Encl 13)

62. [REDACTED] stated, "we were asked repeatedly throughout the meeting if we felt she was being demeaning or mean." (Encl 12)

63. [REDACTED] believed that no one wanted to respond because when members had spoken up previously to voice their opinion, they were quickly shut down. (Encl 12)

64. [REDACTED] stated that [REDACTED] asked the Marines if she had ever stated before that she was disappointed in them, and when one Marine answered "yes," [REDACTED] replied in a defensive and intimidating tone, "Really? When?" The Marine then stated "no." (Encl 15)

65. [REDACTED], and [REDACTED], stated that [REDACTED] told them that [REDACTED] company was the only company giving her problems, that [REDACTED] company was on the up and up and that [REDACTED] company never gives her problems. (Encls 14,15)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

66. [REDACTED] stated that [REDACTED] told the Marines that [REDACTED] Company was the reason for the bad command climate survey and we need to "fix ourselves." (Encl 15)

67. [REDACTED] stated that [REDACTED] said she wasn't "mean" like everyone put in the survey, but that "we were all too emotional." (Encl 15)

68. [REDACTED] stated that at the completion of the meeting [REDACTED] asked the Marines if they had any questions, and when nobody spoke up, she looked around and said "of course not!" (Encl 15)

69. [REDACTED] stated that after the meeting [REDACTED] directed [REDACTED] to her office in a rude and condescending way in front of all the Marines of [REDACTED] Company. (Encl 15)

70. [REDACTED] stated that this "one way conversation" went on for a long time and then [REDACTED] was told to go to [REDACTED] office and stand by. (Encl 24)

Post-Meeting Facts and Statements

71. In describing this meeting, [REDACTED] stated that "it pretty much went sideways" after the request mast discussion. She indicated that it was inappropriate for the Marines to hear the follow-on discussion about the hike and the command climate survey. (Encl 43)

72. After the meeting, [REDACTED] stayed back with the Marines and tried to explain what had happened. (Encls 14,43)

73. According to [REDACTED], when a Marine asked why the battalion command climate was [REDACTED] Company's fault, the [REDACTED] replied "if the shoe fits, wear it, but if you are doing the right thing, you should not take the [REDACTED] comments personally." (Encl 14)

74. According to [REDACTED], [REDACTED] addressed the crucible hike by telling the Marines not to worry about it and that the RTR had it for action. (Encl 14)

75. In reflecting on the relationship between [REDACTED] and [REDACTED], [REDACTED] stated, "It has been very repugnant as a [REDACTED] to see my [REDACTED] be torn down the way she has. She has gone from a very outgoing [REDACTED] to an [REDACTED] constantly walking on egg shells." (Encl 25)

76. According to [REDACTED], the battalion command climate has only continued to get worse since taking the survey, and the [REDACTED] is now reacting [to the climate survey] and trying to do damage control. (Encl 25)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

77. [REDACTED] stated that she felt the conversation regarding the crucible should have stayed with the officers in their own meeting. (Encl 23)

78. According to [REDACTED], [REDACTED] has great intentions and great ideas, but the "delivery is very different and comes off very rude to certain people." (Encl 23)

79. [REDACTED] stated that [REDACTED] "always talks about taking care of each other, but it shouldn't stop at junior Marines." (Encl 23)

80. [REDACTED] stated that following the meeting on 11 May 2015, [REDACTED] was furious for her not taking responsibility for the hike in front of her Marines and admonished her for not speaking up and reinforcing her message in front of [REDACTED] Company. (Encl 13)

81. [REDACTED] stated that after the DEOMI results were released, [REDACTED] blamed her directly for the poor command climate stating, "I always get in trouble for your fuck-ups" and accused [REDACTED] of spreading lies about [REDACTED] around the Depot. (Encl 13)

82. [REDACTED] stated that [REDACTED] "is known to act a certain way towards Marines she is mad at and has written off." (Encl 13)

83. [REDACTED] stated that working with adjacent agencies is difficult due to [REDACTED] hostility towards members of those agencies. (Encl 13)

84. [REDACTED] stated, "The request mast debrief was never intended as a form of retaliation or reprisal against [REDACTED] company," referring to the comments she made about the command climate survey results. (Encl 35)

85. [REDACTED] stated, "During the debrief, I mentioned the command climate as a way to reinforce the point that we all need to do a better job of practicing what we teach the recruits - namely using small unit leadership and informal conflict resolution skills to solve problems at the lowest level." (Encl 35)

86. [REDACTED] does not address the crucible hike topic in her statement. (Encl 35)

Command Climate Facts

87. Thirteen officers have worked, or continue to work, under [REDACTED] at 4thRTBn from the time she took command last summer. (Encls 4, 6, 8, 10, 11, 12, 13, 15, 17, 18, 19, 41, 44)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

88. Ten of the thirteen officers and one civilian GS employee have had negative professional interactions with [REDACTED] or have witnessed behavior that has negatively impacted the command climate at 4thRTBn. (Encls 4,6,8,10,11,12,13,15,17,18,38)

89. [REDACTED] (newly assigned [REDACTED]), and [REDACTED] (newly assigned [REDACTED]) feel there is a positive command climate and have not had any negative interactions with [REDACTED] nor have they seen her act inappropriately toward her officers, Marines, or recruits. (Encls 19,44)

90. Both [REDACTED] and [REDACTED] do not fear reprisal by [REDACTED]. (Encls 19,44)

91. [REDACTED] stated that she has never felt abused, mistreated or humiliated by [REDACTED]. (Encl 19)

92. [REDACTED] stated that she has heard of incidents between [REDACTED] and other officers, but never witnessed any. (Encl 19)

93. [REDACTED] stated that she has been mentored and supported by [REDACTED] throughout her time at 4thRTBn. (Encl 19)

94. [REDACTED] believes the command climate has improved under [REDACTED] and she [REDACTED] made it clear right away she was not going to tolerate avoiding accountability. (Encl 44)

95. [REDACTED] stated that some officers openly disagree with her leadership style and her policies. (Encl 44)

96. [REDACTED] stated that she has never seen [REDACTED] act in a way that was emotionally charged toward a Marine, but she does have a stern tone that some people find hard to handle. (Encl 44)

97. [REDACTED] believes there has been a communication problem in 4thRTBN but that it was because the [REDACTED] and [REDACTED], [REDACTED] did not communicate [REDACTED] intent. (Encl 44)

98. [REDACTED] an [REDACTED], has only been with the command five months and indicated no problems with command climate or [REDACTED]. (Encl 41)

99. Five officers, two staff non-commissioned officers (SNCOs) and one NCO indicated in their statements or verbally that they feared reprisal for cooperating with this investigation. (Encls 4,11,12,13,15,24,25,31)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

100. [REDACTED] believes [REDACTED] has inadvertently fostered a climate of reprisal within 4thRTBn because she is unrelenting in her standards and expectations, and people are looking to her for inspiration that she just can't provide. (Encl 43)
101. [REDACTED] believes [REDACTED] problem is her method. "Her methods are so severe, especially when dealing with her officers, that they can't get beyond how she makes them feel, and her message is lost." (Encl 43)
102. [REDACTED] stated that in dealing with problem officers, "If I have to say the same thing over and over and there is no change in behavior, continuing to use the same tone or say the same thing would be the very definition of insanity, which is why I tried to use every tool available to me to influence their performance." (Encl 35)
103. [REDACTED] stated, "I have consistently made every effort to engage my officers in open and honest discussions, even when they are uncomfortable with the topic. I have also forced them to make decisions they had not previously been given the latitude to make." (Encl 35)
104. [REDACTED] stated, "This has been beneficial in the development of officers like [REDACTED], [REDACTED], and [REDACTED]." (Encl 35)
105. [REDACTED] stated, "Others, like [REDACTED], [REDACTED], and [REDACTED] rejected this type of communication and feedback." (Encl 35)
106. [REDACTED] stated that "Some [officers], like those in [REDACTED] Company have performed exceptionally well. Others, namely those in [REDACTED] and [REDACTED] Companies, have experienced significant difficulty adapting to change." (Encl 35)
107. [REDACTED] stated that since June of last year "my ability to command and ensure good order and discipline in my battalion has consistently been undermined by the [REDACTED] and staff." (Encl 35)
108. [REDACTED] believes "This has resulted in a climate where female Marines who seek out the Regiment staff to complain that the battalion leadership is mean are treated with kid gloves (feelings vs. facts)." (Encl 35)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

[REDACTED], [REDACTED], August 2014-Present

109. [REDACTED] described her relationship with [REDACTED] as "not personal." However, she stated that she is the closest person to [REDACTED] on Parris Island, to include her peers. "I have friendlier interactions than most." (Encl 43)

110. [REDACTED] and [REDACTED] do not attend many events together. (Encl 43)

111. [REDACTED] stated "I choose not to tour around with her all the time because I think our Marines won't trust us if we are always around. She is always 'so there' that even the good ones feel they are not trusted." (Encl 43)

112. [REDACTED] stated that [REDACTED] will take her advice on technical issues, but "I don't think I've ever been free to tell the emperor she has no clothes." (Encl 43)

113. After [REDACTED] learned this investigation was initiated, she expressed regret to [REDACTED] that she may have failed her by not providing her better counsel. [REDACTED] responded by saying she was "offended" that I "would try to box her in that way." (Encl 43)

114. [REDACTED] stated that [REDACTED] defines herself and doesn't necessarily take advice. (Encl 43)

115. [REDACTED] stated that [REDACTED] is especially unrelenting on her officers. [REDACTED] justification is that if the officers are not right, the Marines will suffer. But her method is so forceful, her officers can't believe in her. (Encl 43)

116. [REDACTED] stated that as a result, [REDACTED] is unable to make connections with officers and senior enlisted personnel. (Encl 43)

117. Oftentimes, when a conversation goes wrong between [REDACTED] and one of her officers, [REDACTED] will approach the respective [REDACTED] and pass on the commander's intent. (Encl 43)

118. When asked if [REDACTED] acts differently towards those she has a problem with, [REDACTED] stated "Yes, if she feels like she has corrected you and has not seen immediate improvement, she cannot bring herself around to faking expressions of friendliness or that things are OK." (Encl 43)

119. [REDACTED] stated that this is visible to others. [REDACTED] cannot project an even keel." Because she is out and about so

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

much, she is always watched, and people notice when she has a problem with someone. (Encl 43)

[REDACTED], [REDACTED], April 2014 - May 2015

120. [REDACTED] stated that she experienced significant challenges with her [REDACTED] from her first day in command. (Encl 35)

121. According to [REDACTED], [REDACTED] behavior, perceived as comical by some, was inconsistent and unprofessional. (Encl 35)

122. [REDACTED] stated that [REDACTED] created a poor command climate by not allowing room for error and holding grudges against those who did not meet her expectations, even though those expectations were not clear. (Encl 5)

123. [REDACTED] had a dysfunctional relationship with [REDACTED] that was very evident within 4thRTBn. (Encls 8,10,11,12,14,15,21)

124. [REDACTED] the [REDACTED], stated that from her personal observations and experiences, the relationship between [REDACTED] and [REDACTED] was broken and detrimental to the command climate. "They did a poor job of trying to work together ... and it was common knowledge they did not get along." (Encl 10)

125. [REDACTED] stated that the two [REDACTED] and [REDACTED] would constantly butt heads because their philosophies were so different. [REDACTED] could never get on board with [REDACTED]. [REDACTED] felt she was protecting Marines. [REDACTED] felt she was being undermined. (Encl 43)

126. [REDACTED] recalled an incident in September 2014 at the office in which [REDACTED] became openly defiant and "a shouting match of unprofessionalism" occurred between [REDACTED] and [REDACTED] (Encl 43)

127. [REDACTED] stated that beginning in September 2014, [REDACTED] ostracized her from other members of the command and did not allow her to conduct basic [REDACTED] functions. (Encl 5)

128. [REDACTED] stated that [REDACTED] did not include her in routine administrative functions, did not allow her to talk to inbound officers, or participate on a crucible hike while [REDACTED] was on leave. (Encl 5)

129. [REDACTED], [REDACTED], stated that in the beginning, [REDACTED] was [REDACTED] biggest ally, but at some point [REDACTED] turned against the [REDACTED]. (Encl 6)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

130. [REDACTED] stated that [REDACTED] was dismissive of the [REDACTED] comments in meetings, stopped including her on all relevant emails, and in October 2014, sent an email to all [REDACTED] directing them to not seek advice or take any issues to [REDACTED]. (Encls 6,14)

131. [REDACTED], [REDACTED], stated that [REDACTED] marginalized [REDACTED] through multiple public displays of disgust and disdain. (Encl 8)

132. [REDACTED] stated that on one occasion in September 2014, in the presence of junior officers and SNCOs, [REDACTED] "talked down to the [REDACTED] in a tone of voice, facial expressions, and overall context that would lead a reasonable person to believe that she had a personal problem with that individual." (Encl 8)

133. [REDACTED] stated that during a Battalion Commander's Inspection hotwash, [REDACTED] made a comment regarding maintenance to which [REDACTED] "gave her a dirty look and degradingly corrected her in front of the entire company staff of officers and drill instructors present." (Encl 8)

134. [REDACTED] stated that in December 2014 while [REDACTED] was presenting information on an upcoming holiday party, [REDACTED] heard something she didn't like and made several bizarre facial expressions that "to me came off condescending and a complete loss of bearing in front of her staff." (Encl 8)

135. [REDACTED] stated that he has "never seen that type of personal disdain demonstrated during a professional setting, especially in front of a dozen SNCOs and Sergeants." (Encl 8)

136. [REDACTED] stated that [REDACTED] had "completely cut out [REDACTED]." (Encl 48)

137. [REDACTED] stated that she, and other officers, sought advice from [REDACTED] on how to deal with [REDACTED] despite orders from [REDACTED] not to. (Encl 48)

138. As a [REDACTED], [REDACTED], presently the [REDACTED], routinely sought advice from [REDACTED] on how to effectively deal with [REDACTED]. (Encl 17)

139. Through her conversations with [REDACTED] and [REDACTED], [REDACTED] eventually learned how to deal effectively with [REDACTED]. (Encl 17)

140. [REDACTED] stated that "My interactions with [REDACTED] were very positive. She was a resource for me to improve as the

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

[REDACTED] to best support the [REDACTED] and the Battalion. I
interacted with her on a daily basis." (Encl 10)

141. In December 2014, [REDACTED], [REDACTED] was approached
by [REDACTED], regarding [REDACTED] behavior. (Encl 21)

142. [REDACTED] stated that in this conversation with [REDACTED], she
stated that she "feels she can do nothing right when dealing with her
[REDACTED]." (Encl 21)

143. During this meeting, [REDACTED] expressed concern about the
command climate due to [REDACTED] leadership style and the
fractured command team relationship. (Encl 21)

144. In January 2015, [REDACTED] met with [REDACTED] and stated that
she couldn't work with [REDACTED] anymore. (Encl 22)

145. During the meeting with [REDACTED] [REDACTED] stated that she
was being ostracized and completely stripped of any power. (Encl 22)

146. In subsequent meetings with [REDACTED], [REDACTED] expressed
concern for other officers in 4thRTBn because [REDACTED] verbal
berating was also directed at them. (Encl 22)

147. On 21 April 2015, [REDACTED] had a conversation with [REDACTED]
[REDACTED] in which [REDACTED] repeatedly told [REDACTED] that she did
not trust her and that she felt she was being undermined. (Encl 5)

148. During that conversation, [REDACTED] stated that [REDACTED]
told her she would know what [REDACTED] wrote on the climate survey
because she knew her writing style and further accused [REDACTED] of
submitting the anonymous IG complaint against [REDACTED]. (Encls
4,5)

[REDACTED] May 2014 - June 2015

149. [REDACTED] stated that in staff meetings, [REDACTED] has
talked down to those present; she would ask questions, and then cut
the individual off in the middle of an answer stating what the correct
answer was. (Encl 8)

150. [REDACTED] witnessed what he called "unprofessional
behavior" a "handful" of times, mostly during staff meetings. This has
created a "bad atmosphere in the office." (Encl 33)

151. [REDACTED] stated that [REDACTED] lack of composure
under stress has adversely affected the command climate to which "one
never knows which [REDACTED] they are getting that day." (Encl 47)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

[REDACTED] March 2014 - April 2015

152. [REDACTED] stated that from the start, [REDACTED] was focused on two efforts: 1) improving the transparency of the command and improving command climate, and 2) making the battalion competitive with the other three battalions. (Encl 10)

153. [REDACTED] stated that [REDACTED] methods for achieving these efforts were aggressive, strict, demanding and confrontational. (Encl 10)

154. Initially, [REDACTED] personal interactions with [REDACTED] were harsh and confrontational, however, over the past eight months [REDACTED] became more approachable and more of a mentor or a teacher. (Encl 10)

155. [REDACTED] attributes the rocky start to her [REDACTED] being "stubborn, bull-headed and frustrated with the way she had been treated by [REDACTED]" [REDACTED] was "fiery, condescending and wholly focused on achieving her efforts with little regard for development of interpersonal relationships." (Encl 10)

156. [REDACTED] stated that during a staff meeting around the December 2014 timeframe, [REDACTED] offered an idea on spending resources elsewhere, to which [REDACTED] "scrunched up her face in disgust and said 'that's stupid! Why would you recommend that?'" (Encl 6)

157. When [REDACTED] attempted to defend her position, [REDACTED] dismissed her comment with a wave of the hand and told [REDACTED] to just move on. (Encl 6)

158. [REDACTED] stated that the turning point came when she was being scolded by [REDACTED] in her office and abruptly walked out on [REDACTED] and went outside to do pull-ups. (Encl 10)

159. Later that day, [REDACTED] returned to the office and explained to [REDACTED] that she was unapproachable and that she [REDACTED] did not know what else to do. (Encl 10)

160. After this incident [REDACTED] stated that the two were able to work together. (Encl 10)

[REDACTED], Aug 2013 - Present

161. On 10 March 2015, during an end of cycle brief, [REDACTED] stated that [REDACTED] created a hostile atmosphere towards her when she did not provide a "yes, ma'am" response to a [REDACTED] tasking that she did not agree with. (Encl 38)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

162. This exchange was in regard to a matter that [REDACTED] was the subject matter expert in and she felt her credibility was questioned by [REDACTED] in front of her peers and subordinates. (Encl 38)

163. At the end of the brief, [REDACTED] stated, "and I'd like to speak with [REDACTED] afterwards" in a tone which [REDACTED] felt was threatening. (Encl 38)

164. The meeting afterwards included [REDACTED], [REDACTED], and [REDACTED], but was cut short because [REDACTED] was "very angry" towards [REDACTED] and abruptly left the room. (Encl 38)

165. This incident has not been resolved and as a result there remains an uncomfortable tension between [REDACTED] and [REDACTED]. (Encl 38)

[REDACTED], [REDACTED] April 2014 – December 2014

166. [REDACTED] first impression of [REDACTED] was that [REDACTED] was excited to take command and had proposed good initiatives such as transparency in billet selections and improving rifle range scores. (Encl 6)

167. [REDACTED] stated that as the summer of 2014 progressed [REDACTED] seemed overly focused on statistics and achieving quantifiable results which made her inflexible. (Encl 6)

168. [REDACTED] stated that [REDACTED] had a tendency to act like a bully, which led to a negative climate. (Encl 6)

169. [REDACTED] stated that [REDACTED] "called people out in a way that was demeaning or humiliating" with a "tone and sarcasm that conveyed her contempt for that person" and that "she did not control her body language and facial expressions so that even when she said nothing, she would still convey displeasure to an entire room." (Encl 6)

170. [REDACTED] stated that [REDACTED] often became aggressive when challenged. (Encl 6)

171. [REDACTED] stated that during open discussions, if [REDACTED] did not back down, [REDACTED] would restate her view and then ask "Am I wrong?" This signaled the end of the discussion. (Encl 6)

172. [REDACTED] stated that over time she began to make decisions based on what she thought [REDACTED] wanted, rather than her own judgment. (Encl 6)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

173. On 24 September 2014, [REDACTED] received a written counseling from [REDACTED] for failure to meet expectations and poor performance as a [REDACTED]. (Encl 45)

174. [REDACTED] was given 30 days to improve her performance. During those 30 days, [REDACTED] was instructed to meet with [REDACTED] every morning to discuss [REDACTED] schedule for the day and receive specific instructions as the [REDACTED] deemed appropriate. (Encls 6,45)

175. [REDACTED] stated that these counselings were erratic and that "I loathed going into her office every morning because I never knew what kind of mood she would be in." (Encl 6)

176. [REDACTED] stated that some days they had professional discussions that were beneficial, but there were many days that she felt [REDACTED] was "itching for a fight and nothing she said or did would prevent her from berating her." (Encl 6)

177. [REDACTED] stated that during these counseling sessions, she heard [REDACTED] raise her voice at [REDACTED] almost daily and witnessed [REDACTED] leave the office in tears numerous times. (Encl 5)

178. [REDACTED] was demoralized as a result of these counseling sessions. (Encl 5)

179. [REDACTED] stated that she became more stressed as the month wore on and she began to doubt all her decisions. (Encl 6)

180. [REDACTED] stated that these counseling sessions were alarming to others in the command because [REDACTED] had previously been successful and was known to be a smart and competent officer. (Encl 5)

181. [REDACTED] relieved [REDACTED] on 7 January 2015 for "failure to engage with, mentor and train her Marines in order to improve her command climate." (Encl 46)

[REDACTED], June 2014 - June 2015

182. [REDACTED] identified [REDACTED] as one of the officers who has benefitted from her leadership. (Encl 35)

183. [REDACTED] had several negative experiences with [REDACTED] since [REDACTED] took command. (Encl 17)

184. [REDACTED] stated that [REDACTED] gave no clear expectations and was visibly frustrated with [REDACTED] and her thought process. (Encl 17)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

185. [REDACTED] stated that [REDACTED] "tone, approach and emotion" that was brought into every conversation made me question if I had what it took to be a [REDACTED] and that "I often considered resigning my commission." (Encl 17)

186. [REDACTED] did not feel comfortable seeking guidance and mentorship from [REDACTED] and made a point of avoiding interactions with her. (Encl 17)

187. [REDACTED] often sought advice from the other [REDACTED] and [REDACTED], and often talked to them to determine what kind of mood [REDACTED] was in before coming to see her. (Encl 17)

188. Between August 2014 and April 2015, [REDACTED] stated that during [REDACTED] meetings, [REDACTED] would often change moods and berate a particular officer if she did not like that officer's suggestion. (Encl 17)

189. [REDACTED] witnessed what she considered to be abusive behavior from [REDACTED] towards members of 4thRTBn routinely at staff meetings and during other interactions approximately once per week. (Encl 31)

190. [REDACTED] stated there is a fear of reprisal within the Battalion "because of the way [REDACTED] was fired." In referring to [REDACTED] relief, [REDACTED] believes [REDACTED] holds grudges on people she has personality conflicts with. (Encl 31)

191. [REDACTED] went on to say "if I treated my Marines the way she has treated her [REDACTED] officers, I would have a horrible command climate." (Encl 31)

192. [REDACTED] stated that "If [REDACTED] was to develop good interpersonal communications; maintain a professional demeanor despite her mood; minimize her immature responses to other ideas and proposals; and start to mentor, develop and counsel her subordinate commanders, the battalion would be a force to reckon with." (Encl 17)

[REDACTED], [REDACTED], August 2014 - June 2015

193. [REDACTED] identified [REDACTED] as one of the officers that has benefitted from her leadership and has designated [REDACTED] to [REDACTED] in [REDACTED]. (Encl 35)

194. [REDACTED], in her written statement, expressed a fear of reprisal if [REDACTED] reads her statement. (Encl 12)

195. [REDACTED] fears reprisal "because she [REDACTED] outwardly favors some and outwardly ignores others." (Encl 48)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

196. [REDACTED] witnessed [REDACTED] openly display negative feelings toward others at least ten times. (Encl 48)

197. [REDACTED] stated that "Every pickup brief with [REDACTED], she is visibly irritated that she has to be in the same room with him." (Encl 48)

198. [REDACTED] stated that "you can tell when she's in a bad mood," and that she commonly portrays looks of "utter disdain" towards people. (Encl 48)

199. In describing common interactions with [REDACTED], [REDACTED] stated "if you voice an opinion, you are wrong. She asks questions and if you answer, she turns the tables on you." (Encl 48)

200. [REDACTED] stated "I am about to be a [REDACTED] for her, but I am not looking forward to it." (Encl 48)

201. [REDACTED] anticipates that she will resign her commission because of what she has seen from [REDACTED]. (Encl 48)

[REDACTED], [REDACTED], July 2014 - Present

202. On 18 February 2015, during a pickup brief with the [REDACTED], [REDACTED] and [REDACTED], [REDACTED] stated to [REDACTED], "I don't give a shit about your expectations, how are you setting her up for success?" when discussing a troubled DI who had an altercation with another DI. (Encl 32)

203. [REDACTED] stated that during this pick up brief, she was unable to answer several questions posed by [REDACTED], many of which [REDACTED] felt were unreasonable. (Encl 32)

204. [REDACTED] stated that after she had failed to answer several questions and only reply "I don't know, ma'am," [REDACTED] would snap back "Of course not!" (Encl 32)

205. [REDACTED] felt several of these questions were unreasonable. For example, [REDACTED] asked her the location of the port calls for a DI's spouse who was preparing to deploy with a Marine Expeditionary Unit (MEU). (Encl 32)

206. [REDACTED] stopped the pickup brief half way through and ordered [REDACTED] into her office. (Encl 32)

207. [REDACTED] stated that [REDACTED] "yelled" at her in a prolonged "rant" about being incompetent, stating at one point "You are a piece of crap and do not deserve to be a Marine Officer ... I

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

don't know where you came from but you probably didn't do them any favors either!" (Encl 32)

208. After this meeting, [REDACTED], approached [REDACTED] and apologized for [REDACTED] behavior, stating that she should "try to take something positive from the experience." (Encl 32)

209. After this meeting [REDACTED] asked [REDACTED] how to resign her commission. (Encl 32)

210. On Thursday, 14 May 2015, [REDACTED] stated that she and several of her DIs witnessed unprofessional behavior displayed by [REDACTED] towards the [REDACTED] during the Series [REDACTED] after action meeting. (Encl 15)

211. [REDACTED] stated that after this meeting several of her Marines asked her why [REDACTED] was on her phone the entire time. (Encl 15)

212. [REDACTED] stated that one of her Marines saw [REDACTED] roll her eyes on several occasions while [REDACTED] was talking, and she could feel the tension in the room between the two. (Encl 15)

213. When asked why [REDACTED] fears reprisal, she responded "because she always brings this stuff up," referring to [REDACTED] bringing up the survey results and specifically the comments made against [REDACTED]. (Encl 32)

214. As an example, [REDACTED] stated that [REDACTED] stated that people "can say stuff in the survey but not to my face," and "all the time you make me look bad," referring to the DEOMI survey. (Encl 32)

[REDACTED], [REDACTED], June 2013 - Present

215. [REDACTED] has been with 4thRTBn for two years and was temporarily assigned as the [REDACTED] in [REDACTED], after [REDACTED] was relieved. (Encl 18)

216. Upon her assignment as [REDACTED], [REDACTED] believed [REDACTED] would change the [REDACTED] command climate. (Encl. 18)

217. In February 2015, after a [REDACTED] made an allegation of hazing, which was later unsubstantiated, the [REDACTED] perception of Company [REDACTED] changed. [REDACTED] began acting negatively toward all of the Marines in the company. (Encl 18)

218. [REDACTED], [REDACTED], stated that shortly after [REDACTED] took command of [REDACTED], and after the unsubstantiated hazing incident, [REDACTED] lost all trust and

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

confidence in [REDACTED] and began displaying outward signs of
disdain towards [REDACTED]. (Encl 11)

219. In [REDACTED] opinion, [REDACTED] was treated unfairly and
was subject to the most severe conversations and negative treatment
from [REDACTED]. (Encl 11)

220. In March 2015, [REDACTED] was counseled by [REDACTED]
within earshot of her recruits and DIs for not properly supervising a
physical training event. (Encl 11)

221. During one counseling session, [REDACTED] stated that [REDACTED]
[REDACTED] angrily told her "I don't want to have to keep you in a box
like I have the [REDACTED]." (Encl 30)

222. [REDACTED] witnessed three or four occasions, in the chow hall
and on the rifle range, in which [REDACTED] corrected either an
enlisted Marine or officer in the presence of recruits. (Encl 30)

223. For example, in September 2014, [REDACTED] and a DI were
counseled in front of recruits and subordinates at the rifle range
after one of her DIs yelled at a recruit for talking back. (Encl 30)

224. [REDACTED] negative attitude toward [REDACTED] Company persisted
from February 2015 through April 2015, and was often exhibited by not
returning salutes and ignoring greetings from officers and DIs in
front of recruits. (Encl 18)

[REDACTED], [REDACTED] June 2014 -
present

225. [REDACTED] became an [REDACTED] in June 2014.
(Encl 11)

226. [REDACTED] identified [REDACTED] as an officer who had
difficulty in accepting changes within 4thRTBn and who subsequently
rejected [REDACTED] type of communication and feedback. (Encl
35)

227. [REDACTED] stated that the command climate in [REDACTED] Company
initially improved in August 2014 after [REDACTED] took command.
(Encl 11)

228. [REDACTED] told [REDACTED] on several occasions that [REDACTED]
Company was doing an amazing job. (Encl 11)

229. In February 2015, [REDACTED] began the outward displays of
disgust towards members of [REDACTED] Company (not saluting, ignoring
individuals, etc.) and that morale in [REDACTED] Company fell. (Encl 11)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

230. In a counseling session with [REDACTED], [REDACTED] discussed the negativity of [REDACTED], stating that [REDACTED] was a contributing factor to the negative climate in [REDACTED] company. (Encl 30)

231. [REDACTED] stated that she was negatively counseled by [REDACTED] in front of her DI's and recruits at least three times from January 2015 to March 2015. (Encl 49)

232. On 12 March 2015, [REDACTED] arrived late to the rifle range and approached a group of her Marines that were talking to [REDACTED]. [REDACTED] stated good morning, and [REDACTED] did not return the greeting and did not look at her or acknowledge her presence. (Encl 11)

233. [REDACTED] witnessed [REDACTED] antagonize, cutoff, and belittle [REDACTED] at staff meetings and [REDACTED] at a pickup brief September 2014. (Encl 49)

Facts regarding [REDACTED] interactions with recruits

234. On 13 September 2014, [REDACTED], [REDACTED] attended a crucible hike with 4thRTBn. (Encl 9)

235. At one point during the hike, [REDACTED] wanted to go to the rear of the formation to gain a different perspective. (Encl 9)

236. While at the rear of the formation, [REDACTED] focused on the series [REDACTED], who was approximately 5 feet tall and was struggling with the pack and rifle. (Encl 9)

237. [REDACTED] pointed the [REDACTED] out to all of the recruits and stated words to the effect of "how could this be the [REDACTED] as no [REDACTED] should be at the rear of the formation." [REDACTED] then continued to negatively counsel the recruit for not being worthy of being the [REDACTED]. (Encl 9)

238. In January 2015, [REDACTED] observed [REDACTED] "lose her bearing" in front of recruits by yelling at recruits who were not keeping up with the formation. (Encl 47)

239. On or about 6 March 2015, [REDACTED] observed [REDACTED] standing within one foot of a recruit and yelling at the recruit for spitting on glow belts and being disrespectful. (Encl 9)

240. In May 2015, during Series [REDACTED] crucible hike, [REDACTED] observed [REDACTED] take up a position behind the formation and yell at recruits for falling behind. (Encl 32)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

241. During the hike, [REDACTED] stated to the recruits "You are not proving you should be a Marine" and "Is this how you want males to see you?" (Encl 32)

242. [REDACTED] witnessed [REDACTED] talking down to recruits approximately four to six times per cycle (approximately a three month period), mostly during physical training events. (Encl 32)

243. [REDACTED] stated that he has seen [REDACTED] yelling at recruits outside the command post for not saluting saying "Oh my God!" and "You have got to be kidding me!" (Encl 47)

244. [REDACTED] stated that [REDACTED] would correct recruits weekly, and that most interactions were professional, however she did get agitated if a recruit failed to take responsibility. (Encl 43)

245. When asked if [REDACTED] ever yelled at recruits in her office, [REDACTED] stated "Yes, a couple times. I remember one specifically and it was an overweight recruit." (Encl 43)

246. [REDACTED] stated that she walks into [REDACTED] office when she hears [REDACTED] get agitated with a recruit in order to subtly calm the situation. (Encl 43)

247. [REDACTED] stated that [REDACTED] interjects herself into situations her DIs should handle - during hikes and PT. (Encl 43)

248. [REDACTED] stated "if you ask me, she is wearing the wrong rank. The gunnys should be making corrections, not always the [REDACTED]." (Encl 43)

End of Cycle Class for [REDACTED] Company, Series [REDACTED], 15 April 2015

249. [REDACTED] was the [REDACTED] for Series 4012, which graduated recruit training on Friday, 17 April 2015. (Encl 11)

250. During the [REDACTED] end of cycle debrief prior to graduation, [REDACTED] told [REDACTED] she believed her cycle was a success, that the DI's stuck together, and she was "proud of the character development of the new Marines." (Encl 11)

251. Series [REDACTED] did not do well in the [REDACTED] Inspection, and was below average in several evaluated events. (Encl 43)

252. [REDACTED] was upset with the statistics of Series [REDACTED], as the new Marines' fitness and shooting scores were below average. (Encl 11)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

253. On 15 April 2015, [REDACTED] and [REDACTED] conducted an End of Cycle Class with new Marines of [REDACTED] Company, Series [REDACTED]. (Encl 11)

254. [REDACTED] did not attend the class, as no permanent personnel were allowed in the brief except [REDACTED] and [REDACTED]. (Encl 11)

255. [REDACTED] stated the purpose of the class was to serve as an outcall for new Marines prior to graduation. (Encl 11)

256. [REDACTED] tone during this class was negative because Series [REDACTED] underperformed. (Encl 43)

257. After the class, the Marines told their DIs that they were de-motivated and "felt that they were not Marines because during the class the [REDACTED] had told them that they were given the EGA and that they did not deserve it." (Encl 26)

258. [REDACTED] [REDACTED] stated that the Marines of Series [REDACTED] told her that [REDACTED] told them their statistics were horrible and they brought the whole battalion's average down. (Encl 37)

259. According to [REDACTED] through second-hand information, [REDACTED] told [REDACTED] the [REDACTED] who ran a 20:30 in the PFT, that "her score wasn't good enough because she was not as fast as her male counterparts." (Encl 11)

260. According to [REDACTED] the Series [REDACTED] [REDACTED], [REDACTED] asked about the Marines' run times and if they could do pull-ups. When the recruits stated their run times and the fact that most can't do pull-ups, [REDACTED] told them, "Our male counterparts get demanded of and actually get trained." (Encl 26)

261. According to [REDACTED] the recruits told her that [REDACTED] told them that the "DIs did not demand on them and they did the bare minimum." (Encl 26)

262. [REDACTED] Series [REDACTED] DI, stated, in second-hand information from her recruits, "She [REDACTED] shows how we as females are not meeting the standards of our counterparts. She said if you are not running a 23 minute or less PFT that the drill instructors failed you and you failed yourself." (Encl 27)

263. Four random recruits were interviewed by the investigating officer and stated that [REDACTED] comments during the class were negative, critical of the Series DIs, and left most of the Marines feeling de-motivated. (Encl 40)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

264. [REDACTED] a Series [REDACTED] recruit, stated that the tone of the meeting was definitely negative but that she had been taken out of the class early and missed part of the meeting. (Encl 40)

265. [REDACTED] a Series [REDACTED] recruit, stated "We were disappointed because we thought we had earned the title [of Marines] and the [REDACTED] made us feel like we had not." (Encl 40)

266. [REDACTED] stated that when one Marine fell asleep, [REDACTED] said words to the effect of "you have no discipline because your DIs have failed you." (Encl 40)

267. [REDACTED] a Series [REDACTED] recruit, stated that no one felt good about the class afterwards. The [REDACTED] was talking about standards and said that we didn't meet them. "She said we weren't as good as the males on PT and we didn't shoot as good either." (Encl 40)

268. [REDACTED] stated that [REDACTED] left the new Marines "doubting ourselves." (Encl 40)

269. [REDACTED] stated many Marines were offended, however, "I knew we had to brush it off because males do view us as weaker. I do feel like the point of the class was to make us tougher and stronger." (Encl 40)

270. [REDACTED] also stated that, "I like to compete with males but [REDACTED] was talking to us in a negative way." (Encl 40)

271. [REDACTED] also stated that [REDACTED] called out the DIs by saying words to the effect that the DIs did not motivate the recruits enough or push them hard enough. (Encl 40)

272. [REDACTED] stated that after the class, [REDACTED] their [REDACTED], told them in the squad bay that "You are my Marines," and that "in my eyes you have earned that title, and don't take those [REDACTED] comments to heart." (Encl 40)

273. [REDACTED] stated that "it meant more to me to hear my [REDACTED] say she was proud of me than hearing our [REDACTED] say we suck." (Encl 40)

274. [REDACTED] approached [REDACTED] and [REDACTED] regarding the Marines' comments about the end of cycle class. (Encls 11,26)

275. [REDACTED] and [REDACTED], [REDACTED] approached [REDACTED], but were told "she [REDACTED] sits through those classes all the time and... it is very informative and [she] sees nothing wrong with it." (Encls 11,26)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

276. [REDACTED] was hurt and upset by [REDACTED] comments because she works 140 hours a week and she "does not like when someone, especially someone in my command, says that I do not work hard and I failed my Marines." (Encl 27)

277. [REDACTED] stated that [REDACTED] "pretty much destroyed everything we as drill instructors had instilled in them over those 70 days of training." (Encl 37)

278. [REDACTED] stated "this runs contrary to the [REDACTED] own command philosophy of confidence, accountability and pride. Whatever confidence and pride the new Marines of Series [REDACTED] had built was tarnished in that class, and there was no evident accountability in regard to whatever wrong-doing had occurred." (Encl 11)

279. [REDACTED] stated that [REDACTED] and she conducted approximately 20 End of Cycle classes and [REDACTED] tone changed based on how [REDACTED] felt the recruits performed. (Encl 43)

280. [REDACTED] stated, "It would be either positive or negative." The message was essentially the same but [REDACTED] would bring up specific events that she felt the new Marines underperformed in. (Encl 43)

End of Cycle Class for [REDACTED] Company Series [REDACTED] on 13 May 2015

281. Upon hearing about Series [REDACTED] End of Cycle Class, [REDACTED] Series [REDACTED], and [REDACTED], Series 4016 [REDACTED], decided to attend the Series [REDACTED] End of Cycle Class on 13 May 2015. (Encls 15,16)

282. The class started out with the video "Throw like a girl." [REDACTED] stated that when answering opinion questions about the video, [REDACTED] was quick to shoot down comments from the Marines. (Encls 15,16)

283. [REDACTED] stated that the message throughout the remainder of the brief was that the Marines were not competitive with their male counterparts because they have lower standards. (Encl 15)

284. [REDACTED] asked all the Marines who were in the delayed entry program for four months or more to stand up. (Encls 15,16)

285. [REDACTED] then asked the Marines who ran less than 23 minutes to sit down. (Encls 15,16)

286. [REDACTED] asked the remaining Marines why they did not perform better. [REDACTED] told the Marines that the disparity

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

between the genders begins in the delayed entry program and that they need to take accountability for that. (Encl 15)

287. According to [REDACTED], when a Marine admitted to not giving 100% while in the delayed entry program, [REDACTED] replied that "she showed her male counterparts right there in the delayed entry program that she was held to a different standard." (Encl 16)

288. [REDACTED] then asked the Marines who ran faster than 21 minutes in the PFT to stand up. When only one Marine stood up, [REDACTED] stated words to the effect of everyone who was not standing was just another reason why females will never be seen as equals by our male counterparts. (Encl 15)

289. [REDACTED] told the Marines that their male counterparts see them as "weak and less of a Marine." (Encl 15)

290. According to [REDACTED], [REDACTED] then asked all contract PFCs to stand, and then for all those who ran faster than 23 minutes to sit down. (Encls 15,16)

291. [REDACTED] stated to those who remained standing that they were only given the rank of PFC for college/referrals and that their male counterparts "would never take orders from them because we have lower standards as females." (Encl 15)

292. According to [REDACTED], [REDACTED] asked the new Marines their thoughts on the crucible, to which one of the Marines stated that she believed the group did well on the hike. (Encl 15)

293. [REDACTED] responded that "believe" is a feeling, not a fact. [REDACTED] went on to say "Do you really think you did well on the hike back? Well, I will tell you that you didn't." (Encl 15)

294. [REDACTED] went on to say "If you did not complete the hike, stand up." A few Marines stood up, and [REDACTED] told the other Marines to take a look around. (Encl 15)

295. [REDACTED] said words to the effect of "since the crucible hike wasn't really integrated as it should have been, the males see them as weak and underserving to wear the EGA because the females finished so far behind them." (Encl 15)

296. The only positive statement [REDACTED] can recall is that [REDACTED] congratulated the Marines on their "first step in becoming Marines." (Encl 16)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

297. Seven recruits from [REDACTED] Company, Series [REDACTED], were interviewed by the investigating officer regarding the End of Cycle Class on 13 May 2015. (Encl 39)

298. [REDACTED] stated that [REDACTED] tone was intense and the message was that we needed to work harder. (Encl 39)

299. [REDACTED] stated that she agreed with [REDACTED] statements that males will not respect you because you can't meet the male standards. (Encl 39)

300. [REDACTED] stated that [REDACTED] asked her to stand up for falling out of the Crucible hike and although some other Marines were upset, she was not. (Encl 39)

301. [REDACTED] stated that [REDACTED] told the new Marines PT-wise we need to improve ourselves. Know yourself and seek self-improvement. (Encl 39)

302. [REDACTED] stated that [REDACTED] message was that your male counter-parts will not respect you unless you meet male standards. (Encl 39)

303. [REDACTED] stated that it was not a motivating class. "We all thought we were coming in for a positive talk but we were scolded for an hour." (Encl 39)

304. [REDACTED] confirmed that [REDACTED] did have people stand up and it did embarrass some Marines. (Encl 39)

305. [REDACTED] felt [REDACTED] was trying to motivate them to be better and not settle for being mediocre. (Encl 39)

306. [REDACTED] said [REDACTED] tone was very intense and that she was motivated to strive and be better. (Encl 39)

307. [REDACTED] and [REDACTED] had no positive or negative comments, and did not have an opinion or perspective on the class. (Encl 39)

308. [REDACTED] felt as though the Marines were being chastised for things that were out of their control. (Encl 16)

309. When asked if [REDACTED] holds female recruits to higher standards, [REDACTED] replied, "Yes. She has an obsession with equalizing disparity between males and females." (Encl 43)

310. [REDACTED] went on to say that [REDACTED] believes females get promoted faster because of several factors, like having some

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

college, etc. [REDACTED] believes that is unfair. [REDACTED]
believes females have not earned that right because they are not
maintaining the same standards as males. (Encl 43)

[REDACTED] position on Sexual Assault

311. [REDACTED] is a trained Uniformed Victim Advocate (UVA). (Encl 32)

312. During an officer Professional Military Education (PME) in January 2015, [REDACTED] discussed sexual assault in the Marine Corps. (Encl 32)

313. According to [REDACTED], [REDACTED] stated words to the effect that sexual assault is "100% preventable" and "by drinking you are putting yourself in a position to be sexually assaulted." (Encl 32)

314. [REDACTED] stated that [REDACTED] went on to say "just because you are drinking and have sex, does not necessarily mean its sexual assault." (Encl 32)

315. [REDACTED] stated that at this point in the PME the mood in the room became uncomfortable. (Encl 32)

316. [REDACTED] does not feel comfortable reporting a sexual assault to [REDACTED] because she does not feel it would be taken seriously. (Encl 32)

317. [REDACTED] is a designated [REDACTED] for 4thRTBn. (Encl 11)

318. [REDACTED] stated that during the Series [REDACTED] End of Cycle class, recruits told [REDACTED] that [REDACTED] told them words to the effect of [when you get to the fleet] if you get drunk and raped, its' your fault. (Encl 11)

319. [REDACTED], a Series [REDACTED] recruit stated that during the end of cycle class, [REDACTED] did bring up the subject of rape and said that "by going out and drinking sometimes females put themselves in those situations." (Encl 40)

320. [REDACTED], a Series [REDACTED] recruit, stated that during the End of Cycle class, [REDACTED] brought up the issue of sexual assault and stated that "we should not cry wolf, and if you make a mistake and sleep with someone, don't cry rape." (Encl 39)

321. No other recruits reported hearing anything specific regarding [REDACTED] guidance on sexual assault. (Encls 39,40)

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

322. [REDACTED] is a designated [REDACTED] for 4thRTBn. (Encl 48)

323. [REDACTED] stated that during a one-on-one discussion with [REDACTED], [REDACTED] indicated her position on sexual assault was prevention, not victim support. (Encl 48)

324. [REDACTED] believes the message [REDACTED] is sending is that "if you get raped, it's your fault." (Encl 48)

325. [REDACTED] stated that [REDACTED] message to her battalion and recruits is to "manage one's self." (Encl 43)

326. [REDACTED] stated that [REDACTED] believes there is a "dirty little secret in the Marine Corps that when a male and female get drunk and have sex, there is only one person accountable for it in the morning - the male." (Encl 43)

327. [REDACTED] stated, "I don't believe [REDACTED] message] is too far off the mark, but if anyone has a problem with it, it's because of [REDACTED] belief that when two people put themselves in that position, two people are responsible for the outcome." (Encl 43)

OPINIONS

1. [REDACTED] command climate has declined significantly in her nearly one year of command. She has tumultuous relationships with an overwhelming majority of her officers, several SNCOs, and Marines; some have been able to adjust to her leadership style, most have not. [REDACTED] personality has been best described as moody, unpredictable, confrontational, antagonistic and sarcastic. This behavior has been reported to have occurred numerous times in public forums and in situations that are inappropriate for a Marine officer, and more importantly, a commander. [REDACTED] confrontational personality and severe personal approach has inhibited her ability to communicate her intent and to positively motivate many of her subordinates. It has also inhibited her ability to work with adjacent battalions and her RTR leadership. Through her actions and toxic leadership style, [REDACTED] has created a hostile, repressive, and unprofessional command climate.

2. There is no evidence that suggests [REDACTED] is capable of accepting differences of opinion and alternative perspectives when dealing with members of her command, or others. She becomes confrontational even after prompting open discussions. As a result, many individuals in her command will not respond to her and avoid bringing issues to her. [REDACTED] inability to mask her disgust for people that she is upset with, or who she feels are not behind her, has resulted in a climate where some fear reprisal. From

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

relatively benign acts of not returning salutes and ignoring greetings, to actively berating officers, SNCOs, and junior Marines in public settings, this persistent observation clearly indicates that [REDACTED] has difficulty maintaining bearing and professionalism.

3. [REDACTED] actions during the meeting with [REDACTED] Company on 11 May 2015 were overly confrontational, unprofessional and completely inappropriate for the audience of junior DIs, NCOs, SNCOs and officers. She took advantage of an opportunity to undercut the credibility of [REDACTED] and [REDACTED] in front of their assembled company. Her actions went well beyond simply holding leadership accountable when she asked [REDACTED] to admit before her Marines that she was a leadership failure. The meeting had a demoralizing effect on many members of [REDACTED] Company and reactions from those interviewed ranged from anger at [REDACTED] to sympathy for [REDACTED] who, despite problems with [REDACTED] has the respect of her Marines and SNCOs.

4. The meeting on 11 May 2015 serves as more than a vignette revealing [REDACTED] confrontational personality and how she communicates with members of her command. It also indicates a fundamental inability to understand her effect on command climate and how to repair it. Her unwillingness to acknowledge her own shortcomings, and repeated attempts to assign blame to her subordinates, has only caused her command climate to plummet further in the wake of the most recent survey results.

5. [REDACTED] stated goal in leading her battalion is to change the perception of women in the Marine Corps and culture in the battalion by "setting the example, holding ourselves accountable first, and being firm but fair." However, her obsession with eliminating the gender gap and absolute intolerance for anything less than full compliance with her vision has created a rift between her and several of her officers, senior enlisted leaders and drill instructors.

6. On 15 April 2015, and again on 13 May 2015, [REDACTED] stated before the assembled newly-minted Marines of Series [REDACTED] and [REDACTED] that male Marines will not respect female Marines unless they maintain male standards. It was during these events that [REDACTED] highlighted those female Marines who did not meet what she perceives as performance on par with their male counterparts. This is not presently in line with Marine Corps policy and is sending an inconsistent message to female Marines that the Marine Corps' standard for female Marines is not good enough. She has turned what should have been a proud and congratulatory event for her new Marines into an indictment on the quality of female recruit training and a minimization of their noteworthy accomplishments. Not only has [REDACTED] denigrated the process of making Marines, she has also

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED], 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

undercut the credibility of the officers, senior enlisted leaders and drill instructors of Companies [REDACTED] and [REDACTED].

7. A cursory look into [REDACTED] stated position on sexual assault revealed no apparent malice or bad intent. However, her choice of words and focus on accountability may be misinterpreted as reinforcing blame towards the victim, especially in the eyes of those who have been victims of sexual assault. As a result of [REDACTED] sexual assault message, several of her Marines, including officers, have reported that they would not feel comfortable reporting a sexual assault.

8. Despite the fact that [REDACTED] did hold a meeting with members of [REDACTED] Company attributing the battalion's poor command climate to them, the evidence does not support that reprisal or retaliation occurred as a result of the April 2015 DEOMI survey results. There is no evidence that [REDACTED] threatened to take any unfavorable personnel action, or withhold any favorable action, against members of 4thRTBn that she believed participated the April 2015 DEOMI survey. In fact, [REDACTED] behavior can be considered consistent throughout her one year in command.

9. Reference (b) forbids persons in authority to injure their subordinates by tyrannical or capricious conduct, or by abusive language. Despite all of her outward success, [REDACTED] methods and personal approach, in my opinion, meet the definition of abuse of authority. I believe that even if she were to reconcile her own shortcomings, her ability to effectively command has been compromised.

RECOMMENDATIONS

1. No further investigation is warranted.
2. I recommend that [REDACTED] be relieved of her duties for a loss of trust and confidence in her abilities to effectively lead 4thRTBn.

[REDACTED]



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19580
PARRIS ISLAND, SC 29905-19580

IN REPLY REFER TO
5041

18 May 15

From: Commanding General

To: [REDACTED]

Subj: COMMAND INVESTIGATION INTO THE CIRCUMSTANCES SURROUNDING
ALLEGED ABUSE OF AUTHORITY BY THE [REDACTED] 4TH
RECRUIT TRAINING BATTALION, MARINE CORPS RECRUIT DEPOT, PARRIS
ISLAND, SOUTH CAROLINA

Ref: (a) JAGINST 5800.7 (JAGMAN)

(b) U.S. Navy Regs 1990, Chap 10, Par 1023 (Abuse of Authority)

1. Per Chapter II of reference (a), this appoints you to investigate into the facts and circumstances surrounding alleged violations of reference (b) by [REDACTED]. Specifically inquire into the facts and circumstances surrounding a meeting between [REDACTED] and [REDACTED] Company Marines on or about 11 May 2015, any additional communications regarding the results of the command climate survey, and any other allegations regarding [REDACTED] command climate.

2. Report your findings of fact, opinions, and recommendations in letter form by 18 June 2015, unless an extension of time is granted.

3. You may seek legal advice from the Staff Judge Advocate, MCRD Parris Island. Additionally, the MCRD Command Inspector's Office is available to provide additional correspondence regarding this matter.

4. You are not to release any information pertaining to this matter to any third party without my approval.

5. Point of contact is [REDACTED] at [REDACTED] or commercially at [REDACTED]

ENCLOSURE (1)

FOR OFFICIAL USE ONLY

DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: 4th Battalion

Commander/Director: [REDACTED]

Admin Number: 1565957-4

Wednesday, April 22, 2015

**Defense Equal Opportunity Management Institute
Directorate of Research
Patrick AFB, FL**

RCS: DD-P&R (AR) 2338

FOR OFFICIAL USE ONLY
Commander/Director Eyes Only

ENCLOSURE (2)

TABLE OF CONTENTS

	Page
I. How to Interpret your DEOCS Results	3
II. Demographic Breakout	5
III. Perceptions of Discrimination	7
IV. Sexual Assault Prevention and Response	19
V. Climate Factor Subgroup Comparison	51
VI. Overall Unit Summary	54
VII. DEOCS Summary of Survey Item Responses	57
VIII. Recommendations	79
Appendix A: Your Locally Developed Questions	81
Appendix B: Your Short-Answer Questions	84
Appendix C: Written Comments from Your Organization	102

It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in Part II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, and members' satisfaction with issue resolution.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which shows provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

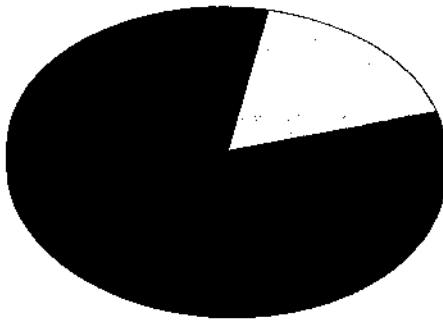
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

II. DEMOGRAPHIC BREAKOUT

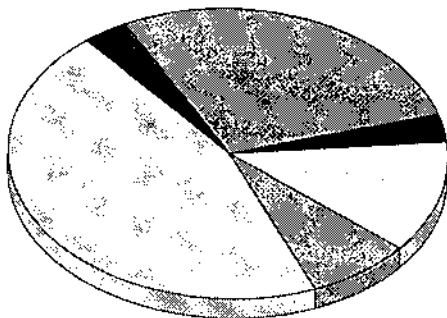
MINORITY vs MAJORITY



	Frequency	Percent
Minority	33	51.56
Majority	20	31.25
Declined	11	17.19
Total	64	100.00

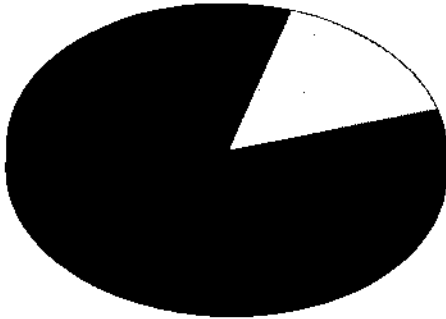
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

RACE



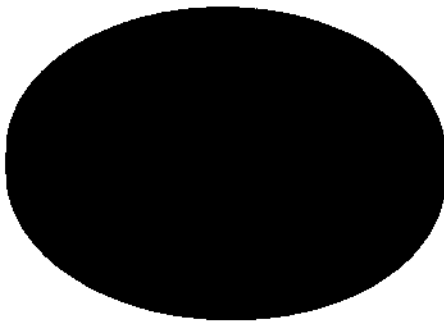
	Frequency	Percent
American Indian	1	1.56
Asian	1	1.56
Black	8	12.50
Native Hawaiian	5	7.81
White	29	45.31
	2	3.13
Declined	18	28.13
Total	64	100.00

ETHNICITY



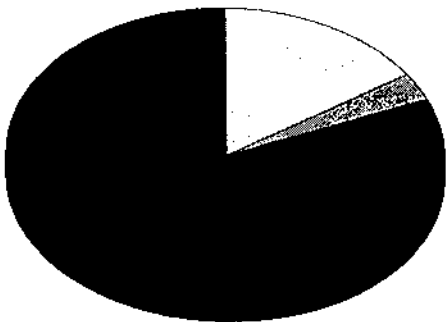
	Frequency	Percent
Not Hispanic	35	54.69
Hispanic	19	29.69
Declined	10	15.63
Total	64	100.00

GENDER



	Frequency	Percent
Men	3	4.69
Women	61	95.31
Total	64	100.00

CATEGORY

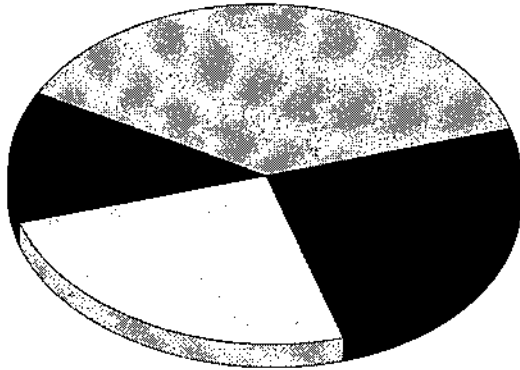


	Frequency	Percent
Junior Enlisted	45	70.31
Senior Enlisted	6	9.38
Junior Officer	10	15.63
Senior Officer	2	3.13
Junior Captain	0	0.00
Junior Lieutenant	1	1.56
Junior Sergeant	0	0.00
Total	64	100.00

III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):



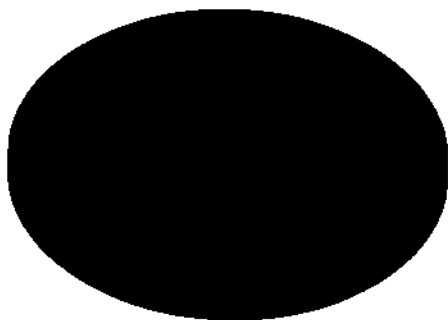
	Frequency	Percent
Sexual Harassment	3	37.50
Gender (Sex)	2	25.00
Age	1	12.50
Equal Pay	0	0.00
Pregnancy	0	0.00
Other	2	25.00
Total	8	100.00

NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

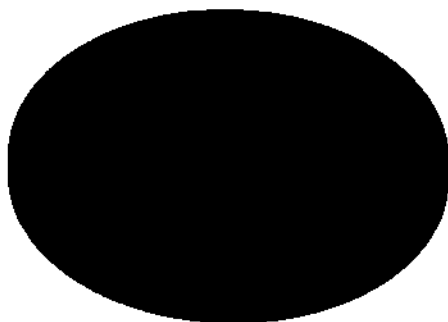
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



	Frequency	Percent
YES	2	10.00
NO	18	90.00
Total	20	100.00

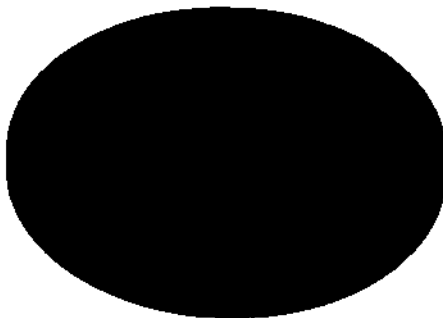
MINORITY



	Frequency	Percent
YES	0	0.00
NO	33	100.00
Total	33	100.00

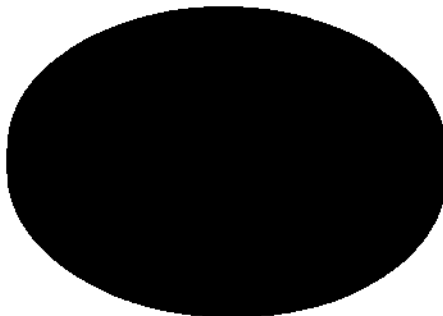
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	0	0.00
NO	3	100.00
Total	3	100.00

WOMEN

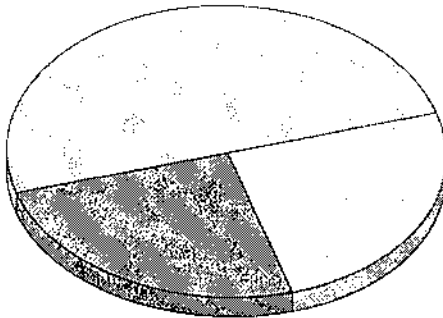


	Frequency	Percent
YES	2	3.28
NO	59	96.72
Total	61	100.00

Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of discrimination to someone in your organization?



Frequency Percent

0 0.00

0 0.00

2 25.00

2 25.00

4 50.00

Total 8 100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

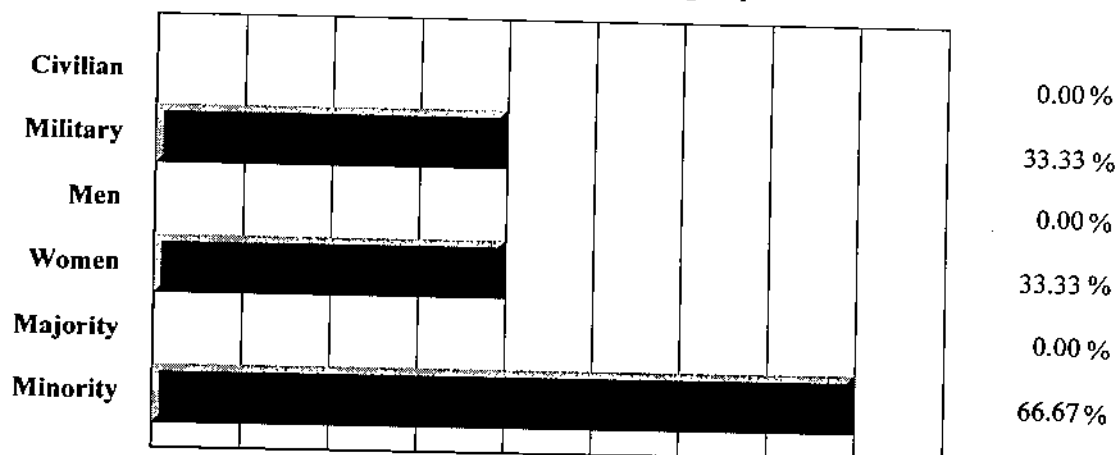
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:
Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 1. Reported Incident of Discrimination by Demographic Breakout

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	2	33.33	4	66.67	6	100.00
Men	0	0.00	0	0.00	0	100.00
Women	2	33.33	4	66.67	6	100.00
Majority	0	0.00	3	100.00	3	100.00
Minority	2	66.67	1	33.33	3	100.00

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

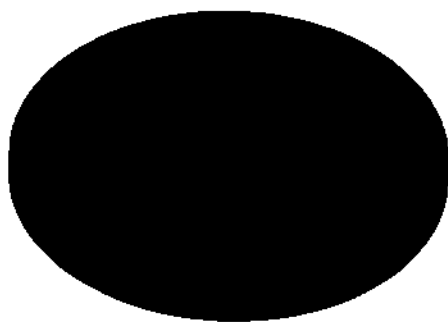


"N/A" responses not included.

Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 2. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.



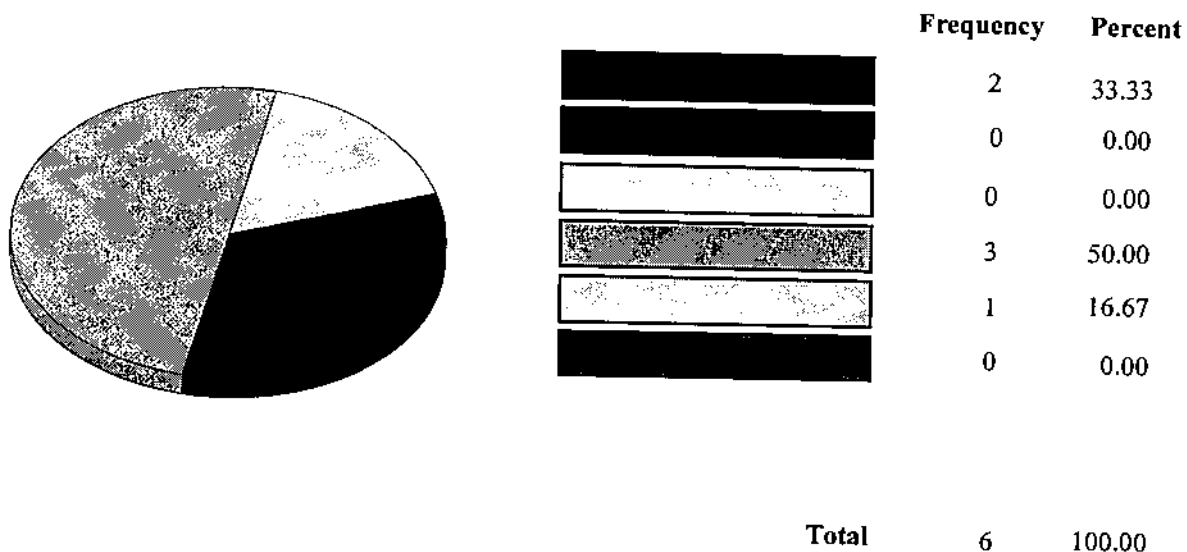
	Frequency	Percent
Very Dissatisfied	0	0.00
Satisfied Completely	2	100.00
Satisfied Somewhat	0	0.00
Dissatisfied Somewhat	0	0.00
Total	2	100.00

“N/A” responses not included.

Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination.



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

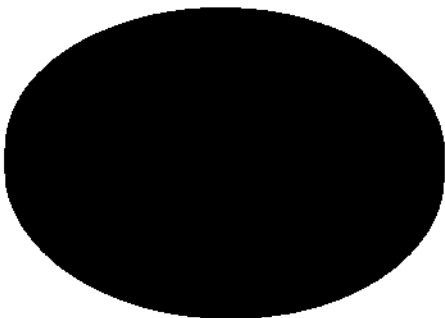
Fear of reprisal.

Lack of support from chain of command.

"N/A" responses not included.

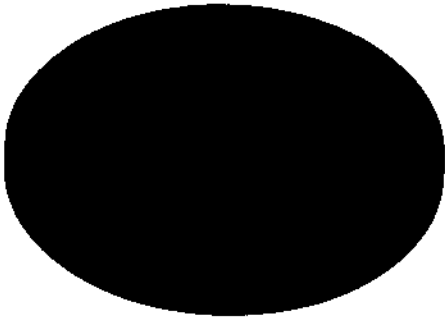
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	0	0.00
NO	3	100.00
Total	3	100.00

WOMEN








	Frequency	Percent
YES	0	0.00
NO	61	100.00
Total	61	100.00

Actions Taken Following Incident of Sexual Harassment

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?

	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
Total	0	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or
Supervisor: Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	0	0.00	0	0.00	0	100.00
Men	0	0.00	0	0.00	0	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	0	0.00	0	0.00	0	100.00
Minority	0	0.00	0	0.00	0	100.00

Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups

Civilian						0.00 %
Military						0.00 %
Men						0.00 %
Women						0.00 %
Majority						0.00 %
Minority						0.00 %

"N/A" responses not included.

Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 5. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

	Frequency	Percent
Very Dissatisfied	0	0.00
Satisfied	0	0.00
Very Satisfied	0	0.00
Not Satisfied	0	0.00
Total	0	100.00

“N/A” responses not included.

Perceived Barriers to Reporting Sexual Harassment

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 6. Barriers to Reporting Sexual Harassment

	Frequency	Percent
The incident would not be taken seriously.	0	0.00
The incident would not be believed.	0	0.00
Lack of privacy/confidentiality.	0	0.00
Fear of reprisal.	0	0.00
Lack of support from chain of command.	0	0.00
	0	0.00
Total	0	100.00

The incident would not be taken seriously.
The incident would not be believed.
Lack of privacy/confidentiality.
Fear of reprisal.
Lack of support from chain of command.

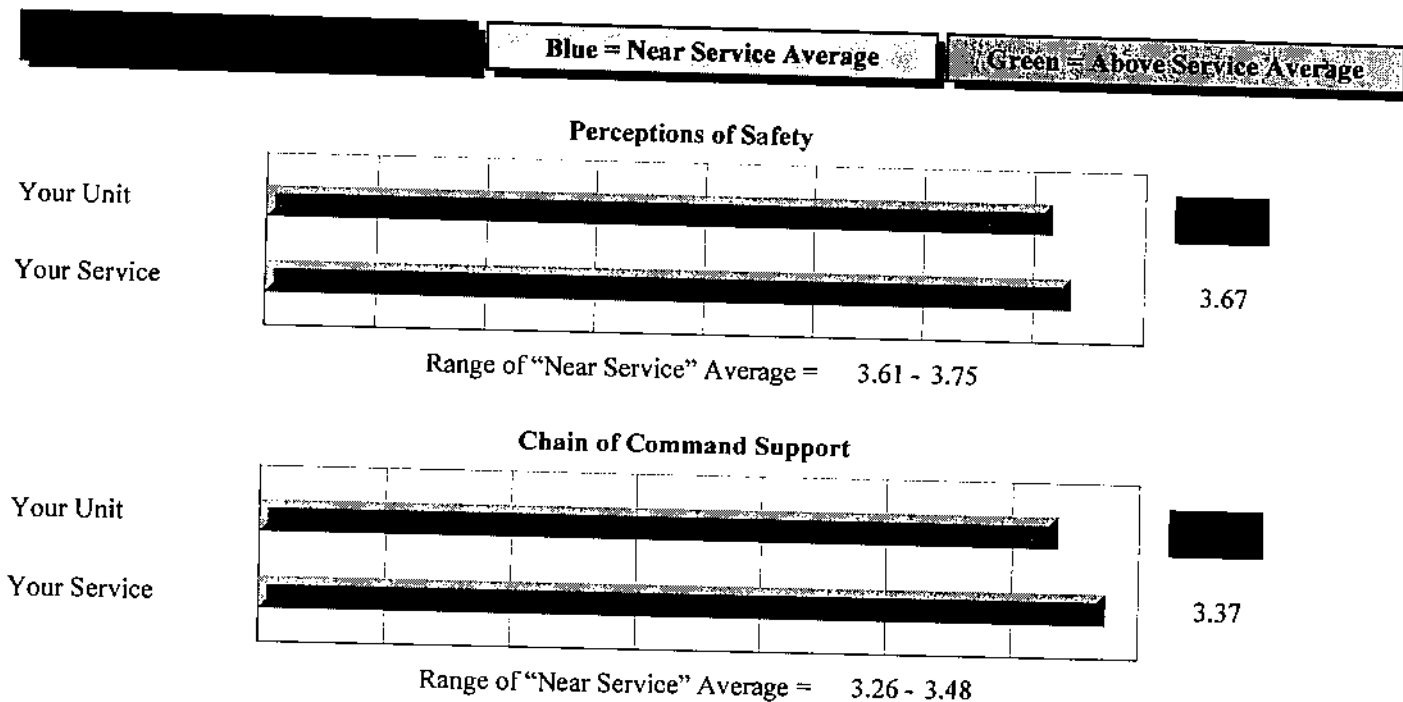
"N/A" responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

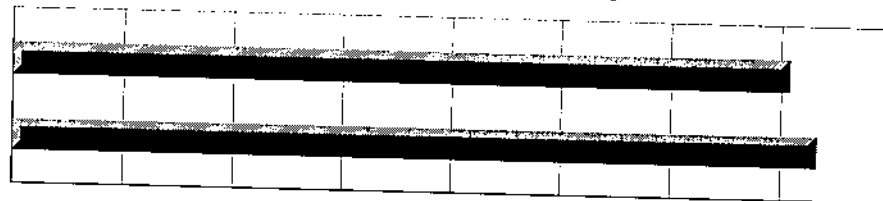
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



Publicity of SAPR Information

Your Unit

Your Service

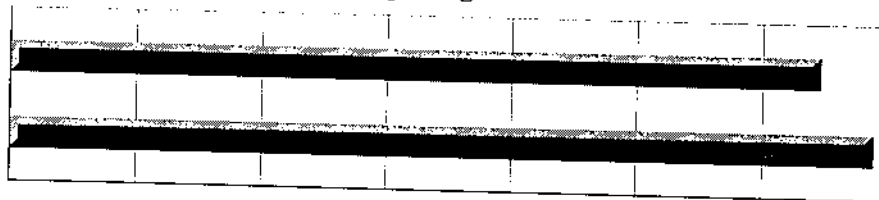


Range of "Near Service" Average = 2.82 - 3.04

Unit Reporting Climate

Your Unit

Your Service

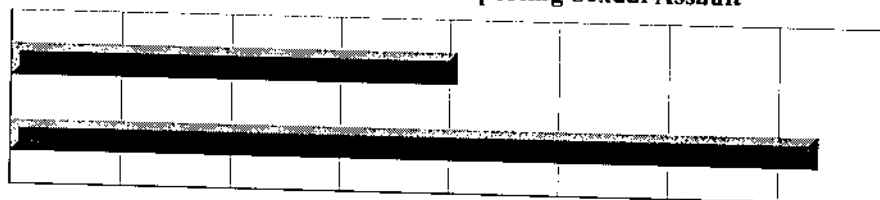


Range of "Near Service" Average = 3.33 - 3.56

Zero Perceived Barriers to Reporting Sexual Assault

Your Unit

Your Service

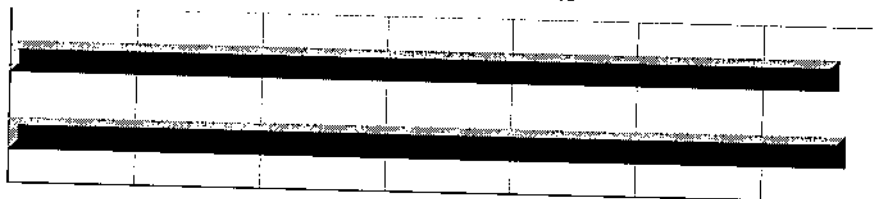


Range of "Near Service" Average = 29.35 - 44.44

Unit Prevention Climate

Your Unit

Your Service

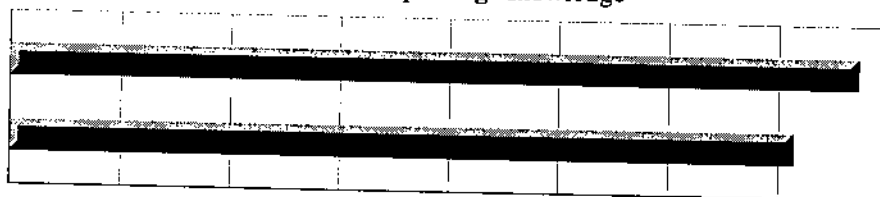


Range of "Near Service" Average = 3.22 - 3.43

Restricted Reporting Knowledge

Your Unit

Your Service



Range of "Near Service" Average = 67.18 - 74.72

Blue = Near Service Average

Green = Above Service Average

Perceptions of Safety

Perceptions of Safety refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Table 3. Respondents' Perceptions of Safety

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	12	92.31	1	7.69	13	100.00
Off-base/post/station	50	98.04	1	1.96	51	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	61	95.31	3	4.69	64	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups

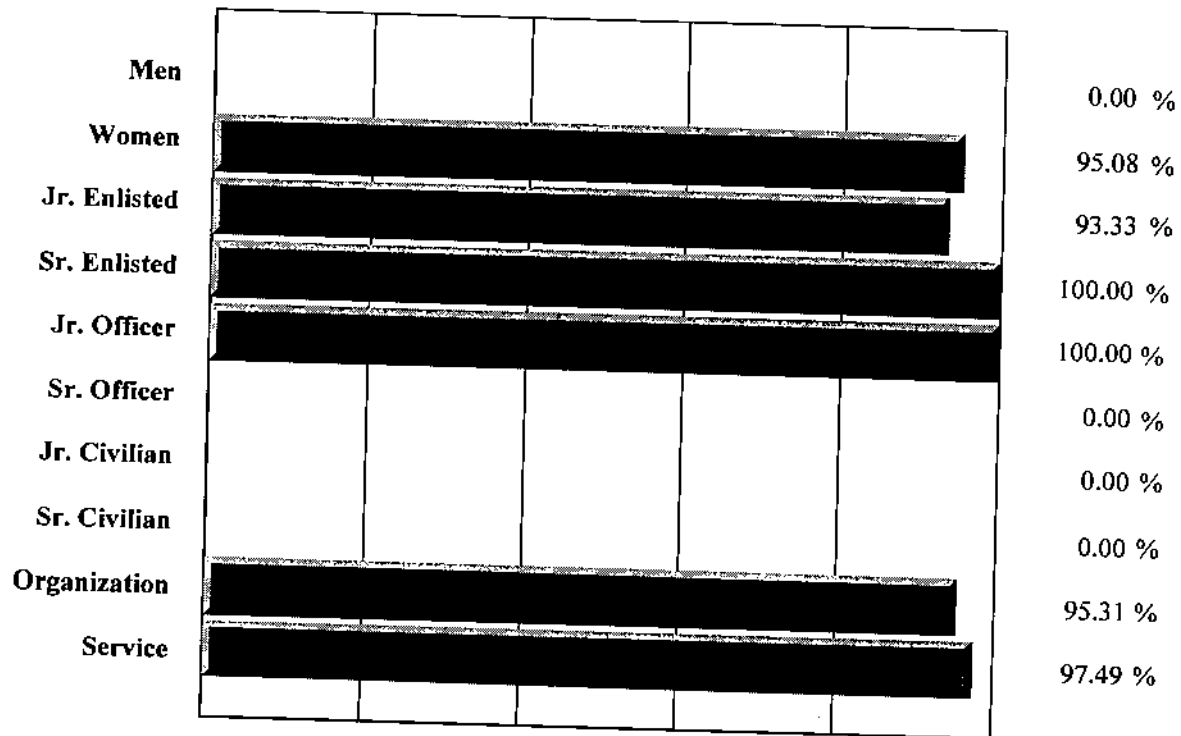
To what extent do you feel safe from being sexually assaulted where you currently live?



Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

Chain of Command Support

Chain of Command Support refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

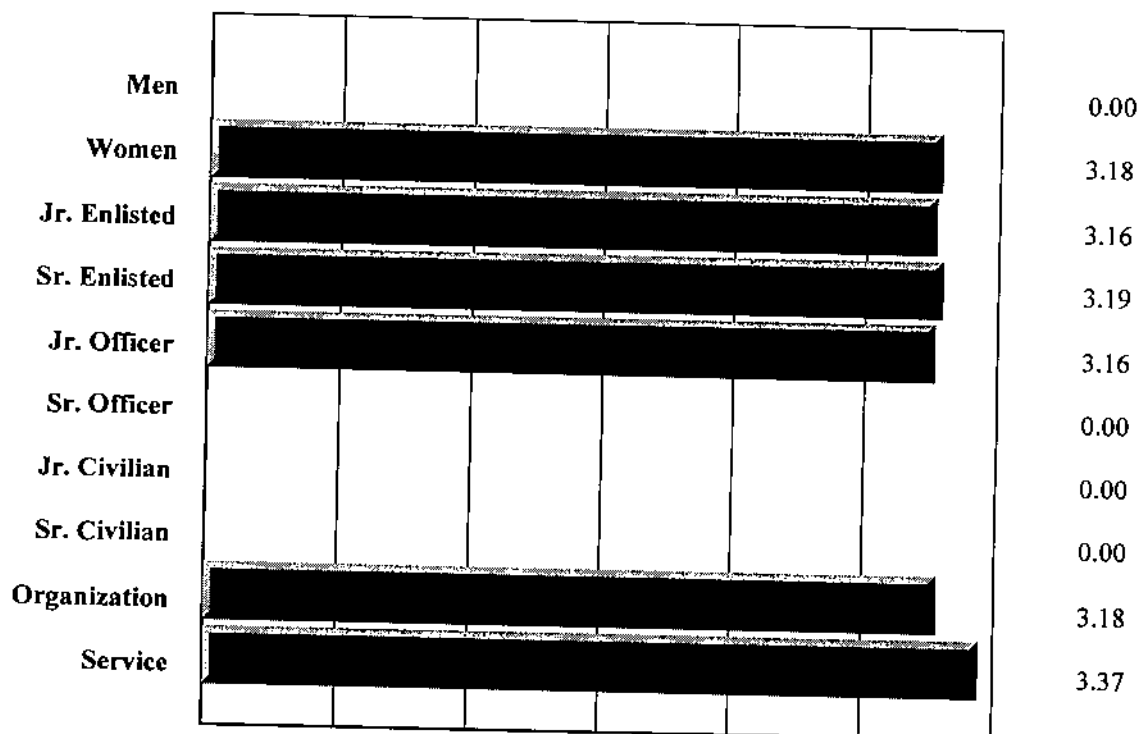
Table 5. Respondents' Perceptions of Chain of Command Support

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on "respect and trust"	35	54.69	29	45.31	64	100.00
Refrain from sexist comments and behaviors	54	84.38	10	15.63	64	100.00
Actively discourage sexist comments and behaviors	55	85.94	9	14.06	64	100.00
Provide sexual assault prevention and response training that interests and engages you	49	76.56	15	23.44	64	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	50	78.13	14	21.88	64	100.00
Encourage victims to report sexual assault	56	87.50	8	12.50	64	100.00
Create an environment where victims feel comfortable reporting sexual assault	52	81.25	12	18.75	64	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where "1" equals *not at all*, "2" equals *slight extent*, "3" equals *moderate extent*, and "4" equals *great extent*, and then computing individuals' mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit's combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 9. Respondents' Perceptions of Chain of Command Support by Demographic Subgroups



Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at www.sapr.mil. Also, follow links on sapr.mil to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

Publicity of SAPR Information

Publicity of SAPR Information refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

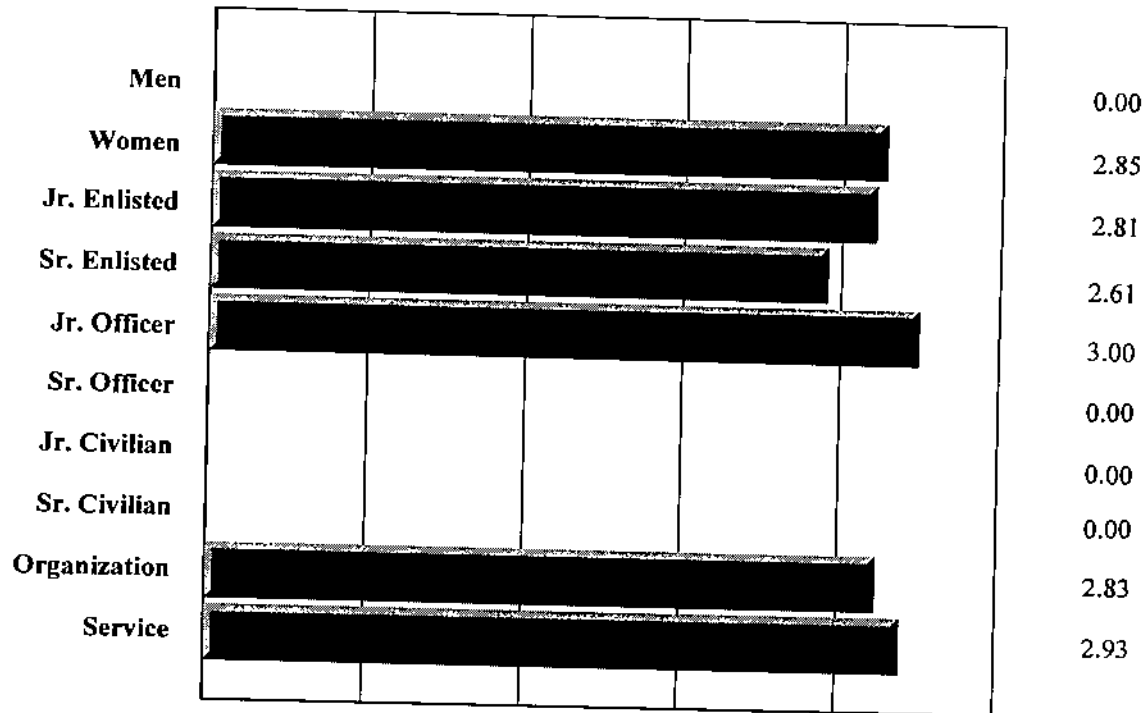
Table 6. Respondents' Perceptions of Publicity of SAPR Information

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service	25	39.06	39	60.94	64	100.00
Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)	50	78.13	14	21.88	64	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	50	78.13	14	21.88	64	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00..

Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
 - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
 - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
 - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline (www.safehelpline.org) as an anonymous, free, and available worldwide 24 hours a day resource.
 - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
 - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
 - Actively discourage rumors and speculation about the allegation.
 - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
 - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
 - When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit www.sapr.mil for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting www.sapr.mil and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit www.safehelpline.org for outreach materials.

Visit www.deomi.org for sexual assault awareness observance posters.

Unit Reporting Climate

Unit Reporting Climate measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal social and professional retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive reporting climate behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

Table 7. Respondents' Perceptions of Unit Reporting Climate

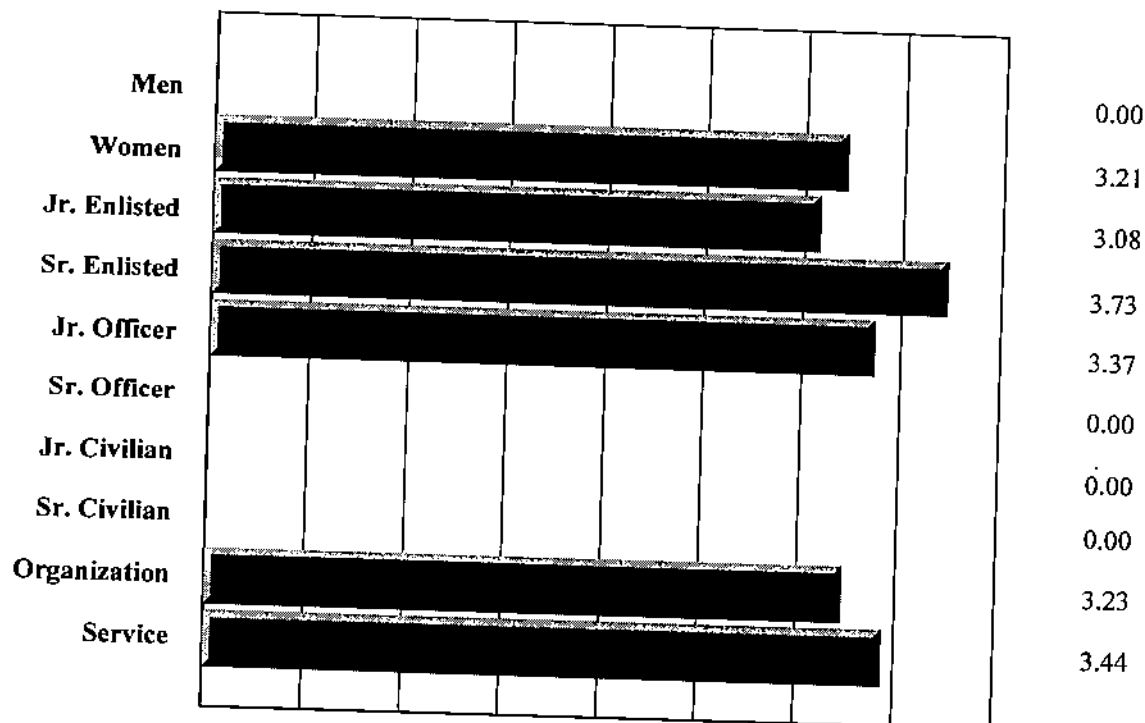
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	56	87.50	8	12.50	64	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	51	79.69	13	20.31	64	100.00
The chain of command would forward the report outside the unit to criminal investigators.	56	87.50	8	12.50	64	100.00
The chain of command would take steps to protect the safety of the person making the report.	54	84.38	10	15.63	64	100.00
The chain of command would support the person making the report.	55	85.94	9	14.06	64	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	54	84.38	10	15.63	64	100.00

Unit members would label the person making the report a troublemaker (*).	40	62.50	24	37.50	64	100.00
Unit members would support the person making the report.	55	85.94	9	14.06	64	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	39	60.94	25	39.06	64	100.00
The career of the person making the report would suffer (*).	41	64.06	23	35.94	64	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups



Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
 - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
 - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
 - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
 - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
 - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: "Another reason other than what is provided above" and "There are no barriers that would prevent victims from reporting a sexual assault."

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents' Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	21	32.81	43	67.19	64	100.00
Loss of privacy/confidentiality.	34	53.13	30	46.87	64	100.00
Fear of professional retaliation for making the report.	21	32.81	43	67.19	64	100.00
Fear of social retaliation for making the report.	27	42.19	37	57.81	64	100.00
Lack of confidence in the military justice system.	12	18.75	52	81.25	64	100.00
Lack of confidence in the chain of command.	21	32.81	43	67.19	64	100.00
Takes too much time and effort to report.	12	18.75	52	81.25	64	100.00
Not knowing how to make a sexual assault report.	5	7.81	59	92.19	64	100.00
Another reason other than what is provided above.	7	10.94	57	89.06	64	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	13	20.31	51	79.69	64	100.00

Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups

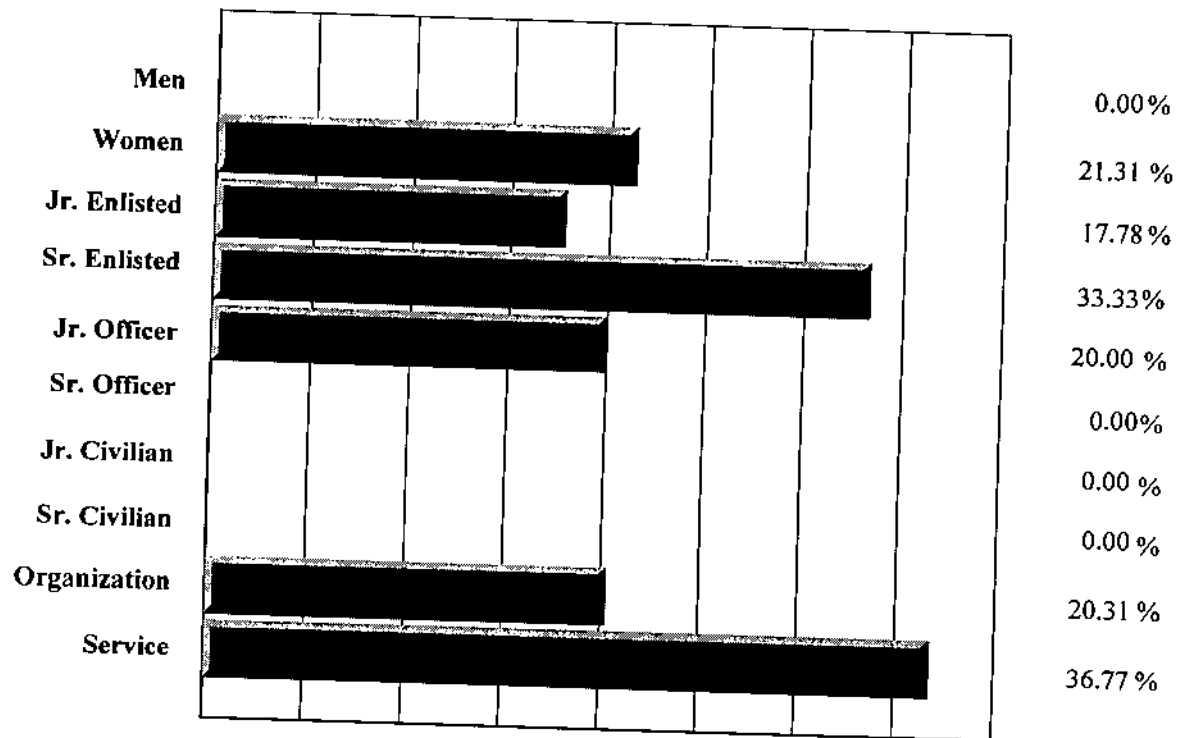


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

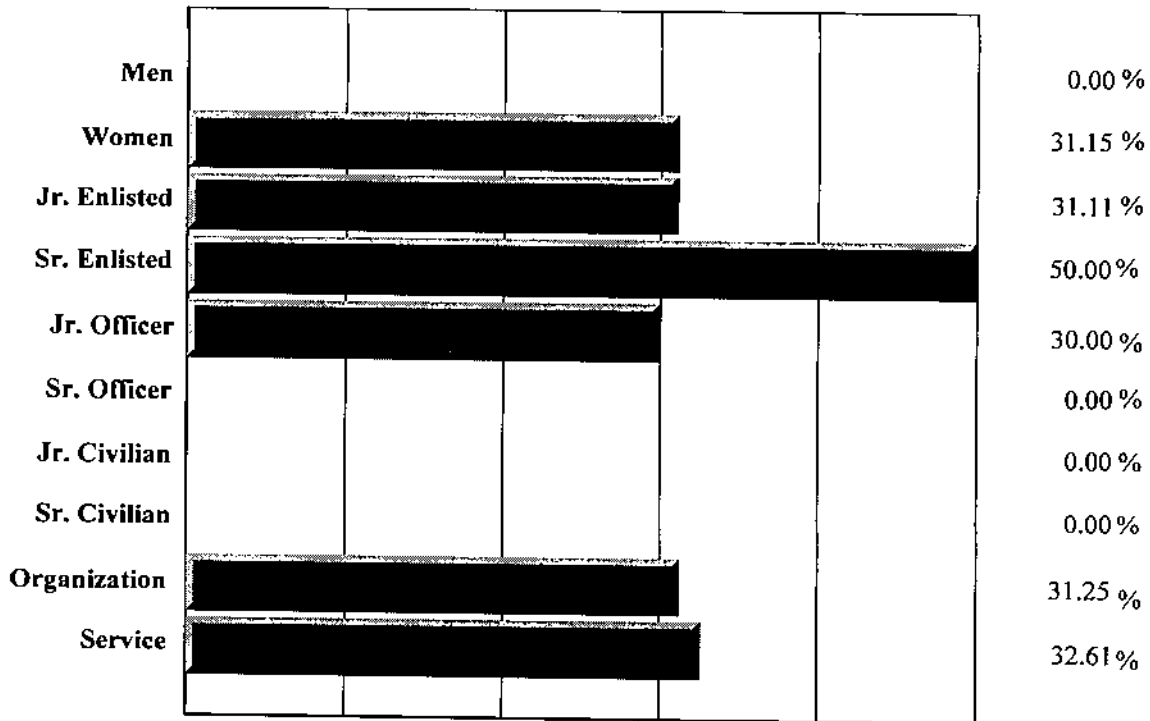


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

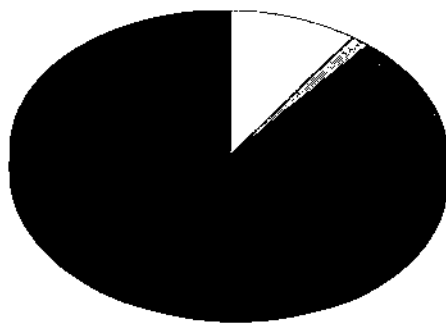
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

Unit Prevention Climate (Bystander Intervention)

Unit Prevention Climate, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

Figure 15. Responses to Bystander Intervention *Action* Question

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?



	Frequency	Percent
Confront the person.	14	21.88
Tell the drink owner what you saw.	37	57.81
Seek assistance from someone to help deal with the situation.	6	9.38
Do nothing.	1	1.56
Leave to avoid any kind of trouble.	0	0.00
Other	6	9.38
Total	64	100.00

Confront the person.

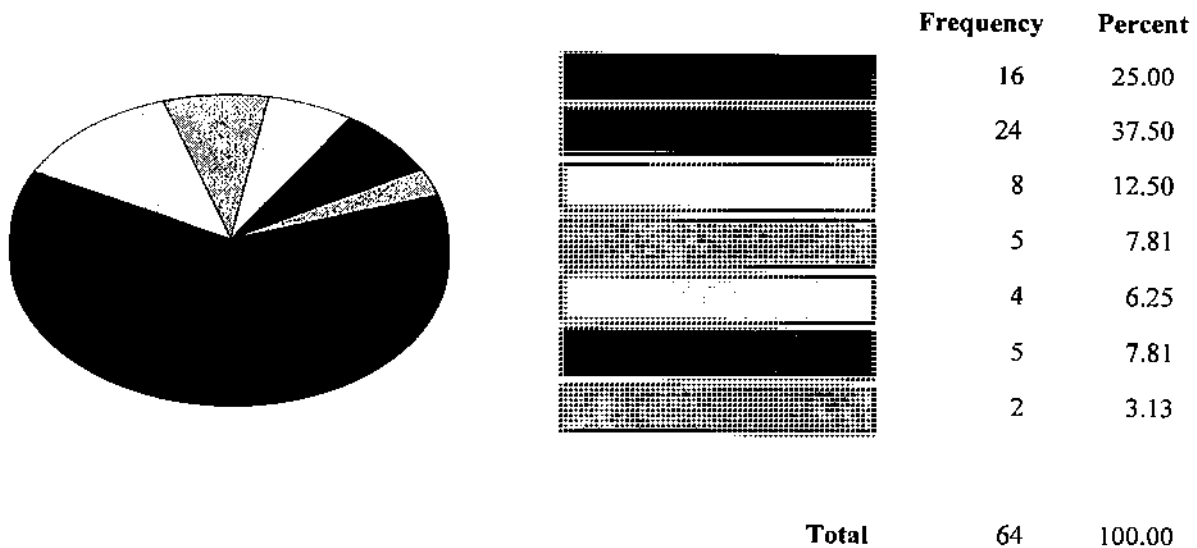
Tell the drink owner what you saw.

Seek assistance from someone to help deal with the situation.

Leave to avoid any kind of trouble.

Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go on temporary duty for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

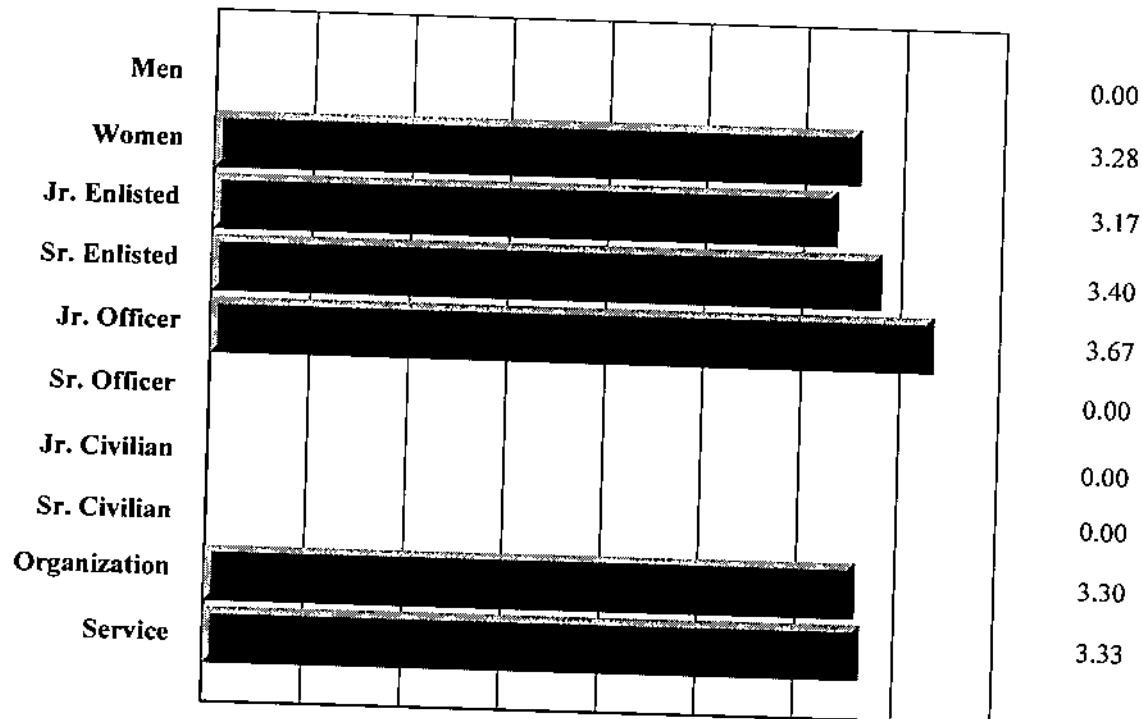
You see the senior leader quietly escorting the intoxicated person out of the bar.

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 17. Unit Prevention Climate Index by Demographic Subgroups

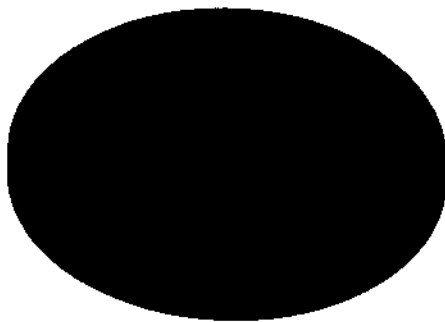


Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.



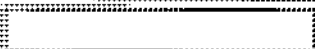



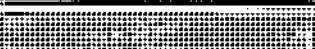



	Frequency	Percent
Yes	2	3.13
No	62	96.88
Total	64	100.00

If respondents answered "yes" to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:

	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	0	0.00
	2	0.00
Total	2	100.00

I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I considered intervening in the situation, but I could not safely take any action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
 - Assess for safety. Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
 - Be with others. If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
 - Care for the person. Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

Additional Resources:

Visit www.sapr.mil for Active Bystander Training material.

Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, "All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report." The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) can take a Restricted Report. "Anyone in my chain of command" and "Criminal investigator and Military Police Officer" are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

Table 9. Respondents' Restricted Reporting Knowledge

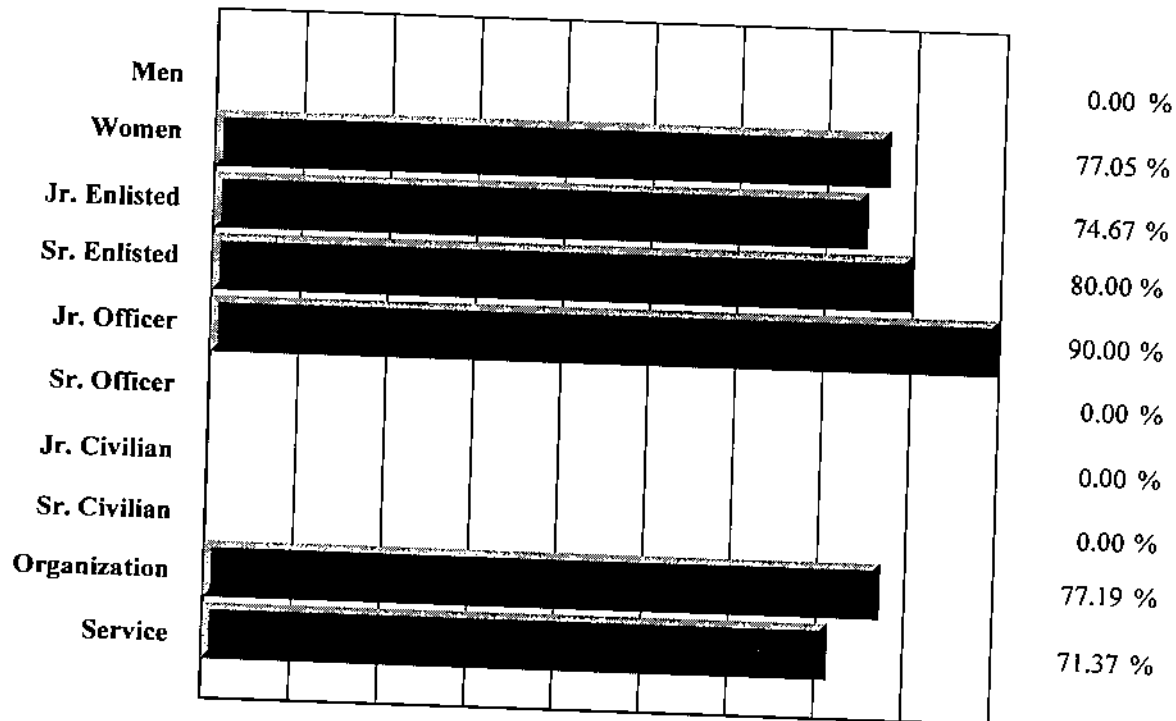
Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	56	87.50	8	12.50	64	100.00
Victim Advocate	54	84.38	10	15.63	64	100.00
Military Service Healthcare Personnel	43	67.19	21	32.81	64	100.00
Anyone in my chain of command	54	84.38	10	15.63	64	100.00
Criminal investigator and Military Police Officer	40	62.50	24	37.50	64	100.00

Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to healthcare providers.

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit www.sapr.mil for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.62		2.91			3.22	75.15
Majority	3.63		2.87		30.00	3.43	86.00
Women			2.85			3.28	77.05
Men	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Officer	3.67		3.08	3.48		3.70	86.67
Enlisted							75.29
Junior Enlisted							74.67
Senior Enlisted	4.00			3.73	33.33	3.40	80.00
Junior Officer			3.00	3.37		3.67	90.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military			2.85			3.30	77.46
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Blue = Near Service Average

Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average*: appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority										
Majority	2.88	2.68	3.01		2.70	2.86				
Women						2.68				
Men	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Officer										
Enlisted						2.72				
Junior Enlisted						2.76				
Senior Enlisted			2.83	2.98						
Junior Officer										
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military						2.68				
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Blue = Near Service Average

Green = Above Service Average

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average*: appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demmean Behavior	Hazing Behavior
Minority	3.02			2.99	0.00		0.00			
Majority	3.32	3.35	3.33	3.35	0.00	3.43	0.00	3.50		
Women	3.13	3.17	3.05	3.14	0.00		0.00	3.22		
Men	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Officer	3.25	3.25	3.31	3.33	0.00	3.42	0.00	3.25	2.86	3.36
Enlisted	3.09	3.15		3.10	0.00		0.00	3.21		
Junior Enlisted	3.08			3.10	0.00		0.00	3.18		
Senior Enlisted	3.17	3.22	3.06	3.11	0.00		0.00	3.44	3.28	3.78
Junior Officer	3.20	3.20	3.30	3.30	0.00	3.40	0.00	3.20	2.87	3.33
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.12	3.17	3.05	3.15	0.00		0.00	3.22		
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

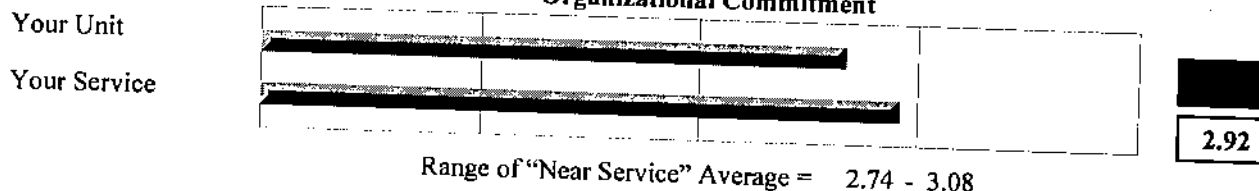
Blue = Near Service Average

Green = Above Service Average

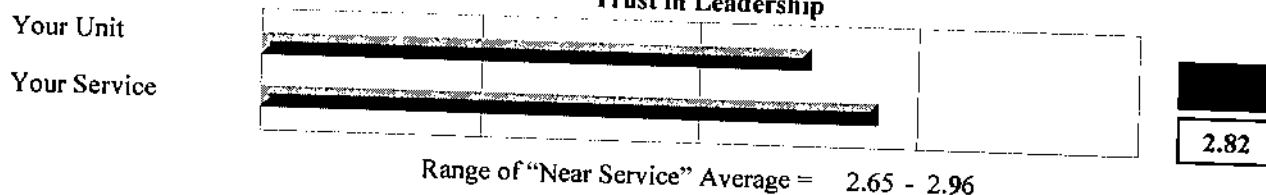
VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

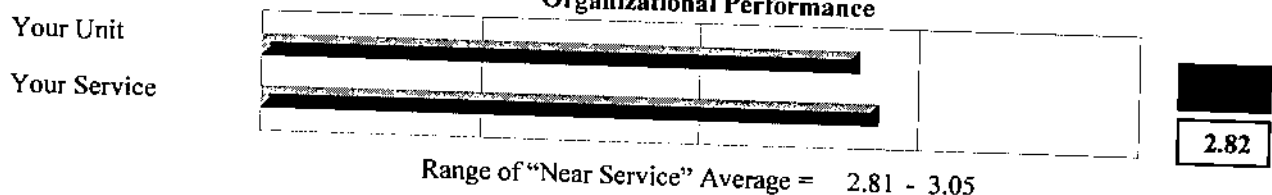
Organizational Commitment



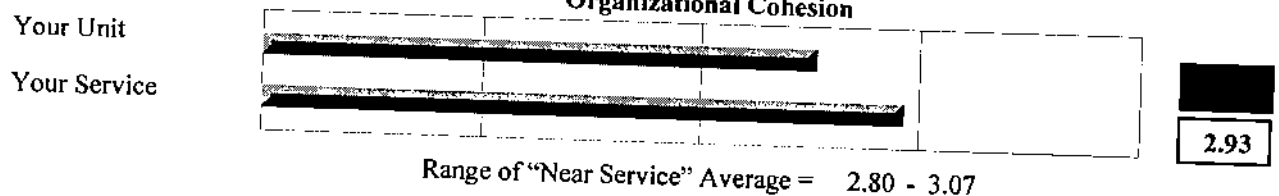
Trust in Leadership



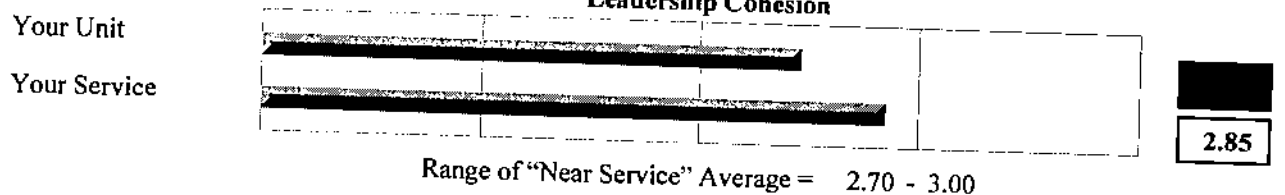
Organizational Performance



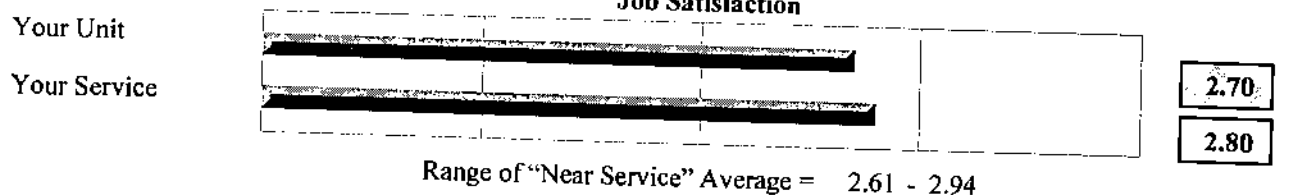
Organizational Cohesion



Leadership Cohesion



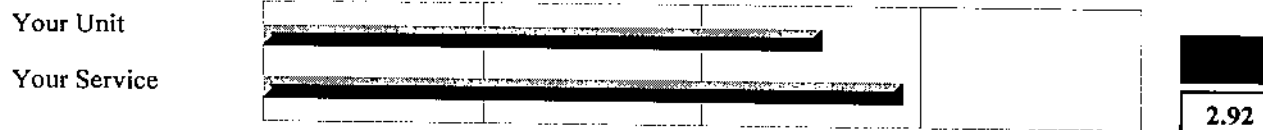
Job Satisfaction



Blue = Near Service Average

Green = Above Service Average

Organizational Processes



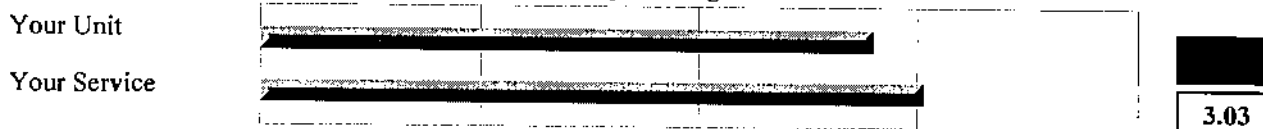
Range of "Near Service" Average = 2.82 - 3.03

Diversity Management



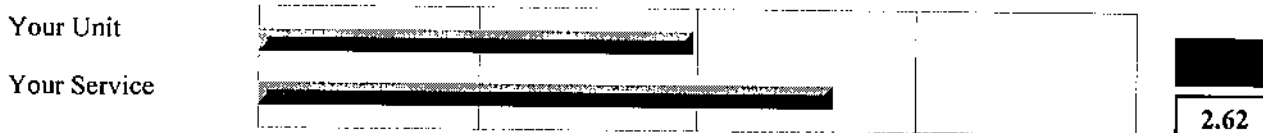
Range of "Near Service" Average = 2.89 - 3.13

Help Seeking Behaviors



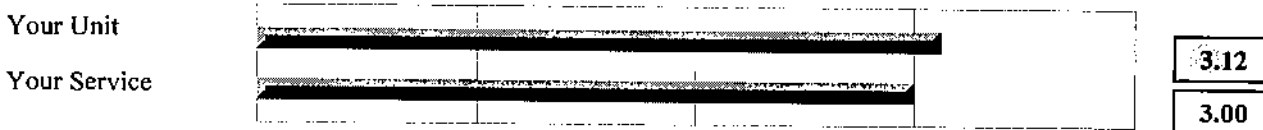
Range of "Near Service" Average = 2.95 - 3.11

Exhaustion



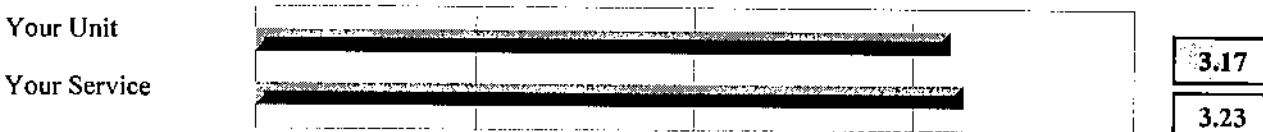
Range of "Near Service" Average = 2.49 - 2.76

Sexist Behaviors



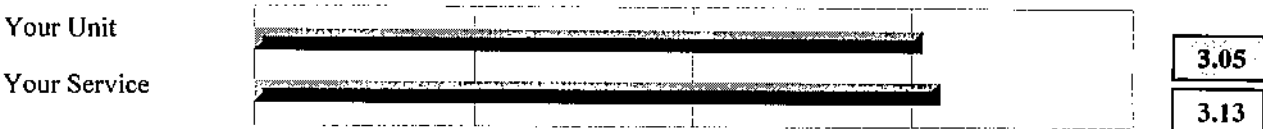
Range of "Near Service" Average = 2.86 - 3.13

Sexual Harassment



Range of "Near Service" Average = 3.15 - 3.33

Sex Discrimination



Range of "Near Service" Average = 3.00 - 3.28

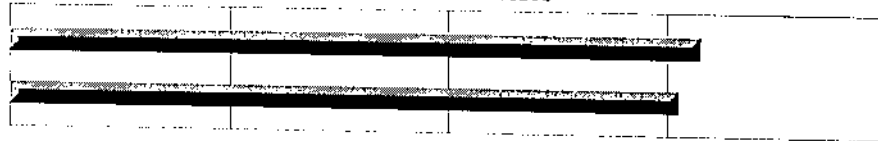
Blue = Near Service Average

Green = Above Service Average

Racist Behaviors

Your Unit

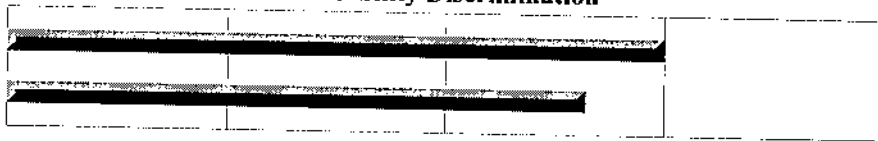
Your Service



Disability Discrimination

Your Unit

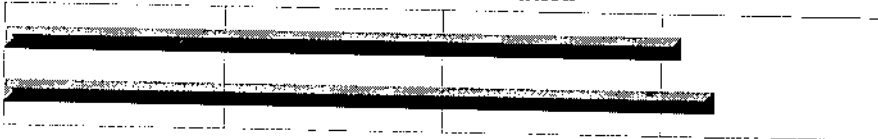
Your Service



Racial Discrimination

Your Unit

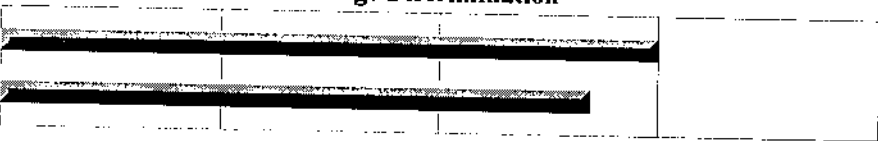
Your Service



Age Discrimination

Your Unit

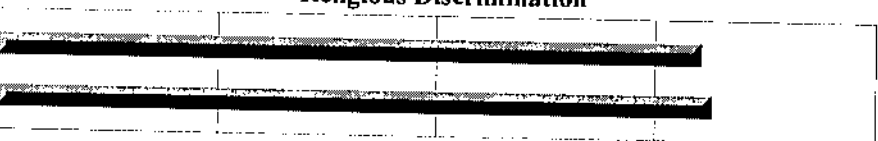
Your Service



Religious Discrimination

Your Unit

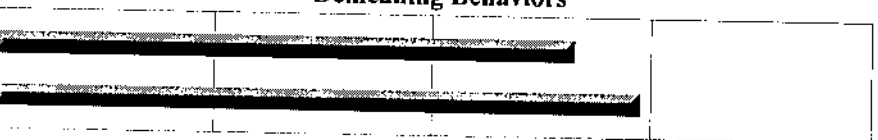
Your Service



Demeaning Behaviors

Your Unit

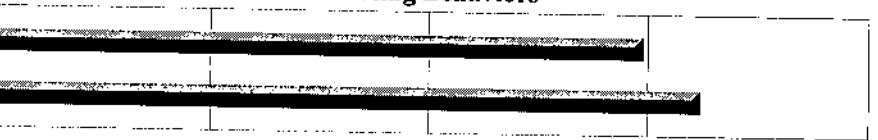
Your Service



Hazing Behaviors

Your Unit

Your Service



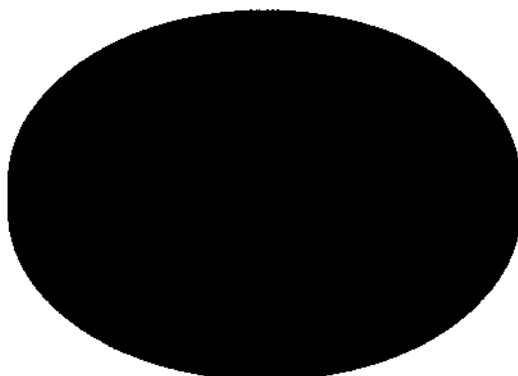
Blue = Near Service Average

Green = Above Service Average

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

Organizational Commitment

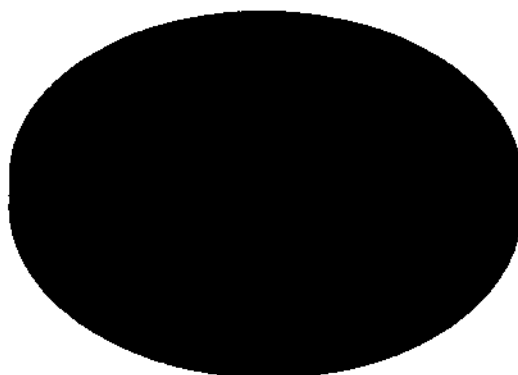
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	45	70.31	19	29.69	64	100.00
I feel a strong sense of belonging to this organization.	38	59.38	26	40.63	64	100.00
I am proud to tell others that I belong to this organization.	46	71.88	18	28.13	64	100.00
Overall Average	129	67.19	63	32.81	192	100.00



Favorable	67.19
Unfavorable	32.81

Trust in Leadership

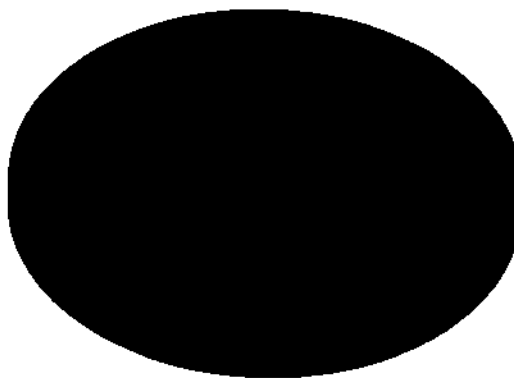
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	33	51.56	31	48.44	64	100.00
I trust that my organization's leadership will represent my best interests.	38	59.38	26	40.63	64	100.00
I trust that my organization's leadership will support my career advancement.	44	68.75	20	31.25	64	100.00
Overall Average	115	59.90	77	40.10	192	100.00



Favorable	59.90
Unfavorable	40.10

Organizational Performance

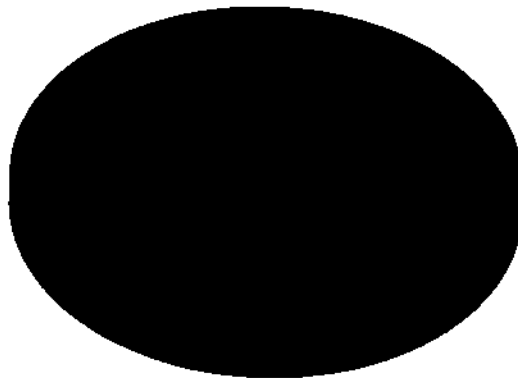
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	42	65.63	22	34.38	64	100.00
My organization's performance, compared to similar organizations, is high.	44	68.75	20	31.25	64	100.00
My organization makes good use of available resources to accomplish its mission.	53	82.81	11	17.19	64	100.00
All members of my organization make valuable contributions to completing tasks.	41	64.06	23	35.94	64	100.00
Overall	180	70.31	76	29.69	256	100.00



Favorable	70.31
Unfavorable	29.69

Organizational Cohesion

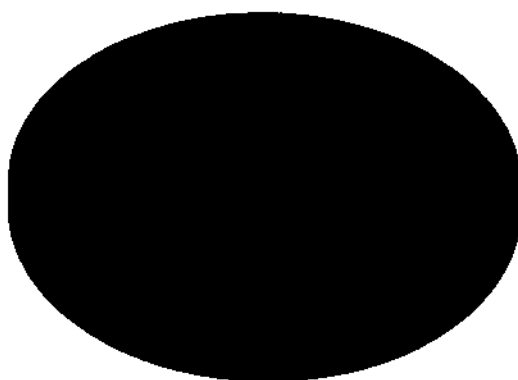
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	18	28.13	46	71.88	64	100.00
Members support each other to get the job done.	45	70.31	19	29.69	64	100.00
Members work well together as a team.	43	67.19	21	32.81	64	100.00
Members look out for each other's welfare.	42	65.63	22	34.38	64	100.00
Overall	148	57.81	108	42.19	256	100.00



Favorable	57.81
Unfavorable	42.19

Leadership Cohesion

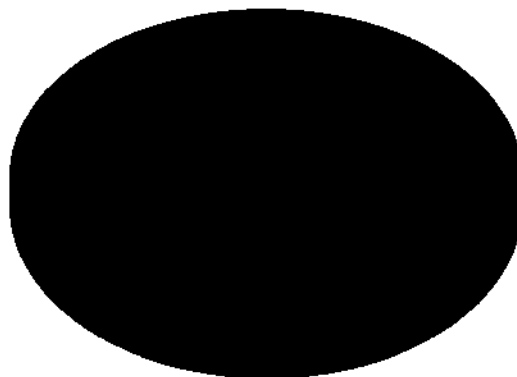
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	35	54.69	29	45.31	64	100.00
Leaders in my organization communicate well with each other.	30	46.88	34	53.13	64	100.00
Leaders in my organization support each other to get the job done.	44	68.75	20	31.25	64	100.00
Leaders in my organization are consistent in enforcing policies.	41	64.06	23	35.94	64	100.00
Overall	150	58.59	106	41.41	256	100.00



Favorable	58.59
Unfavorable	41.41

Job Satisfaction

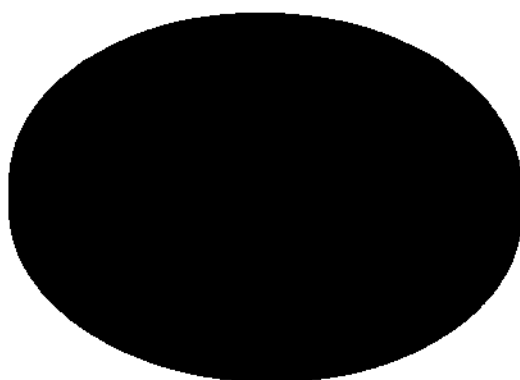
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	46	71.88	18	28.13	64	100.00
Most days I am enthusiastic about my work.	40	62.50	24	37.50	64	100.00
I feel satisfied with my present job.	44	68.75	20	31.25	64	100.00
I find real enjoyment in my work.	41	64.06	23	35.94	64	100.00
Overall	171	66.80	85	33.20	256	100.00



Favorable	66.80
Unfavorable	33.20

Diversity Management

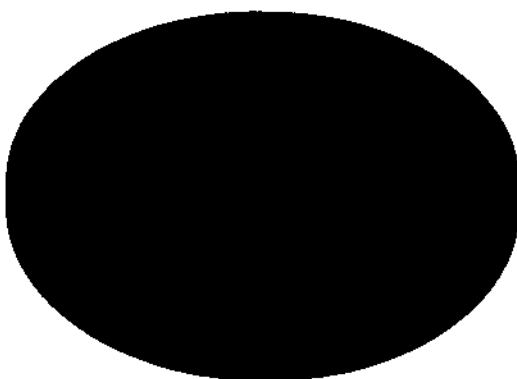
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	49	76.56	15	23.44	64	100.00
Members have access to a mentoring program.	44	68.75	20	31.25	64	100.00
Members' skills and other attributes are taken into account when assigning tasks.	37	57.81	27	42.19	64	100.00
Efforts are made to make everyone feel like part of the team.	45	70.31	19	29.69	64	100.00
Overall	175	68.36	81	31.64	256	100.00



Favorable	68.36
Unfavorable	31.64

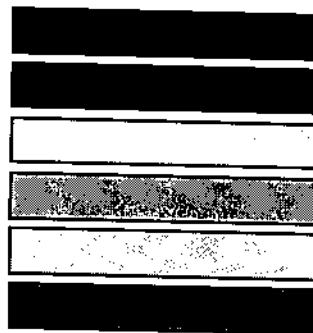
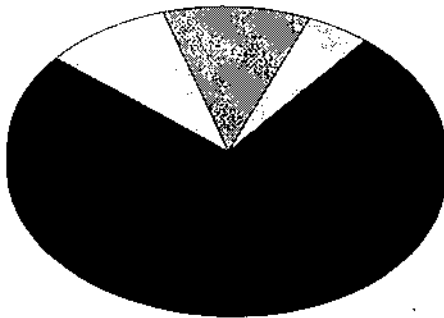
Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	35	54.69	29	45.31	64	100.00
Programs are in place to address members' concerns.	39	60.94	25	39.06	64	100.00
Decisions are made after reviewing relevant information.	40	62.50	24	37.50	64	100.00
Relevant job information is shared among members.	47	73.44	17	26.56	64	100.00
Personnel are accountable for their behavior.	37	57.81	27	42.19	64	100.00
Overall	198	61.88	122	38.13	320	100.00



Favorable	61.88
Unfavorable	38.13

What best describes your career intentions?



Frequency Percent

31 48.44

11 17.19

6 9.38

7 10.94

3 4.69

6 9.38

Total 64 100.00

Definitely stay.

Probably stay.

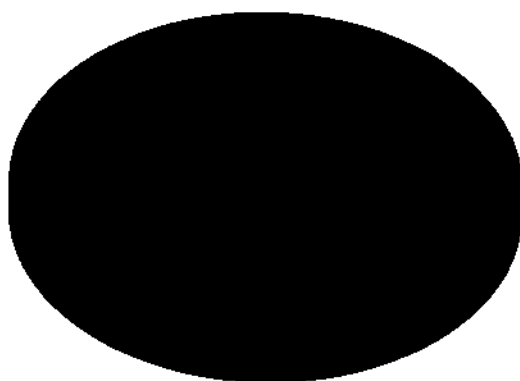
Stay next several years.

Probably leave after current obligation.

Definitely leave after completion of current obligation.

Help Seeking Behaviors

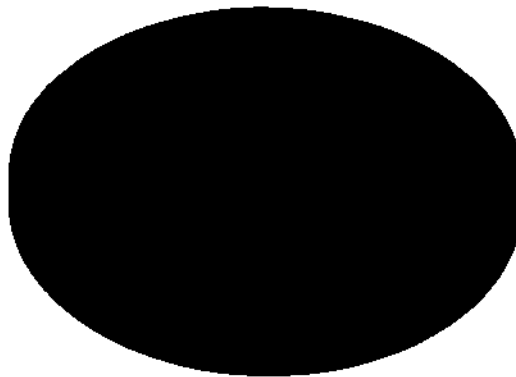
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	44	68.75	20	31.25	64	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	53	82.81	11	17.19	64	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	35	54.69	29	45.31	64	100.00
Overall	132	68.75	60	31.25	192	100.00



Favorable	68.75
Unfavorable	31.25

Exhaustion

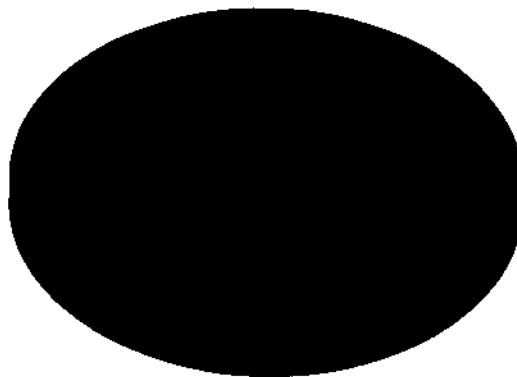
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	10	15.63	54	84.38	64	100.00
I feel physically worn out.	19	29.69	45	70.31	64	100.00
I feel emotionally worn out.	22	34.38	42	65.63	64	100.00
Overall	51	26.56	141	73.44	192	100.00



Favorable	26.56
Unfavorable	73.44

Hazing Behaviors

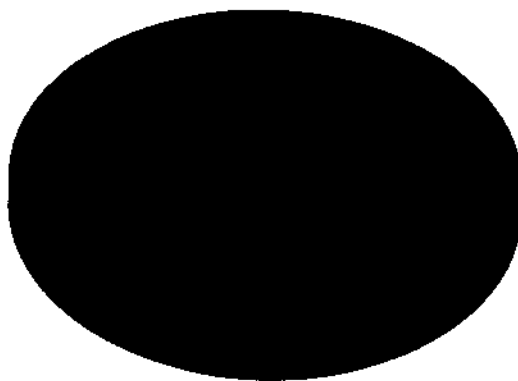
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	47	73.44	17	26.56	64	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	47	73.44	17	26.56	64	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	50	78.13	14	21.88	64	100.00
Overall Average	144	75.00	48	25.00	192	100.00



Favorable	75.00
Unfavorable	25.00

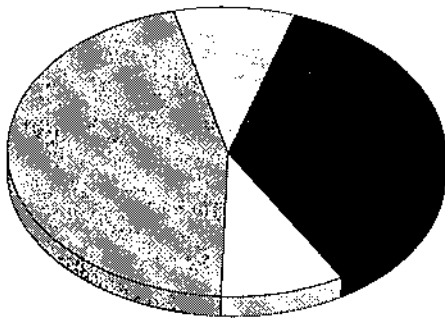
Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	42	65.63	22	34.38	64	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	30	46.88	34	53.13	64	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	44	68.75	20	31.25	64	100.00
Overall	116	60.42	76	39.58	192	100.00



Favorable	60.42
Unfavorable	39.58

In what way or ways do you perceive favoritism is being displayed?



	Frequency	Percent
[Solid Black]	0	0.00
[Solid White]	7	21.21
[Horizontal Lines]	3	9.09
[Cross-hatch]	15	45.45
[Vertical Lines]	3	9.09
[Diagonal Lines]	5	15.15
Total	33	100.00

Race/sex/national origin difference

Job opportunities

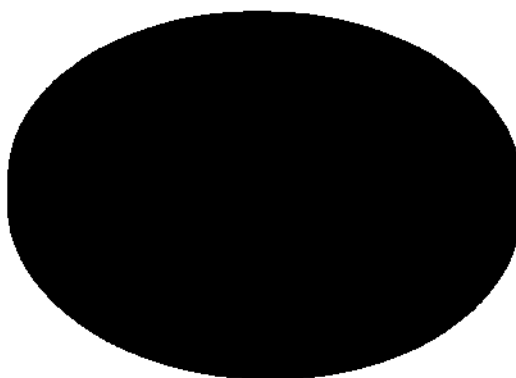
Performance report ratings

Personal relationships

Do not know

Racial Discrimination

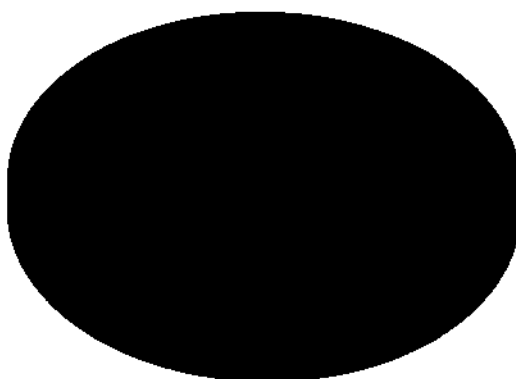
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	55	85.94	9	14.06	64	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	57	89.06	7	10.94	64	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	56	87.50	8	12.50	64	100.00
Overall	168	87.50	24	12.50	192	100.00



Favorable	87.50
Unfavorable	12.50

Sex Discrimination

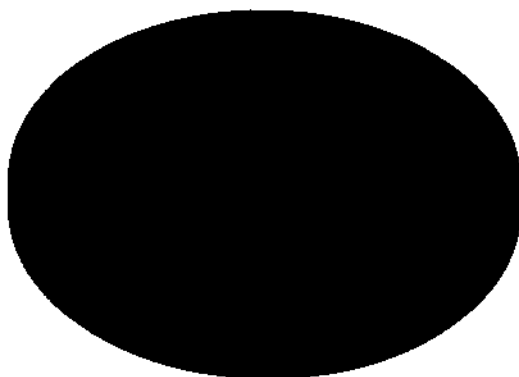
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	54	84.38	10	15.63	64	100.00
Qualified members of both genders can expect similar job assignments.	56	87.50	8	12.50	64	100.00
Qualified members of both genders can expect the same training opportunities.	56	87.50	8	12.50	64	100.00
Overall	166	86.46	26	13.54	192	100.00



Favorable	86.46
Unfavorable	13.54

Religious Discrimination

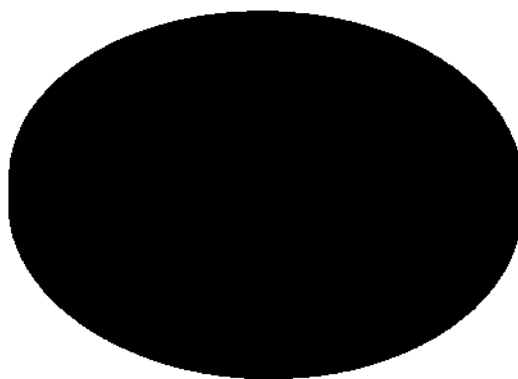
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	60	93.75	4	6.25	64	100.00
Leaders do not publicly endorse a particular religion.	60	93.75	4	6.25	64	100.00
Qualified personnel of all religions can expect the same training opportunities.	60	93.75	4	6.25	64	100.00
Overall	180	93.75	12	6.25	192	100.00



Favorable	93.75
Unfavorable	6.25

Sexual Harassment

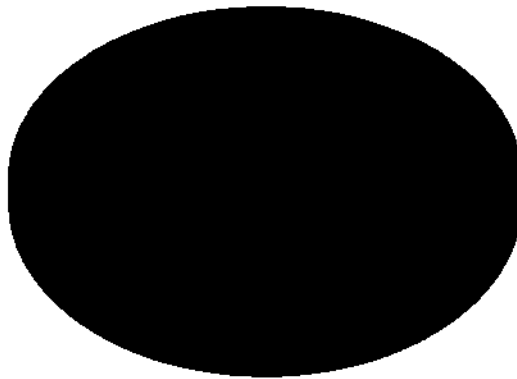
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	59	92.19	5	7.81	64	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	59	92.19	5	7.81	64	100.00
Sexual harassment does not occur in my work area.	60	93.75	4	6.25	64	100.00
Overall	178	92.71	14	7.29	192	100.00



Favorable	92.71
Unfavorable	7.29

Racist Behaviors

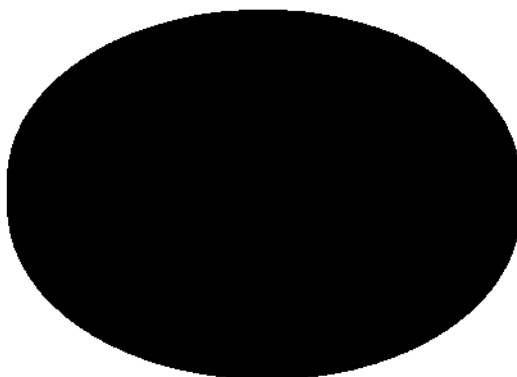
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	57	89.06	7	10.94	64	100.00
Racial slurs are not used in my work area.	59	92.19	5	7.81	64	100.00
Racial jokes are not used in my work area.	55	85.94	9	14.06	64	100.00
Overall	171	89.06	21	10.94	192	100.00



Favorable	89.06
Unfavorable	10.94

Sexist Behaviors

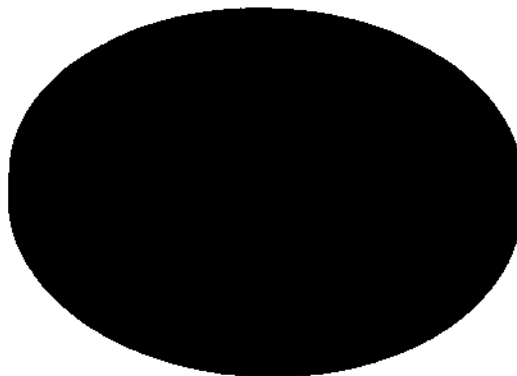
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	57	89.06	7	10.94	64	100.00
Sexist jokes are not used in my work area.	57	89.06	7	10.94	64	100.00
Sexist comments are not used in my work area.	57	89.06	7	10.94	64	100.00
Overall	171	89.06	21	10.94	192	100.00



Favorable	89.06
Unfavorable	10.94

Age Discrimination (Civilians only)

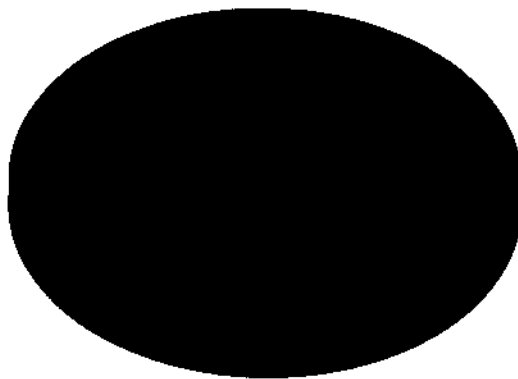
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	1	100.00	0	0.00	1	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	1	100.00	0	0.00	1	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	1	100.00	0	0.00	1	100.00
Overall	3	100.00	0	0.00	3	100.00



Favorable	100.00
Unfavorable	0.00

Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	1	100.00	0	0.00	1	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	1	100.00	0	0.00	1	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	1	100.00	0	0.00	1	100.00
Overall	3	100.00	0	0.00	3	100.00



Favorable	100.00
Unfavorable	0.00

VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.



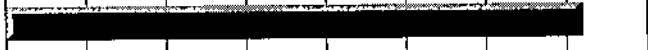

Access to products can be found at the "Assessment to Solutions" website which is designed to support leaders and equal opportunity professionals. To access the site go to:
<http://www.deomi.org/DRN/AssessToSolutions/index.html>

The DEOCS Support Team is available to assist you and can be contacted at:
321-494-2675/3260/4217
DSN: 854-2675/3260/4217
support@deocs.net





Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

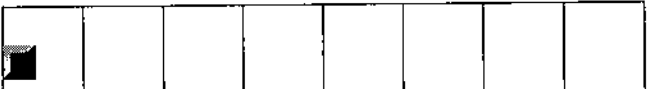



1. Leadership takes allegations of sexual harassment seriously.

		Frequency	Percent
Strongly Disagree		4	6.3
Disagree		2	3.1
Agree		36	56.3
Strongly Agree		22	34.4
Total		64	100.0

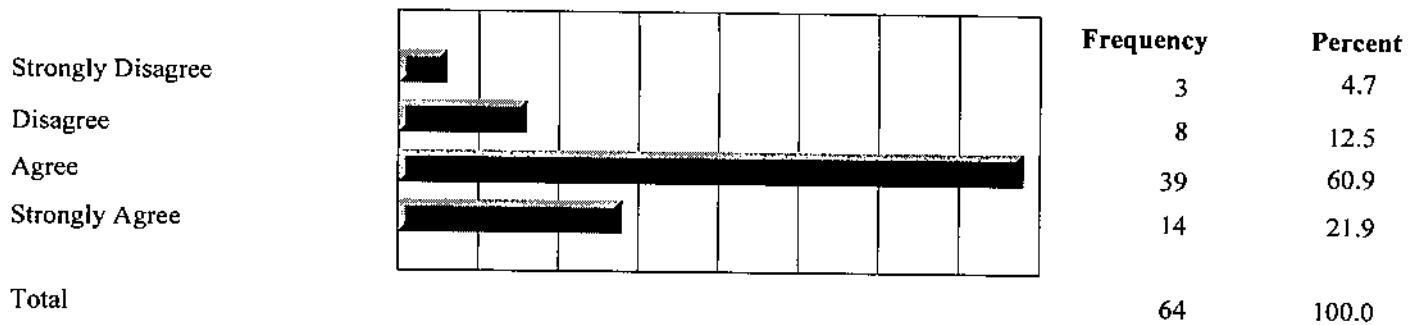
2. Unit leadership addresses allegations of sexual harassment and/or unlawful discrimination in a prompt manner.

		Frequency	Percent
Strongly Disagree		6	9.4
Disagree		1	1.6
Agree		35	54.7
Strongly Agree		22	34.4
Total		64	100.0

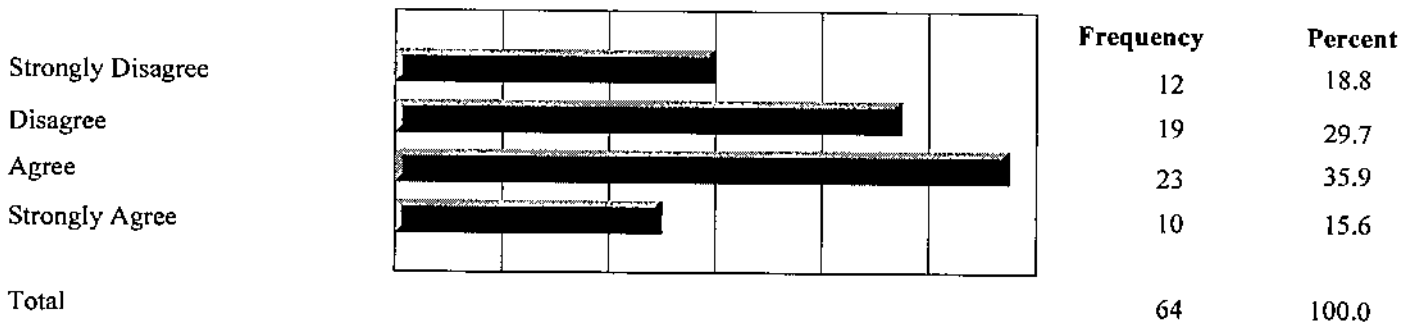
3. Commander's Support Staff efficiently meet my needs.

		Frequency	Percent
Strongly Disagree		2	3.1
Disagree		12	18.8
Agree		36	56.3
Strongly Agree		14	21.9
Total		64	100.0

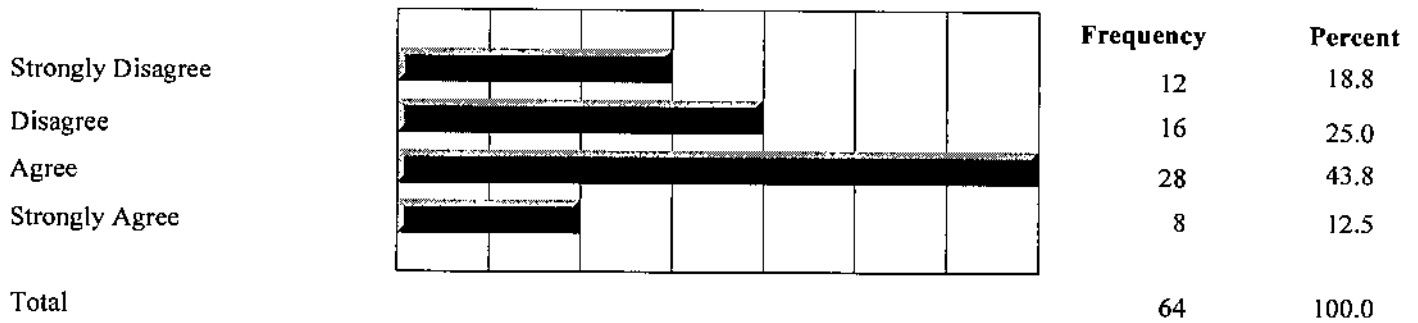
4. I am provided with the tools, equipment, or supplies necessary to perform my job.



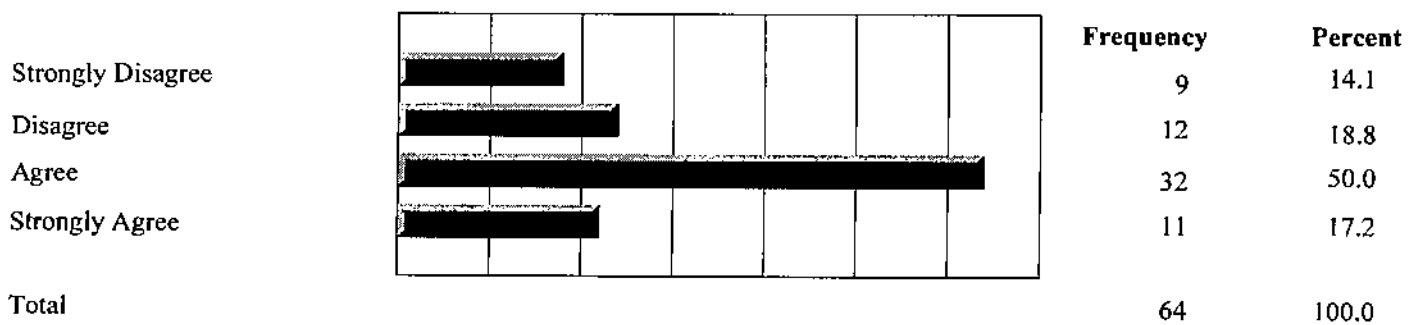
5. Communication flow from the chain of command is good.







6. I am satisfied with the communication flow in my unit.







7. Rules, regulations and policies are enforced in this command.







8. Hazing activities do not occur at this unit.

Strongly Disagree		Frequency	Percent
Disagree		3	4.7
Agree		14	21.9
Strongly Agree		35	54.7
Total		12	18.8
		64	100.0

9. While at this unit, I have never been hazed.

Strongly Disagree		Frequency	Percent
Disagree		4	6.3
Agree		10	15.6
Strongly Agree		33	51.6
Total		17	26.6
		64	100.0

10. While at this unit, I have never witnessed hazing activity.

Strongly Disagree		Frequency	Percent
Disagree		5	7.8
Agree		12	18.8
Strongly Agree		31	48.4
Total		16	25.0
		64	100.0

Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. Have you witness any incidents where members of the unit acted disrespectfully to subordinates?
If yes, describe.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



2. What one thing would you change to improve communication?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

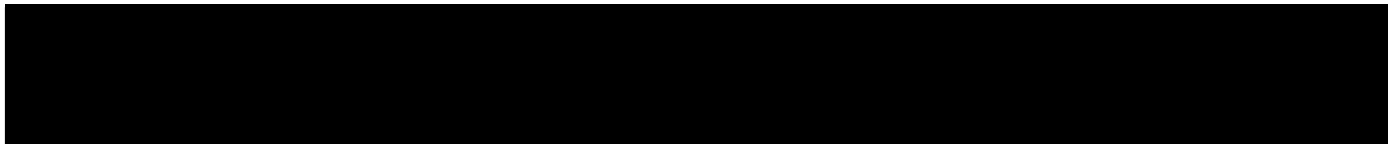
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



3. To whom would you feel comfortable reporting an act of discrimination or sexual harassment (Commanding Officer, Dept Head, Division Officer, SEA, CMC, etc.), and why?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4. What is your impression of the equal opportunity policies at this unit?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5. Do you feel that the unit handles discipline issues fairly? Please explain.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

Organizational Effectiveness Section Comments

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Equal Opportunity/Fair Treatment Section Comments

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Discrimination/Sexual Harassment/SAPR Section Comments

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



General Written Comments

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Encl (3)

This page is being withheld in its entirety pursuant to FOIA exemption (5 U.S.C. 552(b)(5)), which protects privileged inter-agency or intra-agency memorandums or letters.

[REDACTED]

From:

Sent:

Tuesday, May 12, 2015 17:10

To:

Cc:

Subject:

EO Survey Concern

Signed By:

Good afternoon Sir,

I am emailing you because I do have a concern about the negative repercussions from the EO survey that was recently completed at 4th RTBN.

On 21 Apr 2015, following the Crucible Brief for O4014, [REDACTED] and I discussed my role in the battalion. At the time, I just figured that the issues were mainly personal and between her and me. During this discourse and among many other topics, she made comments to me along the lines of, "I will know what you wrote in the EO survey. You think that I cannot tell how you write?" and "I also know that you submitted an IG complaint." I refrained from entering that discussion with her believing that she was just ranting at me and fishing for information. However, yesterday, [REDACTED] held a meeting with the members of Co P and discussed the command climate survey in a manner that led some to believe that she was blaming them for negative comments on the command climate survey. In light of the conversation that she had with me and the specific language that she used with me, I have no doubt that she is trying to attribute comments from the command climate to some people and is demonstrating hostility towards them. It is a very uncomfortable environment.

I am currently [REDACTED]. I will be on leave in the [REDACTED] area starting [REDACTED] and will be available until [REDACTED] via my personnel cell at [REDACTED]

R/S.

[REDACTED]

21 May 2015

I, [REDACTED] make this voluntary statement to [REDACTED]:

1. I was the [REDACTED] for 4th Recruit Training Battalion (4th RTBN) from 28 April 2014 to 18 May 2015. [REDACTED] took command from [REDACTED] on or about 13 June 2014. While I worked for [REDACTED] her conduct towards me and others was psychologically abusive. I witnessed the following:

- [REDACTED] setting a tone of "if you are not with me then you are against me"
- [REDACTED] passing negative judgements on the previous command's actions
- [REDACTED] singling out Marines in negatively and in front of others in an inappropriate manner
- [REDACTED] using extreme language towards others that created a hostile work environment
- [REDACTED] creating a poor command climate by not allowing room for error and holding grudges against those that did not meet her expectations even though her guidance was not clear
- [REDACTED] berating [REDACTED] for approximately 30 minutes a day for over 30 days and eventually firing her in a poorly executed manner
- [REDACTED] teaming up with the [REDACTED] to coerce me into telling them who was complaining about the MBS being used in RELM packages and [REDACTED] negatively counseling me in front of the [REDACTED] for over three hours
- [REDACTED] bordering on undue command influence in directing me how to write an adverse FitRep on [REDACTED]
- [REDACTED] isolating me from other members of the command and not allowing me to conduct basic [REDACTED] functions

ENCLOSURE (5)

- [REDACTED] telling me that she knew that I wrote an IG complaint against her and that she would figure out what I wrote on the command climate survey

- [REDACTED] discussing with [REDACTED] negative opinions about me, RTR, [REDACTED], and [REDACTED]

2. [REDACTED] setting a tone of "if you are not with me then you are against me"

As part of the change of command, a command climate survey was conducted in July 2014. [REDACTED] referred to that command climate survey often and indicated to everyone in the battalion that she was going to fix the issues in the command climate survey. However, I have read that command climate survey and it indicated that the battalion was average. There were a few negative comments in the command climate survey, but nothing that indicated that 4th RTBN was struggling. When dressing down members of the command, [REDACTED] would often refer back to the command climate survey and indicate that all her actions were to improve the command climate and that others, indirectly the person or persons she was dressing down, were hindering her efforts. Others that could possibly shed additional light on this tone are [REDACTED]

3. [REDACTED] passing negative judgements on the previous command's actions

One particular comment from the July 2014 command climate survey indicated that a [REDACTED] got away with a [REDACTED] during [REDACTED] tenure. However, after a little digging, it was discovered that [REDACTED] had been charged with a [REDACTED] but that the charged was dismissed. The previous command handled the issue appropriately but did not share all the information with everyone in the command so that it appeared that [REDACTED] got away with a [REDACTED]. [REDACTED] and [REDACTED] talked with [REDACTED]

██████████ and got her to explain to others that she did not have a ██████--this action was awkward and ██████████ was put into a position to feel obligated to share a personal issue. At the time of her acquiescence, ██████████ was not well liked by ██████████. So, ██████████ compliance improved her relationship with ██████████.

4. ██████████ singling out Marines negatively and in front of others in an inappropriate manner

As a specific example, ██████████ was singled out negatively in many ways. First, ██████████ was married to ██████████, both in 4th RTBN. ██████████ never indicated that she had issues with homosexuality; however, she did have a bizarre interpretation of what constituted fraternization, and she did indicate that she did not like married couples in her command. Second, ██████████ had a pg-11 for violating the RTO and forming a personal relationship with a former recruit. ██████████ was very angry about this pg-11 and indicated that she did not think that the previous command handled the situation appropriately. Third, while at the MCCS sponsored fair in October, ██████████ squirted ██████████ in the face with some fake blood. At this time, many members of the command were dressed up like zombies for an MCCS photo fundraiser, and following the picture, ██████████ got carried away squirting fake blood on several other people, including the ██████████ who was dressed as a zombie. ██████████ and ██████████ were very angry about this prank and stated that ██████████ was immature and should have known better than to squirt the ██████████ with fake blood in the face. While I agree that ██████████ actions were inappropriate, ██████████ and ██████████ put themselves into an awkward position by acting a little ridiculous and dressing up as zombies for our MCCS photo. There is nothing wrong with having a little fun like the ██████████ and ██████████ were doing, but when they looked and acted ridiculous, they failed to maintain proper military bearing. When ██████████ also failed to keep proper military decorum, the fact that the ██████████ and ██████████ were so affronted seemed a little excessive and

unfair. Fourth, [REDACTED] was in [REDACTED]. While [REDACTED] had great statistics and were the first to complete a successful integrated hike with 3rd RTBN, [REDACTED] felt that the [REDACTED], [REDACTED] was failing in leadership and that [REDACTED] had a bad command climate. Consequently, [REDACTED] behaved in a manner that could be perceived as not liking members of Co N. Fifth, due to shortfalls in late October and early November 2014, 4th RTBN needed another [REDACTED] and [REDACTED] recommended [REDACTED] but this did not go over well. [REDACTED] tried to explain that [REDACTED] would be a great [REDACTED]; however, because [REDACTED] did not like [REDACTED], she would not hear [REDACTED] case and even stated something along the lines of, "No! [REDACTED] will never be an SDI while I am here!" [REDACTED] ranted further about [REDACTED] with disdain in front of [REDACTED], [REDACTED], [REDACTED] and me. I am ashamed to admit that I had recommended to [REDACTED] to recommend someone else as an [REDACTED] because I knew [REDACTED] did not like [REDACTED]; however [REDACTED] stated to me that [REDACTED] was really good and would be a great [REDACTED]. [REDACTED] took a lot of flak for that recommendation because many people warned her against it, but fast forward a few months and [REDACTED] is now an [REDACTED] and doing very well. [REDACTED] became an [REDACTED] in January for [REDACTED] because there was no one else and it had been almost a year since the pg-11. In hindsight, I wished I would have backed [REDACTED] because she was right and [REDACTED] turned out to be a good SDI. Finally, [REDACTED] made it obvious to others that she didn't like [REDACTED] simply by her conduct towards her. During an awards formation, [REDACTED] was among several receiving a Meritorious Mast from WFTBN for high initial rifle qualification rates. [REDACTED] made it a point to say nice things to all the Marines receiving awards in this formation except for [REDACTED] to whom she simply said "congratulations" and quickly moved on. This behavior was noted by several Marines to me and obviously bothered quite a few people. [REDACTED] demonstrated the utmost professionalism and tenacity by continuing to perform her duties in the best manner that she could. She eventually entered into [REDACTED] good side by

allowing the Command to discuss the outcome of her dismissed [REDACTED] earning all three graduating accolades at a Combat Marksmanship Course (CMC), scoring well in statistical areas, and performing her duties as a DI and SDI in an exemplary manner. Despite [REDACTED] previous aversion towards [REDACTED] during her first six months in command, and ever since she successfully graduated from CMC in late January, the [REDACTED] has called [REDACTED] "Awesome!" and sung her other superlative praises. It has been an extreme shift in attitude towards [REDACTED] but that kind of behavior seems normal for [REDACTED]

A Marine that went from awesome to "the worst" in [REDACTED] eyes was [REDACTED]. Back in October, [REDACTED] sent an email to [REDACTED] and [REDACTED] praising [REDACTED] and [REDACTED] as a fantastic [REDACTED] and [REDACTED] team. [REDACTED] concurred and was also extreme in singing [REDACTED] and [REDACTED] praises. Then, in January, after [REDACTED] got fired, [REDACTED] had a few errors, specifically a poorly executed hike, and was directed to go on leave by [REDACTED] even though [REDACTED] was experiencing significant personnel changes and had critical gaps that led to other negative issues. [REDACTED] began reprimanding [REDACTED] and viewing her only negatively. I was told that [REDACTED] demoralized [REDACTED] by telling her that she was the worst [REDACTED] that she has known. [REDACTED] continues to struggle to please [REDACTED].

Other Marines that [REDACTED] singled out and behaved with contempt towards included me, [REDACTED] [REDACTED] [REDACTED] [REDACTED]. Ways that [REDACTED] was contemptuous included not returning salutes or the greeting of the day; rolling her eyes; hugging one person and ignoring another nearby person; and, holding up her hand and not allowing another to talk. All members of the battalion were aware of [REDACTED] attitude towards some people and it was very uncomfortable.

5. [REDACTED] using extreme language towards others

that created a hostile work environment

[REDACTED] is very extreme in her language through the use of absolutes, and her moods seem to shift unexpectedly. It is very unnerving for junior Marines, including me, to have to address her when one is not sure of which extreme reaction will occur. Examples of extreme language that [REDACTED] specifically used with me are:

- "You never agree with me!" (An absolute that is not true. She seems to want a "yes man" at all times.)
- "You always try undermining me!" (It seems as if I don't always agree with her that I am against her.)
- "I don't ever want you to talk to my company commanders!" (She even told the [REDACTED] not to talk to me and to only come to her.)
- "You always defend her!" (This exclamation was in September 2014 because [REDACTED] was pissed at [REDACTED] formerly [REDACTED] for making a mistake and I was trying to calm [REDACTED] down by explaining that the error was an easy fix.)
- "I can never trust you!" (She has refused to tell me how I can earn her trust.)
- "You are always talking about me." (I am not always talking about her.)

When [REDACTED] is pleased about something or someone her language dramatically shifts to things like:

- "I am not surprised because she is so awesome!" (Agreeing with another's compliment)
- "[REDACTED] can be a general if she wanted to." (Until November, [REDACTED] seemed to [REDACTED] favorite.)
- "You guys are awesome and making history!" (After a platoon in [REDACTED] had zero unqs during their initial rifle qualification. This success seemed at odds with [REDACTED] assessment that [REDACTED] had a bad command climate.)

Her extreme language is difficult to deal with and I have mentioned it to her a few times. One time, she was

dressing me down about the staff and told me that I was "allowing them to run amok!" I told her that was extreme language and questioned what she meant because the staff was successful--we had no logistics issues and the mission was being accomplished. She stuck to her comment that I needed to fix the staff because they were "running amok." After a lengthy discussion, I found that she was frustrated because she didn't know where our unit funds were going even though I pointed out to her that she got the update every week on the SitRep--not happy with my answer, we (██████████ and I) were directed to put a line-by-line on the SitRep of our expenditures. This added task was no problem, she just never asked for it before. In that same discourse, she was upset that we were reporting NSTR for 4th RTBN's logistics issues at the RTR staff meeting. I tried to explain to her that we didn't have any significant logistics issues and she told me that it was her job to decide whether we had any significant logistics issues and not mine. There are many more examples of her going to extremes and being very difficult to work with and creating a hostile work environment that other members of the staff and company commanders could shed light on.

Other examples of ██████████ being extreme include her flying off the handle because of a heat casualty on one day and then handling a heat casualty in stride the next day. It became unnerving to tell ██████████ bad news because you just didn't know which reaction you would get.

6. ██████████ created a poor command climate by not allowing room for error and holding grudges against those that did not meet her expectations even though her guidance was not clear

In July 2014, ██████████ struggled to work with ██████████ ██████████ in part because ██████████ had specific expectations but failed to clearly provided guidance on how to meet those expectations. Several times, ██████████ revisited courses of actions in dealing with ██████████ issues. ██████████ kept saying the same things but had to repackage her presentation a couple of times until ██████████ was satisfied. ██████████ was extremely frustrated to a breaking point, but ██████████ and I reminded her

that she was doing okay and that she was taking care of her Marine appropriately, and all that she needed to do was articulate her recommendations to [REDACTED] in a way that would be successful. After working with her to design a brief akin to an 8-day brief, [REDACTED] finally got her point across to [REDACTED]. [REDACTED] shared her lessons learned with the other company commanders so that they would not be as frustrated by the [REDACTED] as she was.

From August until mid-October, [REDACTED] struggled with the [REDACTED] expectations. During this time, [REDACTED] was often frustrated because the [REDACTED] guidance was not always clear and asking for additional guidance was met with contempt. I did my best to help [REDACTED] on many projects and reassure her that there was a steep learning curve as a [REDACTED]. [REDACTED] worked very hard and eventually learned to pick her battles. One particularly disturbing incident involved [REDACTED] and [REDACTED] "recommendation with reservation" on [REDACTED] RELM. [REDACTED] was furious and told me that I should have kicked the RELM back. I told [REDACTED] that I did talk to [REDACTED] about that RELM and that their "recommendations with reservation" would most likely not be concurred with by the [REDACTED], me or [REDACTED]. After I talked with [REDACTED] about the "recommendation with reservation", she told me that she stood by her "recommendation with reservation", that [REDACTED] was eligible for reenlistment, and that she wanted him to have a chance even if it was small. The "recommendation with reservation" was in compliance with the guidance given for RELMs and I told [REDACTED] that it was okay for [REDACTED], me and her not to agree with the [REDACTED] and [REDACTED] recommendation. I am not exactly sure what happened in [REDACTED] discussion with [REDACTED] but [REDACTED] and [REDACTED] ended up changing their recommendations for [REDACTED] RELM to "not recommended." [REDACTED] held a grudge against me for this incident.

Around September, [REDACTED] began struggling with the [REDACTED] expectations. The [REDACTED] was emphasizing no stress on the rifle range and caught [REDACTED] and a couple other drill instructors yelling at a recruit on the rifle range.

██████████ was very mad and reprimanded ██████████ for not ensuring that the commander's intent was being met. From what I was told, a recruit had rolled her eyes at a drill instructor and she was being corrected on the spot while the ██████████ and ██████████ were there because that series team didn't realize that no stress meant no yelling at recruits on the range at all. From that point on, it seemed as if ██████████ could do no right. Even when her ██████████ was successful, ██████████ got no credit from ██████████.

Other examples of ██████████ have unrealistic expectations but failing to give clear guidance include the co cdrs struggle with doing DI eval books correctly, how to brief the ██████████ on different topics, who to recommend for different billets, which issues can be handled at the company level, and what constitutes fraternization.

7. ██████████ berating ██████████ for approximately 30 minutes a day for over 30 days and eventually firing her in a poorly executed manner

Around the beginning of October, ██████████ gave ██████████ a negative counseling and began counseling ██████████ daily. These were one-on-one counseling sessions at approximately 0700 to 0730 weekdays behind closed doors. Almost daily, I would hear ██████████ raising her voice at ██████████ and then see ██████████ leave the CP in tears. ██████████ was significantly demoralized and stated to me that she just wanted ██████████ to stop yelling at her. I am not sure how ██████████ expected those counseling sessions to be effective when ██████████ would regularly break down into tears. These counseling sessions were alarming to others in the command because ██████████ had previously been successful prior to her tour at PI and was known to be smart and competent officer. ██████████, ██████████, ██████████ and I talked a lot with ██████████ about meeting the ██████████ expectations, but courses of action that worked for others did not work for ██████████. ██████████ continued to struggle in satisfying the ██████████ until she was fired in

December.

Right before the [REDACTED] went on leave for the Christmas holiday, she pulled [REDACTED] and me into her office and told us that she was going to fire [REDACTED] and replace her with [REDACTED]. In that meeting, she further told [REDACTED] and me not to tell anyone because [REDACTED] told her not to fire [REDACTED] and she wasn't sure if she could. While [REDACTED] was on leave, [REDACTED] remained as the [REDACTED] and was unsure if she was relieved or not. Following Christmas, [REDACTED] came and talked to me about her predicament and I told her that she had to talk with the [REDACTED]. [REDACTED] emailed [REDACTED] to set up an appointment to talk to her when she returned from leave, but [REDACTED] had her call that day and reprimanded her over the phone telling her that she was relieved. [REDACTED] then contacted me and reprimanded me for telling [REDACTED] to talk to her. [REDACTED] told me that I should have just told [REDACTED] that she was fired, and when I tried to tell [REDACTED] that she hadn't been clear and I wasn't sure if [REDACTED] was fired, the [REDACTED] got very angry with me and told me that she was clear. I was very confused because she told [REDACTED] and me that [REDACTED] told her not to do fire [REDACTED]. When I came back from my New Year's leave, [REDACTED] had been fired and [REDACTED] was [REDACTED].

8. [REDACTED] teaming up with the [REDACTED] to coerce me into telling them who was complaining about the MBS being used in RELM packages and [REDACTED] negatively counseling me in front of the [REDACTED] for over three hours

Following the RTR PME on reenlistment packages by [REDACTED], a Marine approached me and questioned why 4th RTBN was using MBS as part of the RELM package. I told the Marine that I would find out. At the time, [REDACTED] was on leave so I asked the [REDACTED]. The [REDACTED] became irate but I pointed out to her, because she did not attend the RTR PME, that [REDACTED], the RTR SME on RELMs, stated that we shouldn't be using MBS and that conduct/performance on the current contract was the most important in determining continued service. [REDACTED]

informed me that we were okay in using the MBS and she wanted to know who was asking about it. Because [REDACTED] was irritated by the question I didn't feel comfortable telling her the name of the Marine and told her so. I allowed [REDACTED] to vent a little and then left her to cool off. However, [REDACTED] was very upset and a couple of days later following a MOT run, the [REDACTED] asked the [REDACTED] why she was in a bad mood. The [REDACTED] told me that we were to have a meeting in her office later that day. I went to that meeting with the [REDACTED] and [REDACTED] and they ganged up on me to get me to tell them who was asking questions about the MBS. I told them that I felt that they were ganging up on me and the [REDACTED] dismissed my concern. The [REDACTED] was very angry with me and negatively counseled me in front of the [REDACTED]. At least twice, the [REDACTED] offered to leave, but the [REDACTED] told her to stay. As they continued to gang up on me, they told me that I wasn't a team player and that I was trying to undermine the command. As part of this discussion, [REDACTED] brought up [REDACTED]. [REDACTED] stated that she had seen [REDACTED] at a child's football game and that [REDACTED] asked her "How's the [REDACTED] doing?" [REDACTED] stated that [REDACTED] question implied that she was digging for dirt on the command and that I needed to be careful with who my friends are. I felt forced to defend myself and my friend. I told the [REDACTED] and the [REDACTED] that I wasn't there and it sounded to me like [REDACTED] was just asking how I was doing since I hadn't seen her in a few weeks. [REDACTED] continued to press that there was something wrong with [REDACTED] asking about me. For approximately three hours that day I endured the [REDACTED] and [REDACTED] teaming up on me and negatively counseling me. It was awkward, frustrating, demoralizing, and wrong. I reported the incident to the [REDACTED] the next day and sought his guidance.

9. [REDACTED] bordering on undue command influence in directing me how to write an adverse FitRep on [REDACTED]

We owed [REDACTED] a FitRep after she was transferred to [REDACTED]. Because [REDACTED] was the [REDACTED] for [REDACTED], [REDACTED] was going to be the RS and I was going to be

the RO. [REDACTED] had a 6105 during the reporting period for [REDACTED]. As a consequence, the RS marked [REDACTED] adverse in judgement and setting the example. [REDACTED] would be the 3rd Officer Sighting. In writing the FitRep, [REDACTED] instructed me to call the [REDACTED] and [REDACTED] to get guidance to ensure that it did not get pulled. While at [REDACTED] office to pick up an unrelated investigation, I asked her about any negative consequences concerning [REDACTED] adverse FitRep and she informed me about reprisal investigations but that I should be okay if I simply stuck to the facts and stayed in compliance with the PES. I was very hesitant and did not want to make a mistake with this FitRep because of all the previous investigations and Request Masts surrounding [REDACTED]. When I returned to the office and talked to [REDACTED], she was very angry that I talked to the [REDACTED] about [REDACTED] FitRep. After I completed my draft RO comments, I called the [REDACTED] and [REDACTED] for guidance. I talked with [REDACTED] about ensuring that the adverse FitRep was factual and in compliance. Later, when I was TAD, [REDACTED] contacted me and wanted to know who I talked with at [REDACTED]. She had spoken with [REDACTED] and he made additional recommendations that he did not make to me. [REDACTED] was very mad at me and did not believe that I called [REDACTED] as instructed. I tried to reassure [REDACTED] that I had called [REDACTED] but could not explain why [REDACTED] was telling her things differently from what he told me. I called [REDACTED] again and he recommended that I make a few more changes on the FitRep to ensure that it wouldn't get pulled. I had to send the FitRep back to [REDACTED] a couple of times during this process. [REDACTED] was very mad about the FitRep and tried to tell me exactly how to do it. I became frustrated because everyone writes differently and has slightly different interpretations concerning appropriate comments. Eventually, the FitRep was finished. I do think that [REDACTED] judgement and setting the example were adverse during that reporting period, and [REDACTED] efforts in micromanaging that I concurred with the adverse FitRep were unnecessary. I later had an opportunity to eat lunch with [REDACTED] when I was [REDACTED] and asked him about the changes in recommendations he made between my conversation with him and his conversations with [REDACTED]

██████████. He told me that ██████████ was hard to deal with on the phone and he didn't envy my position. He further told me that he sees so many FitReps and talks to so many people about those FitReps that he can't remember them all.

On April 21st, when ██████████ and I were discussing my role at 4th RTBN, she reiterated to me that she did not like the way that I handled ██████████ FitRep--a task completed in January and indicating that she was holding a grudge. She further told me that because of the way that I handled ██████████ FitRep--and since that time--that she couldn't trust me and didn't want me doing anything else.

10. ██████████ isolating me from other members of the command and not allowing me to conduct basic ██████████ functions

Following the incident with the MBS/RELMS and ██████████ reenlistment package in October, ██████████ and ██████████ minimized contact with me. It was a very uncomfortable situation and I felt ostracized. ██████████ even told the ██████████ to go to her directly and not come to me for any advice. If the ██████████ saw me talking to another officer, she seemed incensed. I sought advice about my situation from the ██████████ peers, friends and family. The advice was basically to stay the course and do the right thing at all times to the best of my abilities. However, ██████████ would often ignore me and not acknowledge me even when I was addressing her. In one particularly embarrassing moment in front of the ██████████ ██████████, we were going to the MOT run and I was holding out the keys for ██████████ to drive the golf cart (it is her preference to always drive) but she walked right passed my outstretched hand not more a foot away from me. I just stood there dumbfounded at being slighted like that by the ██████████. The ██████████ took the keys and told me to just keep my distance until it blew over.

Finally, in January, I was trying to inform ██████████ of an OPREP-3 SIR that we were going to be late on because we weren't alerted to a recruit's suicidal ideation until I saw the RSP drop package. ██████████ was rude and

appeared inconvenienced by just my presence when I tried to alert her to the situation. She reprimanded me for trying to make the command look bad; however, I pointed out that it was just a required report on a recruit and I was trying to do the right thing, not make the command look bad. [REDACTED] went to a class that she was giving and I typed up the required report to have it prepared when she returned. When she returned, I was waiting outside her door and informed her that the required report was complete. At this information, [REDACTED] barely huffed at me and went into her office. I then told her that I needed to speak with her and she contemptuously asked me about what. I told her that she could not continue to treat me in this manner at that she needed to inform [REDACTED] that I needed to be moved. [REDACTED] had me go into her office, and behind a closed door we had a lengthy discussion that I thought helped to improve our working relationship. She asked me to have a lunch with the [REDACTED] to repair my working relationship with her as well. Due to schedule conflicts and leave, [REDACTED] and I went for lunch/coffee almost a week and a half later. She and I talked through some issues to improve our working relationship. [REDACTED] did corroborate that she and the [REDACTED] were purposefully shunning me. However, after these discussions, I thought that we were making progress and moving in the right direction together.

When three female officers popped up on the inbound roster, I called them to find out a few things, like their ETA, family situation, and just a little background. Having served as an [REDACTED] previously, I like to contact officers before I assign them sponsors to ensure a better match and smoother transition. After talking to these officers, I went to give [REDACTED] a back brief but she cut me off and told me not to talk to any inbound officers and that she would assign the sponsors. Later, [REDACTED] excluded me from the officer slating meetings but had the four co cdrs, [REDACTED] and [REDACTED] in those officer slating meetings.

[REDACTED] started skipping me in routine administrative functions as well. Marines from [REDACTED] or [REDACTED] would ask me questions but I could not answer them because

I was out of the loop.

The final straw for me came on April 21st following the O Co Crucible Brief. During this brief, [REDACTED] stated that she would be on leave and that she was sorry that she would miss [REDACTED] final Crucible Hike. [REDACTED] further stated that it was sad that she would do her final Crucible Hike by herself and I stated that I intended to hike as well. [REDACTED] was silent at my remark and the meeting continued. Following the meeting, I was standing in my office and [REDACTED] came to the door and told me that I was not going to do the Crucible Hike. I asked her why and [REDACTED] stated that she was not going to get into with me, reiterated that I was not to go on the hike, and returned to her office. I followed [REDACTED] to her office and asked her again why she didn't want me to go on the Crucible Hike. She told me that she didn't want me to go and that was that. I then told her that she had been refusing to lead and mentor me. [REDACTED] closed her office door and we began to have a discussion about my role in the Bn. I told her that I felt like she was not allowing me to do my job and she replied that she had to keep me in a small box because she didn't trust me. I asked her how me going on the Crucible Hike would have a negative impact and she stated to me that she didn't want me around her Marines. I asked her what she was going to write on my FitRep if she wasn't going to let me do anything. She admitted that she didn't know what she was going to write on my FitRep and that she knew that it couldn't be adverse. Later that day, [REDACTED] further refused to sign an Acting Letter for me, and for five days we had to have sleep overs at RSP because we could not officially drop recruits. My last few weeks at 4th RTBN, I was kept in the dark about issues and did very little except daily administrative tasks and an IG inspection. It was a very tense time.

11. [REDACTED] telling me that she knew that I wrote an IG compliant against her and that she would figure out what I wrote on the command climate survey

During that discussion about my role in 4th RTBN on April 21st, [REDACTED] repeatedly told me that she didn't

trust me and that she didn't want me doing much of anything because she didn't want me undermining her work. She specifically stated to me that she knew that I filed an IG complaint against her. She went on to tell me that she would know what I wrote on the current command climate survey because she knew the way that I wrote. I was taken aback by her statements and remained silent on those topics. Later, when the results of the command climate survey were sent to her, [REDACTED] attempted to address a few negative comments by addressing Co P in a town hall sort of meeting. I was not in that meeting, but from what I was told, [REDACTED] attributed negative comments from the most recent command climate survey to members of Co P. Attributing an IG complaint to me, picking out my comments on a command climate survey, and attributing negative command climate survey comments to others is blatantly wrong and detrimental the IG and EO processes. Via email, I have informed the [REDACTED] and [REDACTED] of [REDACTED] comments to me about the IG complaint and command climate survey.

12. [REDACTED] discussing with [REDACTED] negative opinions about me, [REDACTED]
[REDACTED]

[REDACTED] told me that a lot of [REDACTED] distrust in me is rooted in my telling the [REDACTED] my issues and seeking his guidance. [REDACTED] told me that RTR was looking to for a reason to put [REDACTED] down and I was giving them fuel. I asked [REDACTED] who I was supposed to go to for guidance if I couldn't go to the [REDACTED] and she told me that she when she had questions that she always goes to mentors who have nothing to RTR. [REDACTED] told me that she wanted to stay out of the issues between me and the [REDACTED], and that there were many, some that I wasn't even aware of.

[REDACTED] has repeatedly stated that the RTR meetings are a waste of time and that she hates going to RTR. Being in the [REDACTED] when [REDACTED] is ranting about something that happened at RTR is very uncomfortable. [REDACTED] gets very agitated when discussing RTR's lack of support of integrated training events to the point that her

comments seem to impugn the [REDACTED] and other [REDACTED].

[REDACTED] and [REDACTED] have an openly hostile relationship and it is common knowledge that they do not get along. [REDACTED] has used curse words in describing [REDACTED] and talks about him with disdain. They can be observed ignoring each other often. [REDACTED] relationship with [REDACTED] adversely affects their [REDACTED] relationships between the two battalions. Recently, Co P was shown a 3rd RTBN policy letter that directed the conduct of 3rd RTBN Crucible Hikes in a manner that conflicted with [REDACTED] intent for the conduct of the Crucible Hikes. Co P was put in a very awkward situation and seemed to serve as a proxy between the two jockeying [REDACTED].

I really don't want to discuss negative opinions about [REDACTED] because I think that they are unfair. At the beginning of their relationship, [REDACTED] confided in [REDACTED] about some personal issues; however following these confessions, [REDACTED] informed [REDACTED] that she wasn't interested in getting to know [REDACTED] that well or even being her friend. These comments seemed extremely callous to me, made me uncomfortable, and led me to believe that [REDACTED] was lacking in compassion when dealing with people. Furthermore, [REDACTED] has been upfront about her positions, and always offers opportunity for further discussion and counter arguments. Following complaints about 4th RTBN's assignment policy of DIs following quota, [REDACTED] has been sending emails to the 4th RTBN command team that are akin to a letter of continuity for each returning DI. [REDACTED] has made ill-mannered comments about these emails and [REDACTED] attempts to ensure appropriate treatment of DIs returning from quota.

13. Because of everything that I have mentioned that has played out over that last eleven months, I do believe that I have been bullied and psychology abused by [REDACTED]. I have constantly questioned myself and sought advice about how I can be better. When I have asked [REDACTED] questions, she quickly gets irritated with me.

When I told her that she was unapproachable, she yelled at me that she was approachable. She has repeatedly told me that she doesn't trust me and that she knows I am telling everyone about everything that she does. Comments like those really played with my head and I was intimidated to write this statement because now she will feel justified in not trusting me; and, I am talking about her. However, what else can I do? The last eleven months have been the worst in my career. I watched Marines get negatively singled out, bullied, fired, and stressed to the point that everyone else notices all while I feel helpless to do anything about it. I have struggled to work with [REDACTED] despite my best efforts. I have been depressed about the working environment and have lacked motivation to do anything when I get home from work. I have talked to the [REDACTED] a little about my concerns and issues, and I am glad that I am moving onto another assignment. I do worry about retaliation, because as I mentioned before, [REDACTED] hold grudges and it is noticeable.

14. For further information, I can be reached via my personal email at [REDACTED] until I complete my [REDACTED] [REDACTED] and I am back on the GAL.

Statement
21 May 2015
[REDACTED]

Timeline: I PCS'd to 4th RTBN [REDACTED] and served as a [REDACTED] [REDACTED] the [REDACTED] at the time, selected me to serve as a [REDACTED] and I [REDACTED] of [REDACTED] in April 2014. [REDACTED] assumed command of 4th RTBN in June 2014. [REDACTED] relieved me [REDACTED] on [REDACTED].

My first impression of [REDACTED] was that she was excited to take command, and was willing and ready to share her experience and knowledge with us. I thought she proposed some good initiatives such as transparency in billet selections and improving rifle range scores. However, as the summer wore on, it became apparent that [REDACTED] thought she was fixing a broken battalion with a poor command climate. She seemed overly focused on statistics and achieving quantifiable results, which made her inflexible. I also feel that [REDACTED] had a tendency to act like a bully, which led to negative climate.

At times, [REDACTED] called people out in a way that was demeaning or humiliating. Other times, her tone and sarcasm conveyed her contempt of that person. She also did not control her body language and facial expressions so that even when she said nothing, she would still convey her displeasure to an entire room. Anyone could be a target at staff meetings regardless of rank. The initial result was [REDACTED] got the (outward) respect that she demanded and everyone worked diligently to meet her demands. Over time, her outbursts created a culture where people feared to speak up and did not dare challenge her.

For example, at staff meetings, [REDACTED] would rebuke anyone who did not have answers to her questions or who had failed to follow up as she had requested. The rebuke in and of itself was not a concern, but the manner was demeaning and humiliating. Admitting their error and apologizing was not good enough; she would continue to ask why they had failed to follow up and no answer given was sufficient. It did not seem to serve a purpose beyond telling us that she was powerful and in charge.

I remember one staff meeting in late December or early January. [REDACTED] briefed that the [REDACTED] had discussed an issue about [REDACTED] at the Crucible and recommended that the money and effort could be better spent elsewhere. [REDACTED] scrunched up her face in disgust and said "That's stupid. Why would you recommend that?" Then she looked over at me, [REDACTED] and [REDACTED] for an answer. All three of knew that arguing was futile, but [REDACTED] still tried to defend our decision. [REDACTED] dismissed [REDACTED] comment with a condescending wave of her hand and then told [REDACTED] to move on. Needless to say, it is quite demoralizing to have your [REDACTED]

ENCLOSURE (6)

publicly declare your decision stupid and that she did it before even asking our reasoning behind the decision.

_____ often became aggressive when challenged. What I thought were open discussions about a topic would quickly turn into an argument of right and wrong. If I did not back down, she would restate her view and then ask "Am I wrong?" I soon learned that this question signaled the end of our discussion because the only answer she would accept was that she was right and I was wrong. As time wore on, I found myself trying to make decisions based on what I thought she wanted, and not on my own judgment. Here I want to differentiate between making decisions based on the intent and guidance of a _____ and trying to guess what the one "right" answer is.

_____ initiative to make billet selections (i.e. determine who will serve as Senior Drill Instructors or Chief Drill Instructors) more transparent was welcomed with open arms. We all wanted more transparency into the process so we could best prepare our Marines and ensure it was fair. Initially we received no written guidance on how the boards would be conducted and what the requirements were, which frustrated everyone because _____ was preaching about this great change in transparency, but there was not any formal written guidance. There was also no flexibility in her system, which led to a _____ working for a _____ in one of my _____. It also broke up Company cohesion in that Marines were frequently, and with little warning, moved to other Companies. Company Commanders had little to no say in who was moved. Some teams were not announced until a day or two before pickup. In the end, there was a little more transparency, but with the addition of rigidity which led to upheaval of teams.

On an individual level, _____ started picking on _____ first and then _____. This was all last summer, so I do not remember the details but I do remember how stressed out _____ and _____ were. At the time, I had never been the subject of _____ wrath, so I did not understand what they were going through.

In the beginning, the _____ was _____ biggest ally, telling us to get on board with the new changes and the _____ way of thinking. At some point, _____ turned against the _____. She was dismissive of the _____ comments in meetings. She stopped including _____ on relevant email traffic. At one PT event, I overheard _____ animatedly describing all the _____ perceived faults to _____. One day at the end of October, _____ told me to stop seeking the _____ guidance. Later that day, _____ sent an email to all the _____ telling us to come directly to her for all command matters. I thought _____ actions toward _____ were unprofessional and petty, and that it set a poor example of how to deal with a subordinate.

My relationship with [REDACTED] started to deteriorate in September when she disapproved of how I handled some incidents. When she gave me a written counseling, I was shocked that she was thinking about relieving me. I didn't understand why we were talking about relief. In the course of a month, we went from fine to threatening relief. I am certainly not perfect, but I did not think anything I did warranted this. I could not fathom the intent behind threatening relief and started to wonder how I had become so incompetent and not realized it. I was not going to beg for a job if I was incapable of doing or if my [REDACTED] thought I was incapable of doing. So when [REDACTED] asked what she should do with me, if she should demote me to [REDACTED] if she should relieve me, I told her that if she thought she needed to relieve me then she should and that I would work wherever she needed me. She took this as my giving up and quitting.

[REDACTED] counseled me daily for the next 30 days. As I said in my FitRep, the counselings were erratic. I loathed going into her office every morning because I never what kind of mood she would be in. I got more and more stressed as the month wore on. The stress affected my judgment and I started to doubt all my decisions. I leaned heavily on the support of the other [REDACTED] but [REDACTED] and [REDACTED] were the most sympathetic because they understood what it was like to be directly in the path of [REDACTED] ire.

Looking back, I think about what I could have done differently. I was hesitant to seek help outside the battalion because it was difficult to describe the issues to outsiders without coming off as petty or whiny. [REDACTED] did not act like a bully all the time and to everyone, so many were unaware of this side of her. Nothing she did was illegal, immoral, or unethical. On the surface, she also did everything that she was supposed to do (i.e. she checked all the boxes). She provided me her guidance, verbally counseled me, gave me a written counseling, and allowed me time to recover. She could argue that she used all the tools in the toolbox and I would have to agree. However, I would argue that she did not use those tools effectively - it was like she beat me over the head with the wrench and stabbed me with the screwdriver. The issues also built up slowly over seven months and there was no smoking gun to point to. I did not fully realize how the environment at 4th RTBN had emotionally and mentally affected me until [REDACTED] to a much better command environment and felt immediate relief.

[REDACTED]

21 May 2015

Parris Island, SC
May 13, 2015

I, [REDACTED], make the following free and voluntary statement on my own free will and without any threats or promises extended to me. I understand this statement is given concerning my knowledge of: the command climate within 4th Recruit training battalion.

I was the [REDACTED] for [REDACTED] Company from May 23, 2013 to April 8, 2015.

I was also the [REDACTED] from [REDACTED]. During this time frame 4th BN went through their change of command and [REDACTED] became the new [REDACTED]. During this time I was still the [REDACTED]. My [REDACTED] was [REDACTED]. I returned to [REDACTED] Co in July 2014 when the new [REDACTED] checked in.

During my time as the [REDACTED], I was aware and witnessed many incidents involving the [REDACTED] in which was demoralizing and inconsistent with our corps values.

Outside of my company, I have witnessed Capt's be belittled and yelled at in staff meetings. There are Navy Corpsman, civilians, Lcpl's, and NCO's in these meetings. [REDACTED], our [REDACTED] and is constantly belittled and reprimanded in front of the staff. It can be something as little as not having the correct information on a maintenance request. I have been told which company was the [REDACTED] favorite and which one she disliked by the [REDACTED] as a way to try to make sure we don't run into her. The [REDACTED] advises us that we avoid or just deal with the [REDACTED] that she won't ever change. So the Marines just avoid her. The [REDACTED] has also in several occasions in all hand meetings or classes made comments towards the Marines of November Company and their performance, making those Marines the subject of ridicule.

My company, I believe, was the subject of constant demoralizing attacks. The segregation of the company began in Aug 2014, when the [REDACTED] visited the Drill Instructors on the range and witnessed a DI yelling at a recruit. She was upset with the Drill Instructors and explained that they were failing in enforcing her desires for a stress free environment. At that time [REDACTED] [REDACTED] asked a question in regards to her ability to instill discipline in her recruits if they are

ENCLOSURE (1)

able to do as they please. From what I witnessed, [REDACTED] was simply asking a question to allow her to know her parameters. She was counseled and was told her attitude was negative and disrespectful.

The following week, the same Series of Drill Instructors were again, counseled for the tone of their "good morning, ma'am" by the [REDACTED]. The [REDACTED] was upset that the Marines did not stop observing their event and all come and give her the greeting of the day. The [REDACTED] counseled them and explained they all needed to change their attitudes.

For the months of October and November 2014, my [REDACTED], [REDACTED], was also scrutinized and was made to report to the [REDACTED] every morning to ensure that she was counseled and to ensure what her plans for the day were approved by the [REDACTED]. Many times my [REDACTED] would be overwhelmed from the constant pressure to meet her expectations. In December 2014, she was called incapable of doing her job in front of myself and other Marines, due to her perceived lack of persistency on a legal matter with a Marine. On Dec 18, 2014 I was called into the [REDACTED]. In that office was the [REDACTED], and Myself. The [REDACTED] proceeded to ask why the state of the company was poor, and that myself and the [REDACTED] were the cause of it. At that time I refused to say a word and the [REDACTED] began to attack my work ethic. She asked if having to care for my kids was becoming too much, she asked if I knew how to be a [REDACTED]. At that time I asked to be moved from the Battalion as I felt that the work environment was too negative and very hostile. I said I quit and requested to be taken out of the battalion. The [REDACTED] at that time began to call me a quitter and the [REDACTED] told me I couldn't go anywhere. The [REDACTED] asked if I still had what it was to be a [REDACTED], because in her eyes I no longer was one. I stood there and refused to talk to her. She kicked me out of her office and told me to return in the afternoon to continue the conversations. I returned to her office at 1230 that afternoon and apologized. I apologized because I knew if I didn't my [REDACTED] would suffer from this. My [REDACTED] was a week later relieved and was literally taken out of the company with no sign from her again.

On [REDACTED] I had [REDACTED] and was on [REDACTED] till [REDACTED]. I returned to work on [REDACTED]. On April 1,

May 13, 2015

2015, the Company [REDACTED] were having a meeting in the battalion CP, where the [REDACTED] came into and we all gave the greeting of the day. The [REDACTED] then proceeded to talk to the [REDACTED], the conversation was in regards to a PX run, she proceed to ask the [REDACTED] [REDACTED], if they needed anything. I was not addressed, so I didn't reply. The room was quite, I looked up and the [REDACTED] was waiting on my response. I said I didn't need anything. At that time the [REDACTED] left the room, and a few minutes later returned back to the CP. She looked at the [REDACTED] and myself and said she wanted to talk to me. She began to yell at me and tell me how disrespectful I was and who was I to think I could do that. Someone failed me when they let me get away with being disrespectful. At that time I began to respond by telling her I was not being disrespectful, and I was not going to be talked to this way. I did nothing wrong and was not going to be accused of something I did not do. The conversation was escalated and quite loud. At that time the [REDACTED] said from now on our contact and relationship will only be good morning and good afternoon ma'am. I said I agree. On April 3, I was told I would not be doing the crucible with my company the following week, and I would not be graduating my company. My replacement checked in and I was not allowed to do turn over with her. I was not allowed to talk to her.

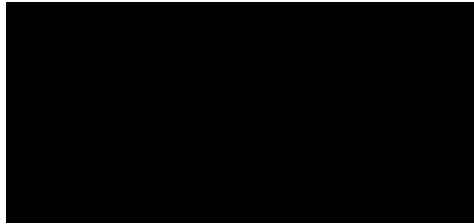
During my time there, [REDACTED] were [REDACTED] and [REDACTED]. During this time, [REDACTED] confided in me and asked for advice in how to approach the [REDACTED]. [REDACTED] was on the rifle range during the week of March 9-13, 2015. On a daily visit to the rifle range, the [REDACTED] was speaking to a few Drill Instructors. [REDACTED] Approached her to give the report, and the [REDACTED] ignored her and did not give her acknowledgment. This was done in front of junior enlisted Marines.

I was sent away out of the battalion and have been [REDACTED]. I have no contact with anyone in my chain of command. I start [REDACTED]. The only text I have received from the BN was from the [REDACTED] telling me not to go out of bounds. No one has told me why I was sent away or cut off from the BN. My Fitreps are still pending. I did not receive a [REDACTED] from my [REDACTED] being relieved and my annual is going to be completed by a [REDACTED]. I have never worked

Parris Island, SC
May 13, 2015

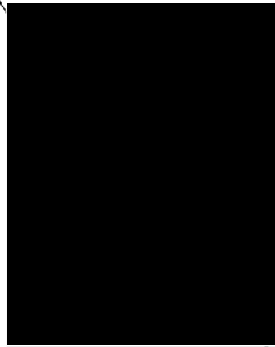
for. I know I will not get an honest evaluation of my
performance and my work.

There are no further entries.



May 13, 2015

NFE



NFE



[REDACTED]

I have been a member of 4th Recruit Training Battalion (4thRTBN) since June 2014. I am currently the [REDACTED] as well as acting [REDACTED] and acting [REDACTED]. It has been my pleasure to work with the Marines and Sailors of 4thRTBN and to witness many significant events since my time here.

Regarding my experience working for [REDACTED], I have observed many things. I have observed [REDACTED] to maintain extremely high standards and demand the highest expectations of her commanders, staff, and Marines. Under SNOs leadership, the battalion now has an initial marksmanship qualification average above 90%, comparable to the male training battalions, which has never been done before. It seems to me that she is achieving her vision of success and holds accountable those who don't execute her intent. That being said, there are some significant personality issues that degrade her command presence and credibility as a commander. I have had positive and negative experience, much like at any command.

SNO has been very accommodating to me and other Marines in regards to family issues. Throughout the past year, [REDACTED] has recovered from two necessary [REDACTED] and other [REDACTED]. I have always felt supported by her. Her absolute goal is mission accomplishment, and troop welfare is right behind it. This is especially impacting to me in that she is geo-bachelorette and rarely sees her own husband. This tells me that she can appreciate how important family time is and has stressed to the Marines in the past to make sure they do their job, but also ensure their families are taken care of.

Despite the above average concern for Marines and their families, there are still issues that must be disclosed that describe her negatively. I have observed a number of instances that I would consider less than professional.

First, and most devastatingly to her command presence and professional reputation, [REDACTED] marginalized her [REDACTED] by multiple public displays of disgust and disdain. On one occasion in September 2014, in SNOs office with junior officers and SNCOs, [REDACTED] talked down to the [REDACTED] in a tone of voice, facial expressions, and overall context that would lead a reasonable person to believe that she had a personal problem with the individual. I felt embarrassed for the [REDACTED] to be spoken to that way in front of not just me but the other captain and two SNCOs present.

Another example was during a battalion commander inspection hot wash with the inspected company. The [REDACTED] made a comment regarding maintenance to which the [REDACTED] gave her a dirty look and degradingly corrected her, in front of the entire company staff of officers and drill instructors present. The [REDACTED] didn't call the [REDACTED] names, but she didn't have to. The tone of voice and her manner of speech

ENCLOSURE (8)

demonstrated that she thought the [REDACTED] was stupid. I have had [REDACTED] not get along personally with another member of their command team, but have never seen anything like that type of personal disdain demonstrated during a professional setting, especially in front of a dozen SNCOs and sergeants.

Another such example of her disgust for the [REDACTED] was during a staff meeting in December when the [REDACTED] was presenting information on the upcoming battalion holiday party. While the [REDACTED] was talking, the [REDACTED] heard something she didn't like and was making several bizarre facial expressions that to me came off condescending and a complete loss of bearing in front of her staff.

In multiple staff meetings, [REDACTED] has talked down to Marines in such a manner as to lead one to think that they were being interrogated. She often will ask questions and before you fully answer, tell you why that answer is wrong. Those occasions made me think, well if she want's my opinion or recommendation, I'll wait for her to tell me what I should think.

In July of 2014, our HVAC systems across the battalion were struggling to keep temperatures within the threshold authorized by Depot seasonal cooling order e.g. +- 2 degrees F of 78 degrees. Her office was too hot, approximately 82 degrees that day, out of standards and eligible for a work order to [REDACTED]. These types of requests are seven day tickets, meaning FMD has seven days to fulfill the request. I was notified earlier that day that they temperatures were above standard and submitted the ticket. She wanted same day service. So, I called [REDACTED] to try and get a technician to come same day. Each of their technicians were attending higher priority trouble calls like medical clinics, chow halls, and recruit squad bays at 1st battalion in this instance. Around 1500, she came guns blazing into the [REDACTED], located in bldg. 927 that also houses my storage area and the battalion "prison" gym. To get to the [REDACTED] you have to walk into the building and open another door that separates the gym from our office. As she entered, I heard her sarcastically say "it's sure nice and cold in here" which is true for the gym, which usually sits a few degrees colder than the [REDACTED] office, which normally is between 80 and 82 degrees, but we deal with it. After she said that and then entered my section, I had just finished speaking to [REDACTED] who told me that they would have someone there by COB. I stood and told her this as she entered very angrily, and when I told her I just spoke to [REDACTED] and they couldn't send someone now but by would, with arms raised up in the air she told me very angrily "that's bullshit!" Which, it wasn't as I literally had just hung up the phone a few seconds before she walked in. [REDACTED] then condescendingly told me in front of my [REDACTED] that "before you leave today, I want you to report to me the temperatures of each squad bay." No problem with that task at all, only I would have preferred not being talked to like a child in trouble in front of one of my Marines. I'm a [REDACTED], not a five year old.

I, January 2015, I experienced an occasion where I presented the facts as I knew them regarding an HVAC issue with the RTR barracks. Only RTR can manage the corrective maintenance at the barracks and the battalions have no ability to submit work orders for their Marines. Often I would make sure Facilities Maintenance Division had received the work order from [REDACTED], and then I would hound them to myself to make sure the maintenance issue was resolved. In this particular instance, I couldn't secure a technician to come down immediately to complete an HVAC repair request. I had made several attempts to have the issue resolved timely, but was unable to. I explained to [REDACTED] that RTR had submitted the ticket, that FMD had seven days to complete the ticket (at that time there was still three days remaining), that other urgent issues on the depot prevented the HVAC technicians from coming that day, and that they were short staffed as it was a Friday. She considered my effort to be "lame" and directed me to resolve an unrelated issue better unlike my "lame" attempt with the barracks. Calling my attempt "lame" didn't really bother me. What bothered me was that the updates to this particular maintenance issue and others that I would email (her preference), was that for nearly four days, she didn't respond at all to my updates. Typically she would respond with a follow up question or simply, acknowledge receipt. To me, it seemed that she was holding a grudge against me and letting her anger and personal feeling interfere with business as usual.

These are instances of personal experience and witness of unprofessional conduct towards Officers and SNCOs. These accounts are true and accurate to the best of my knowledge.

[REDACTED]
20150522



UNITED STATES MARINE CORPS
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
PO BOX 15001
PARRIS ISLAND, SOUTH CAROLINA 29905-5001

1000
20MAY15

From: [REDACTED]
To: [REDACTED] MCRD Parris Island
Subj: VOLUNTARY STATEMENT [REDACTED]
[REDACTED]

- Encl: (1) Electronic mail correspondence 08:48 31JUL14 to adjacent commanders regarding Force Preservation Council documentation and Crucible Hikes
(2) Electronic mail correspondence 06:56 28AUG14 regarding 4th Recruit Training Battalion Quota Meeting
(3) Electronic mail correspondence 09:01 4SEP14 and 09:39 12SEP14 regarding 4th Recruit Training Battalion Crucible Hikes
(4) Recruit Evaluation Card in case of [REDACTED]

1. The following statement is provided voluntarily and enclosures are provided as substantiating material.

2. On or about 28 August 2014, [REDACTED], asked me to join a 4th Recruit Training Battalion Quota Meeting [Enclosure (1)]. During the meeting, [REDACTED] announced to the room which included the [REDACTED], the [REDACTED], and approximately three to four Drill Instructors ranging in rank from [REDACTED] to [REDACTED], "See, you don't get what you want from higher. You go around them!" She smiled while making this comment. After departed the meeting, I informed the [REDACTED], [REDACTED], we will not return for any additional meetings. I did not concur with [REDACTED] comment and would not appear to support these comments by attending further meetings. I have not attended another meeting at 4th Recruit Training Battalion to date.

3. During the first year of my assignment at [REDACTED], I completed three crucible hikes with 1st, 2nd, and 3rd Recruit Training Battalions [Enclosure (2)]. For all three of these hikes, I joined the [REDACTED] at the head of the formation for the duration of the hike.

UNCLASSIFIED//FOR OFFICIAL USE ONLY

ENCLOSURE (9)

- a. On or about 02:30 13 September 2014, I joined [REDACTED] at the head of the [REDACTED] Crucible Hike. We discussed hike routes and other topics regarding recruit training. At a point during the hike [REDACTED] stated she would like to go to the rear of the formation in order to gain a different perspective of the hike. I followed to rear of formation; I cannot remember if I made a verbal comment regarding battalion commander at the rear of a formation being unusual. I do clearly recall thinking it was unusual; however, I fully acknowledge commander's prerogative and the choice was not safety violation.
- b. Upon joining the rear of the [REDACTED] Crucible Hike [REDACTED] focused on the series [REDACTED] who was struggling to complete the hike. Said Name Recruit (SNR) appeared to be under 5'0" and struggling with the pack and rifle. [REDACTED] pointed out SNR to all fellow recruits words to the effect of 'how could this recruit be the [REDACTED] as no [REDACTED] should be at the rear of the formation'; further, [REDACTED] continued negative verbal counseling regarding SNR not worthy of being the [REDACTED] when at the rear of the formation.
- c. As this continued, I started pointing out positive actions of recruits, 'there you go', 'dig in', 'you've got this', etc... I do recall making a comment to [REDACTED], loud enough for the recruits and Drill Instructors to hear, about teamwork being the key to success in the Marine Corps.
- d. During the Crucible Hike, I pointed out [REDACTED] who was assigned to [REDACTED] during my first few weeks with [REDACTED]. I commented to [REDACTED] [REDACTED] did a great job as the [REDACTED]. [REDACTED] stated loud enough for the recruits, [REDACTED] [REDACTED] to hear, "She is the worst [REDACTED] I have." I attempted to change topic to distract from negative comments regarding a [REDACTED] made within one to three feet of recruits.
- e. [REDACTED] continued to provide negative verbal counseling to recruits falling behind in formation. Her comments, while negative, did not violate Equal Opportunity and were not a threat to safety of the recruits. I chose to continue to focus on positive comments regarding team work and encouraging recruits they were almost to the objective. As I continued, [REDACTED] transitioned to positive comments as well for a period of time.

Subj: VOLUNTARY STATEMENT [REDACTED]
[REDACTED]

f. At the final break prior to completing the hike, [REDACTED] moved to the head of the formation. I chose to stay in the rear of the formation. I continued to make positive comments towards the recruits and discussed with the [REDACTED], how I was motivated by her example. [REDACTED] was exhausted due to finishing the Crucible diagnosed with the flu.

4. On or about 6 March 2015, during the Initial Strength Test for [REDACTED] Series I observed [REDACTED] yelling at [REDACTED]. [REDACTED] observed SNR spit on the top of a pile of 'glow belts'. TSNR did not immediately respond to [REDACTED] asking SNR questions. [REDACTED], standing within one foot of the recruit, was yelling at the recruit. [REDACTED] volume increased and I noticed [REDACTED] yelling at SNR. I walked over to [REDACTED] and stated, "[REDACTED] may I please speak with you." After [REDACTED] and I moved a few feet away from the recruit, I stated, "[REDACTED] you are obviously upset. Please relay to me what occurred and I will make certain appropriate action is taken regarding the recruit." [REDACTED] stated the recruit spat on the glow belts and was disrespectful. (Note: SNR was facing forward in line and [REDACTED] in authorized Physical Training (PT) uniform, was facing SNR's left side when yelling. SNR could not see rank, nor could SNR see billet listed on the back of [REDACTED] PT uniform.) I thanked [REDACTED] for the information and stated again, the recruit was assigned to [REDACTED] and appropriate action would be taken. SNR was issued a Written Notification of Deficiencies and a copy was sent by me to [REDACTED] to confirm action completed [Enclosure (4)].

[REDACTED]

Voluntary Statement

I, [REDACTED] was the [REDACTED] for Fourth Recruit Training Battalion from 10 March 2014 to 27 April 2015. I worked for [REDACTED] for approximately three months and for [REDACTED] for approximately 11 months. I had daily interactions with [REDACTED] and was frequently brought into the discussions and planning sessions with her, the [REDACTED] and the [REDACTED].

From my experiences with [REDACTED] she was very focused on two efforts: 1) improving the transparency of the command as a result of the command climate survey from the previous battalion commander's tenure and 2) making the battalion competitive with the other three battalions by improving testable standards of recruits, such as performance at the rifle range. From the start of her tenure, her methods for achieving these efforts were aggressive, strict, demanding, and confrontational. Her command style was extremely different from the previous battalion commander, and initially, personal interactions with her were harsh and condescending. However, over the past seven to eight months, she has changed her approach a great deal. She became more approachable and more of a teacher and mentor.

Furthermore, I never observed her doing anything immoral, unethical, illegal or unsafe. On the contrary, she was ruthless and uncompromising on rules and regulations. I witnessed her counsel multiple Marines on violations of the Recruit Training Order.

My RS-RO relationship with [REDACTED] started off very rocky. Initially, we butted heads for about a month for the following reasons: 1) I was stubborn, bull-headed, and frustrated with the way she was treating me and 2) She was fiery, condescending, and wholly focused on achieving her efforts with little regard for development of interpersonal relationships. At first, our relationship was contentious and we were both just miserable in our interactions.

A tipping point occurred on a day when I had made a mistake on scheduling an event for 30 minutes instead of 90 minutes, and she was scolding me in her office for the mistake. In the midst of her reprimand, I said "excuse me ma'am, I need to step out," and I motioned my hand in a way that appeared from her perspective to be shoving my hand in her face. I walked out because I did not believe I was being treated appropriately; I thought I was being treated like a child. I may not have 20 years under my belt, but I deserve to be treated as an adult. So I walked out of her office to the pull-up bars in front of Co O to do some pull-ups, relieving some frustration. I walked back to her office later that day, and apologized. She scolded me again for walking out on her, and stated that if she had done that to her boss that she would have been fired. I told her that I did not think she was approachable and I did not know what else to do. At that time of our meeting, she discounted my comment that she was not approachable, explained to me all reasons she was approachable, and dismissed me from her office. But very soon after that, her demeanor had changed; she was more welcoming of people into her office and her reaction to last minute changes and minor mistakes had become more flexible and understanding.

Shortly thereafter, I also sought guidance from the [REDACTED] and the [REDACTED]. As a result, I changed my approach with [REDACTED] as well. In everything [REDACTED] tasked of me, working to show her that I was onboard to achieve the efforts that she had laid out. Over time, I earned her trust and confidence. During the next periodic counseling with her, she actually apologized to me for the rocky start to our relationship and said that it was her fault that we started off poorly. After that, our relationship was positive and had effective communication.

I have observed interactions with [REDACTED] and the [REDACTED]. From my personal observations and experiences, the relationship between [REDACTED] and [REDACTED] was broken and detrimental to the command climate. They did a poor job of trying to work with one another despite their differences because it was common knowledge that they did not get along or interact.

ENCLOSURE (10)

My personal interactions with [REDACTED] were very positive. She was a resource for me to improve as the [REDACTED] to best support the [REDACTED] and the battalion. I interacted with her on a daily basis.

My observations of [REDACTED] and the [REDACTED] were all positive. I only saw good interactions and a trusting relationship between [REDACTED].

All of the [REDACTED] in the battalion, [REDACTED] and I have had times when we struggled with our relationship with [REDACTED]. We used one another as resources to improve and vent. [REDACTED] and I found success and trust. [REDACTED] was relieved. [REDACTED] was still working on her relationship with [REDACTED] when I left the battalion to go on [REDACTED].

[REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
PO BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:
1000

22 May 15

From: [REDACTED] [REDACTED] [REDACTED] Fourth
Recruit Training Battalion
To: [REDACTED] Investigating Officer
Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

1. I make this statement voluntarily, but with fear of reprisal by [REDACTED] [REDACTED]. I also fear reprisal against [REDACTED] and [REDACTED] because I know they were interviewed in the course of this investigation. Both Marines are at their service limitation and are in zone to be screened by the [REDACTED] this year. If they are not selected, they will be forced out of the Marine Corps. I am concerned that their testimony may be used against them in ways that could negatively affect their chances of being selected.

2. I am a [REDACTED] in [REDACTED], 4th Recruit Training Battalion. I have led [REDACTED], and [REDACTED] since [REDACTED] has taken command of this battalion in June 2014.

3. On 15 April 2015, [REDACTED] and [REDACTED] conducted their end of cycle class with the new Marines of my [REDACTED]. At the time this brief was conducted, the only two permanent personnel allowed in the classroom were [REDACTED] and [REDACTED]. To my understanding, the purpose of this brief had been to serve as a mass outcall for the new Marines prior to their graduation.

a. Approximately three hours after the conclusion of this class, the [REDACTED] came into my office to speak to my [REDACTED]. [REDACTED] explained that when the series returned to the squadbay, she had asked the new Marines how their class with the [REDACTED] went. This is standard procedure for [REDACTED] following any class given by permanent personnel (including the [REDACTED], and [REDACTED]; most of the classes given by the chain of command tie into Core Values Guided Discussions (CVGDs) that serve as mentorship time between the SDI and her platoon. These discussions allow the SDI to provide clarification to the material taught and to tie the material into real life situations in order to better prepare recruits for the fleet. As it was standard practice, the [REDACTED] asked how this class had gone in order to provide further mentorship, even though this class did not tie into a CVGD.

b. [REDACTED] explained to [REDACTED] and I that the new Marines were confused by the [REDACTED] class. They did not understand why they had been told they didn't deserve to be Marines, that their [REDACTED] had failed them, and that their stats didn't measure up to those of their male counterparts. Their morale was low and their confidence in themselves and what they accomplished was shaken. [REDACTED] also talked to the new Marines, with the same result.

ENCLOSURE (11)

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

c. To my recollection, the [REDACTED] was in a meeting with the [REDACTED] when the series returned. The following is second-hand information, provided to me by my [REDACTED] and [REDACTED]. Upon [REDACTED] return to the squadbay, [REDACTED] encouraged her to talk to her new Marines; I specifically remember her speaking to her [REDACTED] and the Company [REDACTED]. [REDACTED] returned from her meeting with [REDACTED] already shaken due to the fact that one of her new Marines, [REDACTED], had been called out by the [REDACTED] during the class; the [REDACTED] made her stand up and told her that her hair looked like the hair of a 1st Phase recruit. [REDACTED] had prior service in the Navy, achieving the rank equivalent of [REDACTED], and had volunteered to go back through Marine Corps boot camp because she wanted to be part of a stronger, prouder team than what the Navy had provided her with. [REDACTED] also had natural hair which requires special care; her [REDACTED] had helped her re-braid it weekly throughout training. Her [REDACTED] had been planning on helping [REDACTED] re-braid her hair on the night of 15 February 2015 to ensure that she looked her best for family day (the following day) and graduation on 17 April 2015. After the [REDACTED] class, [REDACTED] told her [REDACTED] that she felt demeaned and humiliated, and that she didn't even want to be a Marine anymore. [REDACTED] had also been pointed out during the class; in addition to being the [REDACTED], she had earned the Company High PFT score with one of the fastest run times in the series (20:30) on the final PFT. The [REDACTED] told [REDACTED] that her score wasn't good enough because she was not as fast as her male counterparts. After speaking to some of her other new Marines, [REDACTED] informed me that the [REDACTED] had also told them something to the effect of "[when you get to the fleet] if you get drunk and get raped, it's your fault." That was not the first time I had heard of the [REDACTED] saying something to this effect. I am a [REDACTED] for the battalion, so this statement caused particular concern for me because during my [REDACTED] training I was informed that a relatively high percentage (around 10%) of each series of female recruits reports previous sexual assaults upon arrival to recruit training. Having taken [REDACTED] for recruits, I know the negative impact a statement such as this would have on any previous victim of sexual assault.

d. After speaking to my [REDACTED] and both [REDACTED], I took the above information and reported it to my [REDACTED]. My [REDACTED] simultaneously reported it to the Company [REDACTED]. They decided to have [REDACTED] speak to [REDACTED] about the class. The result was that [REDACTED] said nothing like that had occurred. I talked to my [REDACTED] and [REDACTED] and explained to them that the new Marines needed to graduate feeling like they had earned their title and that they had accomplished something impressive. They needed to have an understanding that this was just the beginning, and that they needed to continue to push themselves when they reached the fleet in order to be competitive for promotion against their male counterparts. They needed to feel comfortable reporting sexual assaults, but also know what things they could do to protect themselves (always have a buddy/designated driver, do not drink to excess, always have a plan to get home safely after going out to socialize, etc.). My [REDACTED] and [REDACTED] ensured that the new Marines understood these things.

e. At this point, I left the issue alone because I felt I had no other options to report it, and I wanted to minimize the issue for the benefit of the new Marines. However, I felt it was unjust because if a Drill Instructor is accused of wrongdoing by a recruit and that wrongdoing is corroborated by other recruits, an investigation is opened and negative administrative action is taken against that Drill Instructor accordingly. In this case, it seemed that wrongdoing had occurred and been corroborated, but no further investigation was warranted because [REDACTED] said it didn't happen.

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

This runs contrary to the [REDACTED] own command philosophy of "confidence, accountability, and pride." Whatever confidence and pride the new Marines of Series [REDACTED] had built was tarnished in that class, and there was no evident accountability in regard to whatever wrongdoing occurred.

4. When I arrived to [REDACTED] Company in June 2014 (after two cycles in [REDACTED] Company), [REDACTED] had just taken command. The climate of the battalion had become more positive after she took command. She was initially very receptive when she would come observe training events, asking questions that showed she wanted to learn and benefit from the knowledge of her junior officers. The acting [REDACTED] at the time was [REDACTED] who was dual-hatting as the [REDACTED] Company [REDACTED]. Throughout the first six months of the [REDACTED] tenure, she would regularly come out to training events and get my perspective on the training that was occurring. During the vast majority of those conversations, I was told that [REDACTED] Company was on top of the battalion, and that my [REDACTED] [REDACTED] (one of whom was [REDACTED]) were doing an amazing job. She told me on several occasions that my perspective on leadership and training was the reason I was going to be one of her [REDACTED].

5. Between September and December 2014 (during Series [REDACTED], things began to worsen in the battalion and in [REDACTED] Company. [REDACTED] talked to me on a few occasions, telling me that my Company [REDACTED] at the time, [REDACTED] [REDACTED], was struggling with command. I asked what I could do to help her, and [REDACTED] told me that [REDACTED] was depressed, so just to be there for her as a peer. [REDACTED] was overwhelmed and allegedly stated at one point that she no longer felt fit for command. I told [REDACTED] that I did not want [REDACTED] to fail because if she failed, then I failed to set her up for success as her subordinate leader. I never had significant issues with [REDACTED] leadership. She and I had a good working relationship. It was evident that she and [REDACTED] were struggling to effectively communicate as a command team, but it seemed that [REDACTED] was often hesitant to take [REDACTED] advice. In January 2015, [REDACTED] was relieved [REDACTED]. Over the past few months, I have been given several different reasons for her relief. Initially, she was relieved because she failed to take the [REDACTED] guidance during their daily counselings. Later, the [REDACTED] explained that [REDACTED] had been relieved due to a failure to work effectively with [REDACTED]. [REDACTED] addressed the situation with my [REDACTED] of Series [REDACTED] during pickup week (20-23 January), stating that [REDACTED] had been relieved due to a lack of trust and confidence in her leadership. Most recently, I was told by [REDACTED] that [REDACTED] was relieved because of her failure to correct the "negativity" in [REDACTED] Company. Initially, I did not think anything of [REDACTED] relief because I knew she had been struggling. However, after several conversations with [REDACTED] where she has stated different reasons for [REDACTED] relief and then said "do you see now why I had to relieve [REDACTED]?" I have begun to internally question what the real reason for [REDACTED] relief was.

6. [REDACTED] was the interim acting [REDACTED] after [REDACTED] relief while dual-hatting as a [REDACTED]. At the time, she was widely regarded as one of the most competent leaders in the battalion. I had a discussion with [REDACTED] in January 2015 regarding the amount of responsibility that had been placed on [REDACTED] shoulders. Again, I told [REDACTED] that I would support [REDACTED] to the best of my ability and would not allow her to fail. Within a few weeks of [REDACTED] taking command, a [REDACTED] alleged hazing against her fellow [REDACTED]. An investigation ensued. During the period that

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

the investigation was taking place, [REDACTED] allegedly told [REDACTED] that she had lost all trust and confidence in her leadership. She also allegedly refused to return the salutes of [REDACTED] and other Marines in the series. The serious allegations against the series were later unsubstantiated. [REDACTED] and I [REDACTED] together prior to this tour, and she was regarded highly in [REDACTED] for her competence as a leader. She is one of the most judicious leaders I have known in my career. I have relied heavily on her guidance to help shape my own leadership style and abilities over the past three years. Out of the officers in 4th RTBn, [REDACTED] has been subject to the most severe conversations and the most negative treatment from [REDACTED]. [REDACTED] now believes that she was wrong.

7. Between November 2014 and March 2015, [REDACTED] needed two major [REDACTED]. She is [REDACTED], and needed to be [REDACTED] fit for separation. Due to her [REDACTED], she was absent for significant portions of Series [REDACTED]. After [REDACTED] was relieved, the perceived negativity in November Company was expected to dissipate. When it did not, [REDACTED] was purported to be the primary source and seemed to be targeted by the battalion. She was eventually sent away from the battalion and put on [REDACTED]. [REDACTED] was not a perfect leader, however she did a lot of good for the battalion while she was the [REDACTED], and she did have a positive influence on the technical proficiency of the Marines in [REDACTED] Company. I often benefitted from [REDACTED] perspective, and she has an admirable way of positively messaging the [REDACTED] intent to the company. She helped me understand the [REDACTED] intent regularly during her tenure as [REDACTED] and she conducted several PMEs with the company to help the Marines understand as well. All of this went unmentioned once she was determined to be the source of the "negativity."

8. I had a closed-door conversation with the [REDACTED] on 17 December 2014 following Series [REDACTED] Crucible. I had questions regarding the hike home that [REDACTED] could not answer. I did not understand why the [REDACTED] walked in the back of the hike formation; she explained it was so she could watch the conduct of the DIs. I tried to explain that I believed that was my job and the role of the [REDACTED] who always hiked in the back, but my point was not understood. The [REDACTED] seems to lack trust in [REDACTED] advisors. I also did not understand the [REDACTED] expectations when it came to the DIs' interaction with the recruits on the hike home; she explained them to me. During this conversation, the [REDACTED] told me [REDACTED] was wrong for blasting the DIs within earshot of the recruits. The DIs had not been keeping the formation tight; the [REDACTED] had been making these corrections on recruits and [REDACTED] wanted to ensure that the DIs were the ones making those corrections because it is their job. [REDACTED] later admitted that she should have moved the DIs farther from the recruits, but that she didn't want to put the [REDACTED] in a predicament by having to make corrections on recruits. The [REDACTED] has corrected two SDIs in front of their recruits to my knowledge- one for being too loud in the chow hall, and [REDACTED] for yelling at a recruit near the sheds during grass week for being belligerent with her chain of command.

9. On or about 20 January 2015, I stepped in for [REDACTED] to give my series pickup brief to the [REDACTED] for Series [REDACTED]. [REDACTED] had requirements for her series. [REDACTED] and [REDACTED] attended this brief with me; [REDACTED] was also present, along with [REDACTED], [REDACTED], and [REDACTED].

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

a. I briefed concerns with a newer Drill Instructor who had been struggling to develop a demeanor that recruits would unquestioningly respect. The [REDACTED] stated that this Marine needed to earn her Basic Daily Routine (BDR) qualification, which would allow her to stand duty, by training day 10. If she was not ready by TD-10, [REDACTED] stated that she would watch her to see if additional remediation needed to occur. The Marine ended up not being able to earn her BDR qual by TD-10 because she could not effectively run the deck. [REDACTED] never came to observe her. As a result, [REDACTED] and her [REDACTED] had to stand duty every other night for all of 1st Phase and the beginning of 2nd Phase. Both of these Drill Instructors were exhausted and struggled to remain effective in their duties. [REDACTED] coordinated help to relieve them throughout this period. A permanent solution was not created until the end of February when the battalion moved the Drill Instructor to another company to allow her to try to earn her BDR qual again with a series that was about to pick up. Our series was given a replacement Drill Instructor. All Drill Instructor transfers (between companies) have to be approved by [REDACTED].

b. I briefed concerns with (then) [REDACTED]. [REDACTED] had gotten a [REDACTED] after the Marine Corps ball during [REDACTED] series. She also had a minor RTO violation, which [REDACTED] and I had reported to our company leadership. [REDACTED] stated that she told [REDACTED] about the allegation. When I brought up this allegation during the pickup brief, the [REDACTED] lost her bearing and began firing questions at me about why she hadn't known about the allegation. I told her I had reported it to [REDACTED]. The [REDACTED] told me I was wrong for not telling her directly about the allegation. [REDACTED] did not say anything during this line of questioning.

c. After briefing about [REDACTED] I tried to brief the [REDACTED] on the rest of my Marines. She cut me off throughout the brief, would not let me finish sentences or communicate entire concepts, and questioned my competence as a leader by insinuating that I did not know my Marines. I attempted to explain to her that several of the Marines were new to my series and I hadn't had an opportunity to talk to them in depth yet because I had only worked with them for two days. I felt that I had been disrespected in front of enlisted Marines during this brief; both [REDACTED] and [REDACTED] told me later that they felt the [REDACTED] actions were inappropriate and unprofessional.

d. [REDACTED] was supposed to pick up with Series [REDACTED], however she was [REDACTED] with [REDACTED] due to problems from [REDACTED] just prior to pick up. She was placed in the [REDACTED] billet for about a month while undergoing evaluations. She was cleared by [REDACTED] but [REDACTED] insisted that the clearance had to come from a higher authority. This clearance was eventually obtained and [REDACTED] was allowed to work in the capacity of a Drill Instructor. I understand the need to ensure that Drill Instructors are [REDACTED] enough to work with recruits, however [REDACTED] seemed to have to go to excessive lengths to prove her [REDACTED]. The intention to send [REDACTED] back to the fleet on the basis of [REDACTED] had been mentioned, and [REDACTED] had to fight to prove that she was capable of working as a Drill Instructor. Within the first two months of working, [REDACTED] earned DI of the Month.

10. On or about 5 February 2015, I was assisting [REDACTED] with drops because she was heading to the Crucible with her series. One of these drops was [REDACTED]. [REDACTED] had been one of my recruits in Series [REDACTED] but she dropped to the Physical Conditioning Platoon (PCP) in the Female Readiness Platoon (FRP) for failing her final PFT. She had passed her exit

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

PFT at FRP and returned to training with [REDACTED] series, [REDACTED]. She was being dropped to Papa Company for the following:

"Recommended to be dropped to [REDACTED] for her lack of character development and combat conditioning. SNR has demonstrated a pattern of lack of reasonable efforts on her runs as she has had the following run times, 29:55 (Mid Cycle PFT N/4044), 32:27 (Final PFT N/4044), 30:49 (Exit Final PFT from FRP) 30:17 (Final PFT with N/4004) lack of reasonable effort on her physical fitness specifically runs. SNR has demonstrated a lack of commitment to improve on her deficiency and is not demonstrating the physical toughness to become a Marine on 20150213. DEP 3 months, RS [REDACTED] SNR is an original recruit from [REDACTED] and has been on the island for 134 days."

[REDACTED] was separated from the Marine Corps for the above reasons. Despite the fact that she met the Marine Corps standard, she was not allowed to continue in training and become a Marine due to [REDACTED] opinion that she was not meeting standards sufficiently; she did not pass the PFT by a significant enough margin.

11. I did not speak to [REDACTED] from the time of Series [REDACTED] pickup brief until the end of February 2015. Due to issues at Series [REDACTED] Crucible and the hazing allegation, the company was skylined. I worked with [REDACTED] to ensure that Series [REDACTED] continued to do the right thing and help move our part of the company in the right direction. However, my Marines spoke to me often regarding the opinions of their peers throughout the battalion regarding the command climate; many Marines were offended by the way they were being treated by [REDACTED]

a. My next conversation with [REDACTED] took place in my office at the end of February 2015. She told me that my bad days had a negative impact on my Marines; I told her my bad days had nothing to do with work and did not affect my Marines, which is why they were still comfortable coming to me with concerns. She stated "well, your bad days are almost over if you can get on board with the direction of the battalion [instead of siding with your Marines]." My Marines were not violating the RTO, and were not doing anything wrong. As a leader, I feel it is my job to stand up for the needs of my Marines- they are the ones doing the work, it is my job to advocate for them and ensure they have what they need to be successful. I had explained this concept to [REDACTED] during one of our conversations over the summer, and her response was "you get it; that is why you're going to be one of my [REDACTED]"

b. During this conversation (at the end of February 2015, I told the [REDACTED] that there was a command climate problem in the battalion. She told me that there was nothing wrong with the battalion, but that there was a command climate problem in [REDACTED] Company and in my series. I told her that my Marines were fine within the series; my Marines were happy and working hard, but they were concerned about the issues throughout the battalion and the perceived targeting of [REDACTED] Company.

c. [REDACTED] accused [REDACTED] of being the cause of the negativity in [REDACTED] Company during this conversation. She alluded to attitude problems and negativity throughout the conversation by repeatedly waving her hand at [REDACTED] desk. I finally asked her if she had a problem with my [REDACTED]. She said that she believed [REDACTED] had negatively impacted [REDACTED]. [REDACTED] was on [REDACTED] for her second [REDACTED] at the time; with her absent, [REDACTED] was pinpointed as the cause of the negativity in the company.

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

12. [REDACTED] was dissatisfied with the way she had been treated by [REDACTED]. [REDACTED] described a few incidents to me where she had clearly been treated unprofessionally by [REDACTED]. In my experience with [REDACTED], she was always professional to the [REDACTED] but was rarely happy, bubbly, or especially talkative in her presence after January 2015.

13. In early March 2015, [REDACTED] directed that November Company would no longer be referred to as "NoCo." We have called ourselves NoCo for the past several years (even when I was in Oscar Company, everyone called it NoCo) because it is a catchy and easy abbreviation for our company. It was a source of pride and esprit de corps for the company. Oscar Company is referred to as "OCO," and Papa Company also has nicknames; their nicknames were not restricted. The reason "NoCo" was banned was because the CO said it was subliminally negative; the word "no" is in "NoCo." We have since been required to only refer to ourselves as "November Company" or "Company N." This was passed to the entire battalion.

14. On or about 12 March 2015, [REDACTED] came out to grass week to observe training. I was late to coverage; me or my [REDACTED] are required to be present to observe the classes the PMIs give in the sheds. I was signing for the brown bag gear for a recruit who had been hospitalized; my [REDACTED] was required to evaluate incremental drill for another series. I knew I was wrong for being late, and I had already told my [REDACTED] that I was late. When I arrived at the range, the [REDACTED] was talking and laughing with my Marines. I walked up to the group and said "good morning, ma'am." The [REDACTED] did not return my greeting, did not acknowledge my presence, and did not look at me. My Marines later addressed the issue with [REDACTED], saying that they felt the [REDACTED] had disrespected me in front of them. I felt the [REDACTED] actions were unprofessional.

15. My next personal conversation with [REDACTED] occurred on 26 March 2015. She came out to observe the conduct of Table 2. She asked me about one of the junior Drill Instructors. I explained that I try to lead with compassion. [REDACTED] said something to the effect of "that's good that you lead with compassion, but can you say the same about your junior leaders?" I said yes. She asked "so you think your seniors lead with compassion?" I said yes. She asked "and your chief? You think she leads with compassion?" I said yes. I explained that I saw what my Marines do on a daily basis and I know that they are incredibly compassionate leaders because of the small things they do. She cut me off and said "so do I" (in regard to seeing what the Marines do every day). She seemed dissatisfied with my answers because she scoffed at my responses. She walked me down to about the 300-yard line and proceeded to question me and my leadership for two hours; it was the type of conversation that necessitated me standing at parade rest. At one point, she asked "so what [principle] is it that you're willing to stake your career on?" She was referring to the fact that I continually chose to stand up for my Marines when they were doing the right thing.

a. I told [REDACTED] that I try to pass her message to my Marines, but they see her actions and form their own opinions. The example I gave her was when she did not acknowledge my presence during grass week. She said "so how did you explain that to your Marines?" I told her I explained that she was upset that I was late for coverage. She said "right. I could have blasted you in front of them. I could have taken you out behind the sheds and blasted you. But I didn't." I still believe my deficiency could have been addressed in a more professional manner. I told [REDACTED] that other Marines had seen her not return salutes or proper greetings of the day. She seemed baffled.

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

b. The conversation eventually became more relaxed when [REDACTED] asked what problems I saw with the command climate in the battalion. The [REDACTED] seemed receptive. She did mention that she felt like she was "walking on eggshells" around November Company. She has used this expression several times, mostly in reference to [REDACTED] or [REDACTED]. I believe if an officer feels intimidated by an enlisted Marine, that is not the enlisted Marine's problem. I explained to [REDACTED] that my Marines are not fake and are not bubbly. They remain professional when addressing their [REDACTED]. I also explained that they don't know what to say to her because what they say seems to be used against them.

c. At one point, [REDACTED] said "Do you know when I'm having a bad day?" I said, "Yes ma'am" because it is evident in her emotional conversations. She said "I don't think you do."

16. Between 23-27 March, I attended battalion PME's concerning the battalion's statistics in comparison to the rest of the regiment. I understood the commander's intent of being able to show that our female recruits are competitive with their male counterparts. However, Series [REDACTED] was conducting BWT and was three weeks from graduation at that time. I knew there wasn't much we could do to affect this outcome with that series, but I began to think forward to how to make improvements in my next series. This was the first time I heard anything about statistics being the battalion's priority. Previously, the goal had been to ensure that the recruits had a solid understanding of our core values, and that we put a concerted effort into ensuring they understood the fundamentals of marksmanship. These PME's were created after we heard that a command climate survey was coming out.

17. On or about 8 April 2015, five officers were boarded for Company Command. The board consisted of all the current Company Commanders, the [REDACTED] and [REDACTED]. Each [REDACTED] on the board had to create a rollup of their statistics during their time as a [REDACTED]; for me, this was nearly five cycles of data, spanning from November 2013 to present. I had doubts about company command because of the way I had seen the current [REDACTED] treated and because I feared having constant one-on-one conversations with the [REDACTED]. I felt I would lose my professionalism if she questioned the character of my Marines again. I did tell the board that I wanted [REDACTED] because I always want to be able to positively impact my Marines on the broadest scale possible. I did not do well on the board; I came in [REDACTED] out of all five candidates. [REDACTED] told me it had a lot to do with the fact that my stats were comparatively low. I was not selected for [REDACTED] and was slated to become the [REDACTED]. I am excited about this opportunity because it will allow me to use my six cycles of experience to train new series commanders, and I will be able to continue to work with my Marines.

18. On 14 April 2015, Series [REDACTED] had the Battalion Commander's inspection. During the debrief, [REDACTED] asked if any of the Marines had any questions. After some prompting by [REDACTED] one of my Marines asked a question. She thought it was unprofessional for the new Marines to break their bearing in front of [REDACTED] by smiling and acting like they were having a normal conversation; an inspection is typically not the right setting for that type of behavior. I knew the answer to the Marine's question, and had briefed both [REDACTED] on [REDACTED] intent the night before. However, I did not think that correcting the Marine in front of the [REDACTED] and her entire chain of command was right, so I let her speak. [REDACTED] said that "someone in this room" (pointing at me) should have explained that to her, that "that person

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

should take some responsibility for this, and that person failed you." This was said in front of all my Marines. After the debrief was complete, I pulled the Marine aside outside the CP and explained to her that she should have asked that question to her [REDACTED] or me upon return to the company rather than asking [REDACTED]. In asking [REDACTED], she had given [REDACTED] reason to question our leadership. I felt that [REDACTED] response and correction of me were catty and unprofessional, and that she could have simply given me the opportunity to answer the Marine's question after the debrief.

19. I did not speak to [REDACTED] one-on-one again until [REDACTED] graduation week. She had completed my FITREP on 14 April 2015 and counseled me on it. This counseling session was a positive experience and gave me more insight into her intent. She told me she wanted to give me a more in-depth counseling at a later date. [REDACTED] was my RS for this FITREP because [REDACTED] was relieved. The report covers the period from [REDACTED] to [REDACTED]. This included data from [REDACTED] Company Series [REDACTED], and [REDACTED] Company Series [REDACTED] and [REDACTED] as well as the first half of Series [REDACTED].

20. On or about 22 April 2015, I had my follow-on FITREP counseling. I knew in the first counseling session that it was a [REDACTED] FITREP. I had not received any counseling from [REDACTED] stating that anything I was doing would negatively affect my FITREP. I was concerned about the areas that I received [REDACTED] in because it did not align with things I had been told by [REDACTED].

a. During one of the counselings, I asked what the relative value of the report was. [REDACTED] could not provide me with this information because she needed to look it up in her RS/RO profile in her OMPF; in other words, she did not know the RV during the creation of the report and waits for it to show up in her OMPF.

b. In the second counseling, I asked why I had received a [REDACTED] in developing subordinates. When [REDACTED] had asked for more in-depth counselings for the DI eval folders (summer 2014), I developed procedures that set the standard for the battalion. The [REDACTED] regularly complimented me on my entries (from summer through December 2014), and I used the entries to counsel my Marines on their performance and areas of improvement. My efforts had helped ensure that my Marines' behavior remained professional when I had a [REDACTED] working for a [REDACTED] senior during Series [REDACTED]. My guidance to my [REDACTED] and my involvement with the counseling process had ensured that [REDACTED] was able to successfully complete Series [REDACTED] without further incident (when she went to another series, she violated the RTO again because she did not have the same strict guidelines and close supervision we had provided her with). [REDACTED] response was that my [REDACTED] had a bad attitude and one of my [REDACTED] always stood at parade rest when talking to officers (that she could not communicate with officers) and that she "imploded" on a board last summer. I told the [REDACTED] I was unaware that she had "imploded," but that that information would have been useful when it happened so that I could have developed the Marine through those deficiencies. She also brought up the issue at the inspection debrief, stating that I should have corrected the Marine on the spot; I was confused by this because she had previously told me [REDACTED] was wrong for correcting Marines publicly. I also reminded the [REDACTED] that that incident had occurred over a month after the end of the reporting period (but occurred on the same day the FITREP was completed).

c. As I progressed through the markings, [REDACTED] said "you're trying to pick a fight with me, and I'm not- I'm not- going to do that." I

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

explained that I was just genuinely trying to understand the thought process behind the markings when I had been regularly told I was doing well, was going to be a [REDACTED], and had not received any negative counselings regarding my performance. [REDACTED] told me that part of the reason my FITREP was below average was because I had mentioned on a few occasions that I felt like I was failing [REDACTED]. She said that my FITREP reflected the fact that I let them fail. I told her I did not understand why they had failed, and I had admitted feeling like I was failing them because I was trying to understand what I could be doing to better prepare them to succeed; I had never been given specific guidance on how to help them achieve success.

d. [REDACTED] could not give me specific examples of my failures in ensuring the well-being of subordinates, courage, judgment, or decision-making. She did say that my stats were lower than all of my peers (the only things she brought up on the board were total drops, PFT score, and number of expert qualifications). I reminded her that the stats used on the board included an entire series and a half that had occurred before the beginning of the reporting period, and half a series after the end of the reporting period. She shrugged off this observation saying "I'm not changing the markings." I told her I didn't expect her to, but I still wanted to understand why I had received them. I do not know how my stats compare to the other [REDACTED], but I know that [REDACTED] exceeded battalion and/or regimental averages in seven out of 13 categories, and [REDACTED] exceeded battalion and/or regimental averages in nine categories. These two series composed the majority of the reporting period.

e. At the end of the counseling, [REDACTED] stated that I had not effectively passed her message to my Marines. I shook my head and smiled in disbelief and she said "Go ahead and laugh. And you know what, I'll let you laugh. I'm disappointed that you did though." I left the office after that. The reason I reacted that way was because when [REDACTED] came to observe my [REDACTED] during [REDACTED] she mentioned negative events that had happened in the recent past in the company (not my [REDACTED]). I counseled my Marines [REDACTED] and [REDACTED] after each observation with [REDACTED] and explained to them what we needed to learn from the incidents that she brought up and that we just needed to move forward with a positive outlook. Each time, my Marines would agree and begin to move forward, but the next time [REDACTED] came to observe she would mention past negative incidents again. My Marines and I struggled to maintain a positive mentality when we were constantly encountering this level of negativity. It affected my health because I was often unable to eat; I lost about 15 pounds last cycle ([REDACTED] even commented at the beginning of one of the FITREP counselings that I looked like I had lost a lot of weight). I spent a lot of time working with my Marines to maintain positivity, and to balance that with my administrative duties, I slept at work for about eight weeks total last cycle. I did my best to move the series in the right direction, and the [REDACTED] told me during end of cycle counselings that they knew the [REDACTED] and I had gone through a lot from the battalion, but that they were unaware of what the issues were because we had shielded it from them. That allowed them to stay positive and engaged in their mission. I reacted in disbelief to [REDACTED] because she did not understand how hard I had to work to counteract her negativity and unprofessional behavior, and she does not see that I tried to protect her by addressing these issues to her personally.

21. On 19 May 2015, [REDACTED] held an all-hands town hall meeting. Most of the battalion was present, with the exception of duty DIs. I was not present for the first half of the meeting, arriving around 1640. During the second half

Subj: VOLUNTARY STATEMENT REGARDING COMMAND INVESTIGATION ICO FOURTH RECRUIT
TRAINING BATTALION COMMAND CLIMATE

of the meeting, [REDACTED] stated that she was upset by comments in the command climate survey referring to her failure to return salutes or give proper greetings of the day. She began to tear up and became visibly upset. She said that she had never intentionally not returned a proper greeting of the day or a salute, despite previously admitting to doing this to me at the range. [REDACTED] stated that the command was under investigation and that she might get fired.

22. I do not believe that [REDACTED] was treated fairly during her tenure. [REDACTED] openly discussed her dislike and distrust of [REDACTED] with several series commanders, including me.

23. [REDACTED] was highly regarded by the battalion last summer because Platoon [REDACTED] achieved over 95% initial qualification rate during Table 1. She was submitted for a board, and competed at the regiment (where she "imploded"). During the fall, the battalion's opinion of her changed. She has since been regarded with suspicion and viewed as a problem despite consistently performing well and continuing to work to improve herself. This increases my level of concern for reprisal against her.

24. Since my commission in 2009, I have wanted to serve in the Marine Corps as a career. I firmly believe that my purpose is to take care of the institution by taking care of the Marines who make it up. When my Marines are in the right, which they were during Series [REDACTED] I will stake my career on them. Due to the way I have seen my Marines treated and the fact that I feel I have no way of correcting it, I have often considered resigning my commission during this tour. I write this statement with little concern for my own career, but with great concern for the careers and welfare of the Marines of 4th RTBn. The [REDACTED] has effected positive changes during her tenure, but the negative issues have gone without correction and are disconcerting because of their impact on the Marines.

[REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
P.O. BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:

5800

20 May 15

From: [REDACTED] USMC
To: Investigating Officer
Subj: WRITTEN STATEMENT BY [REDACTED]

1. I am writing this statement voluntarily, but I am extremely concerned that there will be reprisal if my statement is read by [REDACTED].
2. In regards to the meeting that occurred on 11 May 2015, [REDACTED] sat down with all of the members of Papa Company to discuss several topics. [REDACTED] began the meeting to say that she was very disappointed in our company and its attitude. She discussed the command climate survey and indicated that Papa Company was the only company having issues. She indicated that our company was responsible for the negative comments in the command climate survey and that she was "tired of being blamed and being made out to be the bad guy." We had recently had a request mast in which the Marine requested to move companies. We were told by [REDACTED] that there were to be no repercussions verbal or via social media. She indicated that if she found out about any incidents that they were going to be held to the UCMJ and dealt with harshly. She indicated to the entire company that both the [REDACTED] and [REDACTED] had failed this Marine and that these issues should have been handled at those levels before being brought up to the [REDACTED].

The second issue that she addressed was the Crucible hike for the follow Papa Company Series [REDACTED] that had occurred that previous Saturday. The hike was supposedly the worst hike she had ever seen because the female series finished ¼ mile behind the male series. I was not part of that series team, planning, or conduct of the hike. The [REDACTED] began to voice their opinions about the conduct of the hike and discuss that the manner in which the hike played out there were minimal things that they could have done to prevent the issues. [REDACTED] agreed and said that the failure was above them. At this point she told the [REDACTED] that she could "chime in at any time" and there was clearly sarcasm and frustration in her voice. [REDACTED] mentioned that our [REDACTED] failed to bring the issues to the table during the brief with the [REDACTED] and her failure was the reason that the hike did not go as planned. [REDACTED] said she was aware of the BN policy letter and the AAR done by 3rd Battalion prior to the meeting but that it was [REDACTED] inability to communicate these issues to the [REDACTED] and her peers that resulted in the failure of the hike.

We were asked repeatedly throughout the meeting if we felt she was being demeaning or mean. It is my opinion that no one responded because throughout the meeting because when members had spoken up previously to voice their opinion they were quickly shut down. For example the [REDACTED] made a point to say that she never tells us she is disappointed in us and only praises the Marines for their hard work. [REDACTED] spoke up and disagreed, saying that she felt this was untrue and that the message she

ENCLOSURE (2)

Subj: WRITTEN STATEMENT BY [REDACTED]

received was that our statistics could always be better and that we are not performing on the level of our male counterparts during the [REDACTED] PMEs. [REDACTED] was promptly interrupted and given examples of things like awards formations and personalized cards that were given to Marines as positive reinforcement. [REDACTED] quickly turned the comment around on the Marine shutting her down before she had an opportunity to voice her opinion.

I spoke with my Marines regarding the perception of this meeting and the majority of the [REDACTED] feel as if this meeting was extremely unprofessional on the part of the [REDACTED] and that [REDACTED] was verbally reprimanded in front of her entire company. The Marines have a great amount of respect for [REDACTED] because they see the hard work that she puts into the company. They understand that she genuinely cares about the welfare of the Marines and constantly works for them. They believe that good order and discipline as well as the credibility of [REDACTED] and [REDACTED] was undermined during the meeting that took place on 19 May.

On numerous occasions the command climate survey has been brought up by both the [REDACTED] and [REDACTED]. The content of the command climate survey has not yet been debriefed so I do not know the exact issues that were brought up. I can infer several issues based on the side comments and statements made by the [REDACTED] and [REDACTED]. When discussing a separate issue about one of my Marines the command climate survey came up. She asked me if she had ever been mean to me or demeaning towards me in which I stated no, but that she had been stern. She then stated that this battalion was full of immature officers who did not have the courage to speak with her directly, alluding to my [REDACTED].

The [REDACTED] requested a sit down meeting with the [REDACTED] leadership in order to have an open discussion about topics within the Battalion. During this town hall meeting with the [REDACTED] and [REDACTED] on 19 May 2015 the discussion shifted towards the command climate survey and this investigation. [REDACTED] disclosed to the entire audience of the battalion's Series Commanders and Drill Instructors that she was currently under investigation and that the investigating officer would be coming down here to conduct interviews with some of us. She implored them to remember when speaking to this individual that everyone has a bad day and deserves a second chance also to remember all of the great things this battalion has accomplished over the past year. [REDACTED] mentioned that by putting comments in the Command Climate survey we have tied the hands of our leadership and they have been directed to do certain things that are out of their control. The [REDACTED] at one point said "I could be fired today, I don't know!"

She also brought up an issue within the command climate survey regarding customs and courtesies. She alluded to several comments in the survey that said she did not return her Marines' salutes or return the proper greeting of the day. She said that sometimes she doesn't notice individuals and that she would never condone such behavior. She said that the comments in the survey were "cruel" and she took them very personally. She said that the only people in the room that held grudges were the [REDACTED] and that there is no resentment that came from the battalion. Several [REDACTED] mentioned that the town hall meeting was an attempt at "damage control" because of the ongoing investigation.

Subj: WRITTEN STATEMENT BY [REDACTED]

3. The intentions of [REDACTED] and [REDACTED] are good. They genuinely want the battalion to move in a forward direction, but the manner in which they communicate their intent degrades good order and discipline within the command. It was very clear to me that [REDACTED] did not trust or respect our [REDACTED] or our [REDACTED] which placed the company grade officers in an awkward position on multiple occasions. Since the publishing of the command climate survey the tension in the battalion has progressively worsened. My concern is that although her intentions are good she cannot see how her direct questions, blunt comments, and body language convey such a different message to the Marines. She has degraded the credibility of the company grade officers and senior enlisted leadership because Marines have voiced their concerns about how negatively their leadership has been treated poorly in front of them.

[REDACTED]



UNITED STATES MARINE CORPS

FORTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
PO BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:

5800

19 May 15

From: [REDACTED] USMC
To: Investigation Officer

Subj: . STATMENT

1. On 150505 [REDACTED] and I gave the Crucible brief to [REDACTED] and [REDACTED]. When I finished, [REDACTED] directed me to read the 3d Battalion after action report (AAR) and bring up these issues with [REDACTED]. [REDACTED] the [REDACTED]. [REDACTED] wanted to make sure we were on the same page for the Crucible hike back, which has been a point of contention between 3d and 4th Battalion since we started integrating the hike. After I left the meeting, I met with [REDACTED] and we agreed to a plan for integration. Upon arriving to the Regimental Crucible brief, [REDACTED] asked me if I had brought the 3d Battalion AAR to reference during the brief. I was confused and told [REDACTED] that I had not done that. During the brief, I discussed the very basics of the Crucible hike back, saying it would be integrated with 3d Battalion.
2. On 150506 I received an email from [REDACTED] stating that 3d Battalion now had a policy letter which mandated 30 meters distance between the company formations along with a safety vehicle between the formations. I sent the policy letter to [REDACTED] and let her know that the plans had changed since I last spoke to [REDACTED]. [REDACTED] proceeded to tell me that I had directly disobeyed her order to bring up the AAR in the Crucible brief and call out 3d Battalion for refusing to hike with 4th Battalion. [REDACTED] told me I was weak because I refused to come to the table with my male counter parts and there was nothing she could do now.
3. On 150507 [REDACTED] notified me that we had a Marine who wanted to request mast to the [REDACTED], [REDACTED], and the Marine did not feel comfortable disclosing the nature of the request mast. I spoke with the Marine that evening and asked her if there was anything I could do to resolve the issue or help in any way. The Marine said I could not help and she would like to request mast the following morning. I called [REDACTED] at approximately 1700 to let her know we had a Marine who wanted to request mast. I left [REDACTED] a message because she did not answer the call. When [REDACTED] called back she asked me why I had not asked more probing questions when the Marine wanted to request mast. [REDACTED] stated that I should have asked the Marine more and tried to resolve the issue at my level. [REDACTED] told me I was just handing off issues that I did not feel like dealing with and giving them to her to resolve. [REDACTED] directed me to go back and speak with the Marine. I went back to the office and sat down with the Marine. I asked the Marine what was going on with her and what was going on in the company to drive her to request mast. The Marine again told me she did not feel comfortable disclosing anything to me. I called [REDACTED] back and let her know the Marine still did not want to speak with me. [REDACTED] was now even more upset. [REDACTED] said that I did not ask the right open ended questions. I went back to the Marine again and asked her specific questions about her basic daily routine qualification and her personal life. The Marine still did not reveal the nature of the complaint to me. I sent [REDACTED] and email informing her that the Marine still did not want to reveal the reason for her request mast with me.
4. On 150508, the Marine still wanted to request mast and did not want to reveal the subject to me or [REDACTED]. When [REDACTED] and I went to inform [REDACTED] of the request mast, [REDACTED] looked at us and said,

ENCLOSURE (13)

"What am I supposed to do with that?" [redacted] then spoke to [redacted] and told us to have the Marine in her office at a certain time so she could speak with the Marine. [redacted] was in town and she wanted to get home to him as quickly as possible.

5. The Marine ended up speaking with [redacted] about the nature of her request mast and [redacted] ended up moving that Marine to a different company. [redacted] told me and my [redacted] that she wanted to speak with the company first thing on Monday morning (150511) to speak about command climate issues. [redacted] never spoke to [redacted] or me about the request mast or what the Marine brought up.

6. The conduct of the Crucible hike on 150509 was not integrated and [redacted] told me it was completely my fault for failing to bring up any of the battalion level issues at the regimental Crucible brief.

7. On 150511 at 1730, all of [redacted] Company was in the battalion conference room to hear from [redacted] and [redacted]. [redacted] first brought up the request mast and that it was every Marine's right. The Marine will not be treated differently or belittled for what she did. [redacted] never brought up specific incidents that the Marine mentioned in the request mast but [redacted] told the entire company we were wrong because we did not make this Marine feel like a welcome part of the team and that we were treating her the wrong way. [redacted] then went on to speak about how the command climate was bad in our company and it was the reason the command climate survey reflected so poorly [redacted]. [redacted] said she was tired of being called mean and demeaning for holding people accountable and constantly doing the right thing. [redacted] said our company acted on emotion instead of fact. [redacted] said we go out and say bad things about [redacted] around the depot because we cannot look ourselves in the mirror and see what we are doing wrong.

8. [redacted] then brought up the conduct of the Crucible hike. [redacted] asked my Marines how they thought the hike went. Several of my Marines said they were disappointed that it was not more integrated. [redacted] then went on to state that the conduct of the Crucible hike was the fault of the [redacted] and the [redacted]. [redacted] asked me to describe to my Marines how I failed them in organizing the hike. [redacted] stated that [redacted] and [redacted] failed to stand up to their male counter parts and bring up issues. [redacted] then spoke down to me in front of the entire company and stated, "Any time you want to chime in [redacted]."

9. Following the meeting with my [redacted] pulled me into her office and asked why I did not reinforce her message in front of the Marines. I stated I would speak to the [redacted] again at a later time and continue to reinforce what she said. [redacted] was furious with me for not speaking up and then asked me how I was going to fix it. [redacted] then cut me off and told me to just focus on myself and [redacted] the next week and a half before my [redacted].

10. [redacted] spoke to my [redacted] the way she did because she thought she was doing the right thing. She thinks that she holds people accountable by speaking to them the way she does and it is all for the good of the institution.

11. On numerous occasions after the results of the command climate survey came out on approximately 150427, [redacted] has blamed me for the negative comments in the survey. She stated "I always get in trouble for your fuck-ups" and that I go around the depot and spread lies about my [redacted]. She now ignores [redacted] because of the comments he put in his command climate survey. [redacted] said that I do not hold myself accountable for my mistakes and that I blame her for everything I do wrong. [redacted] has never addressed specific items in the command climate survey with me but keeps stating that everyone calls her mean and demeaning. [redacted] also stated that she has officers within

her battalion that are conspiring against her. [REDACTED] keeps stating that I am the issue and she has been taking all the right steps as a [REDACTED].

12. [REDACTED] is known to act a certain way towards Marines she is mad at or has written off. It is obvious to those around because [REDACTED] will be hostile and short with the individual and will often ignore their greetings or salutes. [REDACTED] also acts hostile towards outside agencies when there are differences in opinion on how we should operate. This makes it increasingly difficult to do our job around the depot. Agencies are afraid to upset us or change anything for fear they will be called out by [REDACTED] or blamed for something that went wrong. [REDACTED]

19 May 2015

I, [REDACTED], am making a voluntary statement concerning the command climate of 4th RTBN and specifically an incident that occurred with my [REDACTED] and company of Marines on 11 May 2015.

On, 8 May 2015, there was a Marine in my company that wanted to exercise her right to request mast to the [REDACTED]. Once my [REDACTED] and I found out this information we informed [REDACTED] and [REDACTED]. [REDACTED] reinforced to me what my role was in handling the request mast and gave me guidance to ensure I did not violate the Marines rights. [REDACTED] told [REDACTED] that she needed to find out more about what was going on with the Marine. [REDACTED] spoke to the Marine, but she declined to tell her what the issues were. It was evident that [REDACTED] was irritated that [REDACTED] did not get the information out of the Marine that she wanted, because of the tone [REDACTED] began to use and by her attitude. [REDACTED] told us later that day to have the Marine at her office around 1500 and she would speak to her concerning the request mast. At that time the Marine told [REDACTED] what the issues were and she came out to let us know that the Marine would be leaving the company as requested. [REDACTED] then told [REDACTED] and I that she would like to see the entire company on Monday. So, on 11 May 2015, at approximately 1730 all of the Marines from [REDACTED] Company gathered in the BN conference room to meet with [REDACTED] and [REDACTED]. Over the past week [REDACTED] had been very direct, short, and abrasive with [REDACTED] and I so we already knew that this was not going to be a positive meeting with the Marines. When [REDACTED] walked into the room the first thing she said to the Marines is that she was disappointed in them as a company. She told them that we as a company failed to take care of a Marine, to the point of which she felt the need to request mast to [REDACTED]. [REDACTED] told the Marines that they needed to ensure that they treated the Marine that had requested mast professionally and to ensure they didn't approach her or speak poorly about her because she requested mast. [REDACTED] then asked the Marines what they thought about the crucible hike, which we executed with [REDACTED] Company on 9 May 2015. [REDACTED] the [REDACTED] for the series that did the crucible hike with [REDACTED] Co, raised her hand and said that it was frustrating that the males didn't do the things they had planned together, but while [REDACTED] was talking [REDACTED] raised her hand gesturing for [REDACTED] to stop speaking. [REDACTED] then stated that she did not want to hear any complaints about the males not doing things as planned because it was her company leadership's fault that things went the way they did. She told the Marines that [REDACTED] and I were to blame for the crucible hike because we were afraid to bring issues up with our male counterparts. [REDACTED] went on to say that she was tired of always being seen as the mean person and that she's tired of always having to be the one to say something when things aren't right. [REDACTED] told the Marines that they have company leadership in place for a reason and that we are failing them because we aren't willing to speak on their behalf when there is any type of adversity. She told the Marines that [REDACTED] and I had an opportunity to address any issues about the crucible hike, during the RTR brief, but we failed to do it therefore we failed them as a company. [REDACTED] then looked at [REDACTED] and told her to explain to the Marines how she failed them and told her that she needed to take accountability as a [REDACTED] for the conduct of the hike. [REDACTED] then began to

ENCLOSURE (14)

myself, have been afraid to speak to the [REDACTED] because we were afraid that we would be treated poorly. [REDACTED] and I would secretly get advice from [REDACTED] because we had been told not to go to her with any issues, but instead go straight to [REDACTED] instead. I have witnessed [REDACTED] also being spoken to in an unprofessional manner and several other SNCOs. It is common knowledge that if [REDACTED] does not like a Marine, for whatever reason, she would treat them differently than other Marines in the battalion, ie not salute them, not give them the proper greeting of the day, or just be very abrasive with the Marine. All of these actions have made it a challenge for the company leadership to maintain a positive command climate within the companies. It is also very draining trying to convince the junior Marines to not take things personal or negatively when [REDACTED] comes around to talk to them. The Marines within [REDACTED] Co have voiced on several occasions that they feel like [REDACTED] actions and the way she speaks to the officers and senior enlisted advisors is unprofessional and uncalled for. Since the command climate survey it has become even more difficult to come to work and interact with [REDACTED]. There are several comments that are made in reference to the command climate results, for example "I wish you all would stop talking about how something makes you feel. I'm tired of always being seen as the mean lady. I'm not being demeaning or mean am I, because I keep hearing that. " I feel that the command climate has only made things worse and they won't get better until [REDACTED] is willing to accept that things need to change in the battalion and it needs to start with her.

Respectfully Submitted, [REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
P.O. BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:
5800
20 May 15

From: [REDACTED] USMC
To: Investigating Officer
Subj: [REDACTED] WRITTEN STATEMENT

I am making this statement freely, but with fear of reprisal. I am making this statement because it is the right thing to do.

On 11 May 2015, all Marines of [REDACTED] Company had a meeting with the [REDACTED] and [REDACTED] in the Bn Conference room at 1730. At 1715, I walked to the Bn Conference room with the other [REDACTED] for [REDACTED] Company. After role was taken the [REDACTED] went to the Command Post to get [REDACTED].

After all of the Marines were put at ease and told to take their seats, the [REDACTED] started the meeting by saying that she was very disappointed with [REDACTED] Company. She continued by saying that when she talks to us she usually tells us what a good job we're doing and that this is the first time that she has ever said that she was disappointed. Then [REDACTED] asked the Marines if she has ever said she was disappointed with us before and one Marine stated "yes". [REDACTED] got all defensive and in an intimidating tone said "REALLY? WHEN?" The Marine then stated no.

[REDACTED] then continued on with the meeting by saying that we were all there because a Marine in [REDACTED] Company requested mast because of the way that she had been treated while assigned to [REDACTED] Company. She stated that all of us the room were at fault and that we needed to take a deep look to fix ourselves because it's unacceptable that a Marine requested mast for that and that it went to her and the [REDACTED]. She asked how many levels of leadership are between the Marine requesting mast and her, [REDACTED], and [REDACTED]. There were to answers given in the room; two levels and three levels.

[REDACTED] stated that there was [REDACTED] and [REDACTED] that apparently failed because it was brought to her. She then went on to say that [REDACTED] was removed from [REDACTED] Company and placed in [REDACTED] Company. She threatened that if anyone discussed the matter outside of the meeting they would personally come see her. Somewhere in the conversation one of the Marines had something to add. The Marine started off by saying "I feel" and [REDACTED] got mad and cut the Marine off saying that feeling are not facts and that we only deal with facts. [REDACTED] stated that she did not want to hear "I feel" again. She then told everyone in the meeting that the [REDACTED] and [REDACTED] did nothing help the Marine and that is why the Marine requested mast and why we were all sitting in the meeting.

The topic changed to the events of the previous weekend; the crucible. [REDACTED] stated that this was the worse crucible hike she's ever seen

ENCLOSURE (16)

Subj: [REDACTED] WRITTEN STATEMENT

and that we should be embarrassed because she was embarrassed. Some of the Marines from the other series had no idea what she was talking about. At that time [REDACTED] from Series 4016 raised her hand. When [REDACTED] called on her, [REDACTED] started off by saying that her and the [REDACTED] from India Company (the male company they are on track with) performed route reconnaissance on Friday afternoon. [REDACTED] stated that they were all on the same page until the morning of the hike. This is when she learned that the hike route had changed just minutes before stepping off on the 15km hike. [REDACTED] stated that 3rd Bn had a Bn SOP for the crucible and it was brought to her attention Friday during the crucible.

[REDACTED] then put her hand in the air and cut off the [REDACTED]. [REDACTED] said "Oh no! Don't give me that crap. It was brought to your [REDACTED] attention Wednesday morning before the RTR brief with [REDACTED]. Your [REDACTED] chose not to brief it at the meeting and therefore it was her fault the hike was not integrated and it's her fault that it was so terrible. She should have known about the Bn SOP for the crucible before that from a previous after action, but she didn't because she doesn't know how to communicate with her superiors, peers, and subordinates".

Somewhere in this conversation about the crucible, [REDACTED] got on her "soap box" about how we will never be taken seriously by our male counterparts because of stuff like this crucible hike. She stated the events like this crucible hike make us look bad as female Marines. She stated that we can't keep our business in house and that we go outside of the Bn to complain and that is why all the males make comments about "4th Dimension". To be honest I don't remember much after that because I am so tired of hearing that I'm not competitive with my male counterparts and they don't take me seriously because I accept minimal standards, I don't run a 300 PFT, and I am not an expert on the rifle/pistol range. She brings it up at every meeting/PME. At some point while [REDACTED] is on her rant about being seen as equals by our male counterparts, the [REDACTED] also spoke to us. Again I cannot tell you what she talked about because she started off by saying one of the male [REDACTED] came up to her talking about the "4th Dimension".

Finally after the [REDACTED] spoke to the Marines, [REDACTED] looked at [REDACTED] and said "feel free to jump in at any time" in a condescending/humiliating/degrading tone. [REDACTED] was caught off guard and stated that she did not have anything to say at the moment.

[REDACTED] stated that [REDACTED] was the only company that was giving her problems. She stated that [REDACTED] Company was on the "up and up" and that she never has a problem with [REDACTED] Company. [REDACTED] stated that [REDACTED] was the reason for the bad Bn Command Climate Survey and that we need to fix ourselves. She went on further to say that she hates that she's the "bad guy" (she said using hand quotes). She stated that was in the Command Climate Survey and that she wasn't the bad guy, she was the only one holding people accountable. She said that she's not "mean" like everyone put in the survey, but that we are all too emotional. She said that she'll continue to be the bad guy if that's what it takes to hold people accountable.

[REDACTED] asked all the Marines in the meeting if they had any questions. Of course no one had any questions. She looked around and said

Subj: [REDACTED] WRITTEN STATEMENT

"of course not". Then she looked over at the [REDACTED] and asked her if she had anything to add. [REDACTED] said "No, Ma'am". Then she turned and looked at [REDACTED] and asked if she had anything and she shook her head no. [REDACTED] then stated that she wanted to see [REDACTED] in her office directly following the meeting in a rude/condescending way in front of all of the Marines of Papa Company.

After being dismissed, [REDACTED] and I returned back to our office, [REDACTED] followed [REDACTED] to her office, and all of the enlisted Marines stayed in the conference room to have another meeting with the [REDACTED]

Later in the week on Wednesday (13 May 2015) after the Molly Marine Ceremony, the [REDACTED] and the [REDACTED] had their class with the new Marines of Series [REDACTED]. Marines from November Company stated that during this class for their new Marines they were told they did not deserve to be Marines and they did not earn it. So since I have never sat in the class, I decided to sit in the back of the class with my [REDACTED] to see what words of wisdom the senior Marines of the Bn imparted on the new Marines. The [REDACTED] started off by congratulating them on completing first phase of becoming a Marine.

Those would be the only words of encouragement that would be given to the new Marines. [REDACTED] started off the class by showing them the video "Throw like a girl". The recruits were shown this video when they first arrived on FD-3 and then again during graduation week. She gave them several things to think about to set them up for the discussion that would follow the video.

The conversation about the video went well. It quickly went south when the first Marine fell asleep. Throughout the rest of the class, [REDACTED] told them on numerous occasions that they are not competitive with their male counterparts because we have lower standards and that females accept them. She called out several groups based on performance. She asked all of the new Marines that had been in the delayed entry program longer than 4 months to stand. Of the individuals standing she asked the ones who ran faster than 23 minutes to sit down. The remaining new Marines were asked to explain why they did not perform better here at recruit training. After a few Marines answered her, [REDACTED] went on to say that the gender disparity between males and females starts in the delayed entry program and that they need to take accountability for that.

[REDACTED] then asked who ran faster than 21 minutes on the final PFT to stand. Only one Marine stood up. Then [REDACTED] continued by saying that everyone who was not standing was just another example of why females will never be seen as equals by our male counterparts. She stated that their male counterparts see them as "weak and less of a Marine." Implying that even though they meet the minimum standards required of the Marine Corps they are still perceived as substandard. She asked all the Marines who could not do at least three pull-ups to stand up. She told them the same thing she told the ones who did not run a 300 PFT.

Then she asked all of the contract PFCs to stand. She asked all of the ones who ran faster than 23 minutes on the final PFT to sit down. To the ones who remained standing she told them that they were only given PFC for college/referrals and that their male counterparts would never take orders

Subj: [REDACTED] WRITTEN STATEMENT

from them because we have lower standards as females. While she was asking the new Marines about recruit training and the crucible, one of the new Marines stood up and stated that she believed that they performed well on the crucible hike back. [REDACTED] stated that "believe" is a feeling not a fact and then asked, "Do you really think you did well on the hike back? Well I will tell you that you didn't. If you did not complete the entire hike, stand up. The new Marines stood up. She told the other Marines to take a look around.

Then she asked if the new Marines thought the crucible hike was supposed to be integrated. They all stated that they did not think it was supposed to be integrated. That is when [REDACTED] told them that it was supposed to be integrated and that they were to finish alongside their male counterparts. She told them that they didn't finish with them and that the males see them as weak and undeserving to wear the eagle, globe, and anchor because the females finish so far behind them.

By that point there were five Marines standing in the back of the class because they had fallen asleep. This is when the [REDACTED] and [REDACTED] hit on accountability and how all the Marines had failed because they were not policing after their own. The [REDACTED] took this opportunity to talk about sexual assault in the Marine Corps. [REDACTED] stated if we policed after our own we would not have to spend the time that we used on sexual assault training on PT to close the gap with the males.

Eventually, [REDACTED] tied everything together by referring back to the video. She told the new Marines that they were perpetuating the gender gap by accepting the standards set forth for females. She reiterated that it started in the delayed entry program and it was made worse here at recruit training and that is why males did not want females to be integrated into combat arms jobs. She took several questions from the new Marines and left the new Marines with their [REDACTED].

I felt bad for the new Marines. While waiting for the [REDACTED] to arrive for the class, I talked to the new Marines about being proud of being a Marine. I told them that they worked hard and should be proud of what they accomplished over the past 13 weeks. I talked to them about being held to a higher standard because they are Marines. Since the new Marines just returned from the Molly Marine Ceremony, I talked to them about taking pride in the fact that not only were they Marines, but they are female Marines and that they have a history. We talked about the many women who have paved the way before them and I also told them that they will pave the way for the female Marines who will follow in their footsteps.

The class is not what I expected to say the least. I thought the class was going to empower the new Marines. I thought they were going to congratulate them on completing Marine Boot Camp and give them words of wisdom to be successful when they get to MCT, MOS School, and eventually out to the fleet. I am glad that I sat in the class, because I would never believe that is what was discussed by [REDACTED] and [REDACTED].

On Thursday (14 May 2015) Series [REDACTED] had our End of Cycle debrief with the [REDACTED] at 1330. The meeting went well and [REDACTED] discussed several things with the team. After the meeting in my office several Marines wanted to know why it was okay for the [REDACTED] to be on her cell phone the entire time. I told them that she was probably dealing

Subj: [REDACTED] WRITTEN STATEMENT

with battalion issues. Then one of the Marines stated that she saw the [REDACTED] role her eyes on several occasions when [REDACTED] was talking. The Marine stated that it was very unprofessional and that she felt the tension in the room between the [REDACTED]. I apologized to the Marines for the unprofessional behavior.

In summary, I have never been in a unit where the climate has been this low. Why do enlisted Marines and Company Grade Officers know that the [REDACTED] doesn't like the [REDACTED]? Why do the enlisted Marines and Company Grade Officer know that the [REDACTED] doesn't like the [REDACTED]? Why do companies in 4th Bn chase statistics? Why do Marines not want to come to work? Why are Marines afraid of reprisal? It's all because Marines have seen all of this with their own eyes over the last ten months. The Command Climate Survey has not improved the hostile work environment, but has seemed to make it worse.

[REDACTED]

VOLUNTARY STATEMENT

1. PLACE

2. DATE

150520

I, [REDACTED], make the following free and voluntary statement to [REDACTED] whom I know to be an Investigating Officer. I make this statement of my own free will and without any threats or promises extended to me. I fully understand this statement is given concerning my knowledge of the Command Climate.

I [REDACTED] have been part of 4th Bn since July 31, 2014. I took over [REDACTED] mid Aug 2015 and have been in the Marine Corps for [REDACTED] years and [REDACTED] months.

I believe that the command climate of my company is great. My [REDACTED] and I ensure that the Marines are taken care of and get the thing they need. We work together and are seen at several different training events to ensure the Marines are taken care and abiding by the RTO and the Recruits are doing the right training and being taught the proper instruction. We foster a "want to enjoy coming to work" environment even though it is like ground hogs day. We schedule quarterly company functions to include their family members to ensure they all know that they are part of our family and will take care of all of them.

In regards to the Bn command climate I think that it has improved greatly since I have checked in. When I first got here the [REDACTED] didn't work together as a Bn but they are now doing that. They help each other out within different companies to succeed as a Bn not just as their platoon or company. The command climate I don't think is as big a problem as may be said, it is the persona that is given by the [REDACTED] that may condone the negative command climate. When I first got here [REDACTED] at times would not give reply to salutes or proper greetings of the day to personnel that she had a personality conflict with or didn't like a certain Marine. I would do the right thing as a Marine and proper customs and courtesies as I should as a Marine because at the end of the day I can say I did the right thing. I preach this to my Marines as well so that they keep a positive attitude and am doing the right thing as a Marine. I personally don't have any problems with the [REDACTED]. I think that [REDACTED] emotions and attitude set the command climate. There are two incidents with [REDACTED] that within the Bn that have been a problem and that I didn't really agree with. [REDACTED] (PCS'd) and [REDACTED] (retiring on [REDACTED]) who both left here on a bad notes due to personality conflicts.

The [REDACTED] has acknowledged the 8999 concerns that the Marines have brought up to the [REDACTED] with the issues they have with the [REDACTED] in regards to the greetings and saluting. I can't say that she hasn't or has talked to the [REDACTED] about the issues we have brought up to her because I am not in the office with her all the time. I think that the [REDACTED] is doing the right thing for the Marines in the [REDACTED] and can only do so much. You can't change leadership styles overnight.

There was a town hall meeting on 150519 following a Bn formation for awards that the Company Commanders and 1stSgt's were not allowed to be at. She later followed up and apologized for us not being present and identified some of the things that were covered.

I think that there are good intentions and that the Bn is going in the right direction as you can tell in our stats. We have improved in all areas of recruit training with marksmanship being a big push and every Marine is a rifleman concept. The Marines have a different look at the way we do things now and it is for the better of the Bn and the Marine Corps.

ENCLOSURE (16)

VOLUNTARY STATEMENT

1. PLACE

2. DATE

20150520

I, [REDACTED] make the following free and voluntary statement to [REDACTED] whom I know to be an Investigating Officer. I make this statement of my own free will and without any threats or promises extended to me. I fully understand this statement is given concerning my knowledge of the command climate.

The first months [REDACTED] took [REDACTED]. I experienced negative interactions with her. Specifically, she gave no clear expectations and she was visibly frustrated with me and my thought process. Her tone, approach, and the emotion that she brought into every conversation made me question if I had what it takes to be a [REDACTED] and if I was a good Officer; I often considered resigning my commission. I did not feel comfortable going to talk to her for guidance or mentorship. I would make it a point of avoiding interactions with her. Often times I called the [REDACTED] and the other [REDACTED] to determine her mood before going to talk to her. I had to assess her mood to determine my communication style with her and develop methods to counteract her mood.

One of my fellow [REDACTED] [REDACTED] had several behind closed doors counseling with the [REDACTED] and after those counseling she would come to my office crying, seeking my guidance and counsel. My peers and I would all use each other for guidance and counsel in approaching the [REDACTED] with issues. During some of our [REDACTED] meetings with the [REDACTED] we would discuss an article or issues within our Company and if the [REDACTED] did not like our suggestions or our viewpoints she would change her mood and berate anything that "offending" Officer had to say.

After my negative interactions with the [REDACTED] I figured out the best way to communicate with her. After I developed this mitigation technique, our relationship got a lot better and she started to value my input and our communication opened up. I cannot say that is true for my peers.

The Battalion has moved in the right direction towards achieving higher standards that will make our new Marines more competitive with their counterparts, and the [REDACTED] set that foundation. She has the best intentions and wants to do well by all, but, her method of achieving those intentions takes away from her intent.

The command climate, in my personal dealing with the [REDACTED] is good now that I have developed methods to evaluate her current mood and tailor interactions to meet her disposition. From my view looking out, the command climate is better than it was but the climate that the [REDACTED] sets through her demeanor, actions, and emotions towards certain personnel and situations create a negative environment.

The [REDACTED] recently had an all-hands meeting where myself, the other [REDACTED] and [REDACTED] were told we were not allowed to attend based on the request of the Marines from Company P however [REDACTED] were able to attend.

This letter is hard for me to write because I truly believe that [REDACTED] truly wants to be successful. With the training tempo that we have, the [REDACTED] is supposed to be the individual to bring calm, structure, and guidance during chaotic times. Unfortunately, the [REDACTED] only added stress to an already stressful situation. I believe that if the [REDACTED] was to develop good interpersonal communications skills; maintain a professional demeanor despite her mood; minimize her immature response to others ideas and proposals; and start to mentor, develop, and counsel her subordinate commanders; the Battalion would be a force to reckon with. As it stands now, my analysis is that the Battalion has been successful in spite of the poor command climate created by the lack of her interpersonal communication skills and unpredictable mood.

ENCLOSURE (17)

DEPARTMENT OF THE NAVY
VOLUNTARY STATEMENT

1. PLACE
Parris Island, SC
2. DATE
20150521

I, [REDACTED], make the following free and voluntary statement. I make this statement of my own free will and without any threats or promises extended to me.

I have been with this unit for two years. Under the leadership of [REDACTED] she holds everyone accountable starting from the recruits all the way to her Company Commanders which I like. She is very demanding especially with the officers as she holds them responsible for everything their Marines or recruits do or fail to do. From January 15 to March 1 of this year I was appointed as the [REDACTED] for Company [REDACTED] after the last [REDACTED] was relieved while concurrently fulfilling the duties as a [REDACTED] (my Series was on [REDACTED] and as the [REDACTED] but was [REDACTED] During this time we had [REDACTED] as the [REDACTED] going through a series of operations and doing other requirements in preparation to her retiring in the summer so she was not in the Company much. Also there was three Equal Opportunity cases I was dealing with one for alleged [REDACTED] and two for potential [REDACTED] in the Bn. From the moment I [REDACTED] the [REDACTED] sat with me and gave me her expectations and explained to me the reason why the last [REDACTED] got relieved which was she lost the trust and confidence in her and blamed the negative command climate which it was of the Company on her. She explained to me that she trusted that I was going to change it which I felt was unrealistic and the situation was unfair and take full responsibility for not letting her know that or that it would be too much.

In the beginning of my [REDACTED] time things were going good, my [REDACTED] scored a 97.7% Initial qualification rate on the rifle range which made a good impression to the CO. Things went for a turn in the beginning of February after I was making one mistake after another which is expected fulfilling a new billet as a [REDACTED] and fulfilling three billets and not really having a [REDACTED]. [REDACTED] did recognize that and at first was understating of the mistakes I was making sat down with me and instead of chewing me out would sit down with me and go through the mistake and explain on how to improve which was great for my development. During the crucible on February 6th I had an incident where one of my recruits [REDACTED] with a [REDACTED] [REDACTED] called me chewing me out as to why I let this happen and that it occurred do to my lack of responsibility and lack of involvement. I tried to explain to her that I had explained to the team leaders on how the recruits should execute the [REDACTED] prior to the execution of the event and that I was standing there when it occurred, I tried to walk the recruit through the process so she would not fall but the recruit still did. She did not want to hear it. She proceeded to continue to say I still failed and made excuses. This is one negative thing about her when she gets angry at a situation she does not want to hear otherwise.

On or about February 12th I had one of my [REDACTED] make an allegation of hazing. Concurrently during the End of Cycle debrief on the same day, it was discovered that there was other issues with the same platoon dealing with the incompetency of one of [REDACTED] [REDACTED], creating a negative climate in her platoon and her lack of involvement. I got blamed for not holding the [REDACTED] accountable as I should have and take full responsibility for her failure. I was also blamed for not changing the climate of the Company. She clearly stated this when she brought me in her office to talk about the Hazing Incident and informed me that she was going to initiate a Command Investigation on my Series. With all these incidents occurring from my Series and with her perception of the Company being negative she acted in a negative way towards all the Marines in the Company which I did not like and it happened for about two months or so (approx. from the 12th of February to on or mid-April). [REDACTED] and the Marines in her Series can attest to that ([REDACTED]). Most of the time when we salute her or gave her the greeting of the day she would not say anything or would not salute back which was so unprofessional. Additionally, most of the conversations we had with her they would turn into negative. We were trying to move on as a Company but we were not really given the opportunity to do so. This is a trend that she shows, when a Company or Marine does something bad she will hold that for a bit until the next Company does something and then she will do that with that Company which is where P Company is at now. It does not matter what you do it will

ENCLOSURE (18)

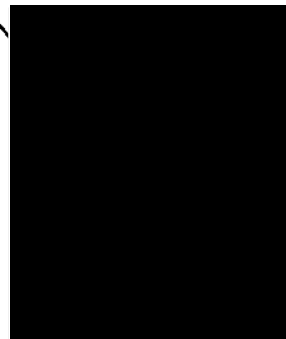
DEPARTMENT OF THE NAVY
VOLUNTARY STATEMENT

1. PLACE
Parris Island, SC

2. DATE
20150521

still be negative.

Overall I have learned a lot from her when I make mistakes which I think it has been very critical for my development and she does a good job of doing a sort of after action so you learn. But she is very demanding which can take a toll. What I don't like is at times she does get emotional especially when she is mad and does not want to hear otherwise. Additionally the fact that she will hold a grudge on a Company or Marine until someone else does something wrong and it is clearly demonstrated through her actions.



20150521

DEPARTMENT OF THE NAVY
VOLUNTARY STATEMENT

1. PLACE

4th RTBN, MCRD, PISC

2. DATE
20150520

I, [REDACTED] make the following free and voluntary statement. I make this statement of my own free will and without any threats or promises extended to me.

I have been assigned to 4th RTBN since June 2013. I was a [REDACTED] in [REDACTED] Company for 6 full cycles and took over [REDACTED] as the [REDACTED] in March 2015. Over the past two years the "climate" of the Battalion has fluctuated. In my opinion, the Battalion is overall a very professional organization with high quality Marines who understand the institutional significance of their duties as Drill Instructors, Series Commanders and Company Commanders, and their coveted responsibility of making Marines.

During my tenure here, I have worked for 2 different [REDACTED] and 2 different Battalion Commanders. I have seen different styles of leadership that are effective in their own right. I have never at any time felt abused, mistreated or humiliated by the current [REDACTED]. I have heard of incidents happen to other Officers but have never seen or witnessed anything personally. Everything I have heard was always second or third hand accounts and therefore have no relevance to me or my Marines. I have made great accomplishments and complimentary mistakes from which I have been held accountable for in manners I felt were fair and appropriate. I have been mentored and supported throughout my time here and feel the environment is demanding but in a positive manner that encourages growth and learning and creates pride from successes. The Command has always shown genuine care and concern for myself and every Marine that has worked with me (over 50). I do not feel afraid nor threatened in any manner that would discourage me from reporting any violations, mistreatments or negativity. The welfare of my Marines is my number one priority. If at any time I felt they were being treated unfair, demeaned or lived in a negative environment due to the Command - I would not hesitate to report it.

In my own opinion, the Battalion has grown tremendously in the past year due to some internal changes to various processes that have created transparency, allowed for development with the input of the Marines, more integration with the males and improved scores in training statistics. I do not think any of these successes could have been accomplished without remaining consistent, firm, fair, constructive and fun - which is exactly what I think the Battalion is.

[REDACTED]

150520

ENCLOSURE (19)

DEPARTMENT OF THE NAVY
VOLUNTARY STATEMENT

1. PLACE

4th RTBN, MCRD, PISC

2. DATE

20150520

I, [REDACTED], make the following free and voluntary statement. I make this statement of my own free will and without any threats or promises extended to me. I have been assigned to Company [REDACTED] 4th RTBN as the [REDACTED]. Over the past [REDACTED] I have never observed anything being said or done inappropriate to any Marine or Sailor within this command by our [REDACTED]. I served as a [REDACTED] from 1/03 to 1/06 where I had a professional working relationship with [REDACTED], we served in different companies as a [REDACTED] and [REDACTED]. She has been very inspirational, encouraging and supportive throughout the years of my growth in the Marine Corps and I am humbled and honored to serve with her again during this tour. There has been hearsay of [REDACTED] not taking care of her Marines but I have never seen or been associated with any matters pertaining to maltreatment. My family and my welfare seem to be a priority for my [REDACTED].

While conducting my in-call with my [REDACTED], I felt secure, welcomed and a part of a team who wanted to provide the best training, mentoring, supervision and guidance for our Drill Instructors and recruits. I am a firm believer concerning her intent and respect her ways her leading of staff. She has never instructed anyone to do something that she does not do herself. She is firm, fair and consistent with all Marines and Sailors under her leadership. She values my opinions, recommendations and guidance and at the same time provides me with preventive measures, mitigation tools to resolve company matters at my level. I am humbled and honored to serve as [REDACTED] of [REDACTED]. She has also provided me with the security of my family and my welfare being a priority of hers. I have nothing further to report pertaining to this matter.

[REDACTED]

ENCLOSURE (2)

OATH

I, [REDACTED], SWEAR (OR AFFIRM) THAT THE EVIDENCE I GIVE IN THE MATTER NOW UNDER INVESTIGATION IS THE TRUTH, THE WHOLE TRUTH, AND NOTHING BUT THE TRUTH. SO HELP ME GOD.

I ALSO SWEAR (OR AFFIRM) THAT I HAVE READ THIS STATEMENT, OR HAVE HAD IT READ TO ME, AND THAT IT IS MY OWN. I HAVE INITIALED ALL CORRECTIONS AND THE BOTTOM OF EACH PAGE CONTAINING MY STATEMENT.

[REDACTED]

SUBSCRIBED AND SWORN BEFORE ME THIS DATE:

[REDACTED]

19 MAY 2015
(Date)

STATEMENT

I served as the [REDACTED] from August 2012 until September 2014 before assuming my current billet as [REDACTED]. In my capacity as the [REDACTED] I knew many of the officers assigned to 4thBn, especially the [REDACTED] as I interacted with her almost daily as her immediate [REDACTED]. I also knew the [REDACTED] very well as those officers are assigned as the Regimental Duty Officer for RTR, a duty I [REDACTED] and [REDACTED] for over two years. Since assuming my billet in [REDACTED] I have had conversations with the [REDACTED] and two [REDACTED] concerning the command climate at 4thBn. In each conversation, I was careful not to interfere with or circumvent the chain of command but did listen and provide some advice when asked. Additionally I never sought to discuss climate issues with these officers. They either solicited my advice or offered to discuss the cmd climate when asked what was wrong by me because of their visibly fatigued appearance.

My first conversation occurred not long after assuming my position at [REDACTED] [REDACTED] was working with my supply section completing her quarterly CMR (Approx Nov and Dec). I saw her in the office and she asked if I had a couple of minutes to talk in private. Immediately upon entering my office, she became very emotional and began to tell me that she feels as though she can do nothing right when dealing with [REDACTED]. She further stated that the command climate in the battalion was extremely low due to [REDACTED] leadership and a fractured command team [REDACTED] relationship. I advised her to talk to the current [REDACTED] and she departed after approximately a half hour conversation.. I spoke to [REDACTED] a couple of other times subsequent to the above about the

command climate and was told things were not improving and the only relief was her upcoming PCS.

[REDACTED] a [REDACTED] in 4thBn, contacted me via email in January wanting some guidance and perspective outside the chain of command. She came to my office later that day and became very emotional as soon as she entered my office. She stated that she was [REDACTED] by [REDACTED] and she was really not sure why. She further stated that her time in command was challenging as she was berated by [REDACTED] often and was never afforded the opportunity to explain events that had occurred within her [REDACTED]. She asked me what my advice was concerning the strained relationship with her [REDACTED] and relief. I advised her to take a couple days leave as she was very emotional and I did not want her to make an emotionally charged decision. I also recommended and advised that she had the right to speak with her reviewing officer, [REDACTED] concerning her experience in the battalion. Having served with [REDACTED] for a year [REDACTED] I told her he in an utmost professional and one of the finest Marine Officers I know. She stated she would speak to him and departed after spending approximately a half hour in my office. A couple of days later, she sent me a copy of her adverse FitRep from [REDACTED] and her rebuttal for review. I did not provide guidance/input on her rebuttal.

In March, I was assigned as an [REDACTED] for [REDACTED] assigned to 4thBn. For the conduct of my investigation, I was required to interview numerous recruits assigned to [REDACTED] company. I have known [REDACTED] since June 2011 when I was assigned as the [REDACTED] and she was a member of [REDACTED] a subordinate battalion. When I arrived to interview the recruits I noticed that [REDACTED] had lost substantial weight and looked exhausted. I asked if she was OK and she began to tear up and said she was not. I entered her office and she explained that she felt as though she can do nothing right in the eyes of [REDACTED]. She said the relationship had become strained in recent months and she feared relief or FitRep that would impact her career. She stated that when trying to explain actions or decisions made, [REDACTED] would cut her off and berate the decision. I asked if she spoke to the [REDACTED] and she did but there is nothing she can do. [REDACTED] said she was counting the days to [REDACTED] and put this behind her. I spent approximately 20 minutes with [REDACTED] and departed to conduct the recruit interviews.

The common thread in all three conversations was the negative climate with in the command. I mentioned my conversations with [REDACTED] and [REDACTED] to [REDACTED] I cannot recall if I called [REDACTED] about my contact with [REDACTED]

I served as the [REDACTED] for approx. 3 months when [REDACTED] was in command. During that period, there was an incident that caused me concern. I was contacted around late August by the [REDACTED] [REDACTED] asking why RTR, specifically 4th Bn, was not adhering to the Recruit Training Order (RTO) directing the use of Company Duty Officers (CDOs). I told the inspector that I was not aware 4th Bn was no longer in compliance and that I would look into the issue. I called [REDACTED] at 4th Bn and she confirmed the Bn was no longer using CDOs, instead having the Bn [REDACTED] cover the duty by order of [REDACTED]. I informed her that this was in violation of the signed RTO and that only the [REDACTED] can authorize changes to his order. I notified [REDACTED] who was not aware of the change and tried to work corrective action at my level. I spoke to [REDACTED] again about the issue suggesting she talk to [REDACTED] about re-establishing the CDO as ordered. [REDACTED] informed me that the reason for the change entitled a shortage of officers/SNCOs to stand the duty and better efficiency having the duty covered by the OOD. I explained this may be true but it is incumbent upon the battalion to brief a problem

and corrective action when that action will violate a standing order. I further explained that only the [REDACTED] can amend his order. [REDACTED] stated she understood and would talk to [REDACTED]. Later that day, [REDACTED] informed me that [REDACTED] was briefed and her decision to violate the RTO would stand. Following that conversation, I briefed [REDACTED] and he addressed the issue directly with [REDACTED].

What concerned me about the CDO change was the either lack of understanding or complete disregard of a standing order that directs all rct training signed by a [REDACTED].

19 May 15

Statement of [REDACTED]

This statement is being drafted of my own free will and at the request of [REDACTED] who has been appointed to investigate allegations levied against [REDACTED], [REDACTED] of 4th Recruit Training Battalion.

I currently hold the billet of [REDACTED] of the [REDACTED], the [REDACTED] of the 4th, and all other [REDACTED], to include [REDACTED]. I work directly [REDACTED] of the [REDACTED]. Because of this relationship, I have access to information that others may not have. I have held this Billet since [REDACTED].

I first met [REDACTED] in July 2014 when I held the billet of [REDACTED]. I stopped by her office on a Saturday morning prior to the pickup of one of her companies that I was there to observe. She came across cold and unfriendly and our conversation was brief because I didn't feel at all welcome. I observed the pickup and didn't think much more about it.

When I assumed my current billet, I was forewarned by some of my peers concerning [REDACTED] personality. Being new to the billet, I took the comments in stride but decided I would have plenty of opportunity to form my own opinions.

As my time in this billet progressed, it became apparent that my first impression of [REDACTED] was pretty much spot on. Our relationship was professional. We spoke when necessary, but otherwise didn't interact too much. Over items of contention, she would become very defensive and unapproachable when confronted with the most minor of issues and very rudely explain why she was right and I was wrong.

4th Battalion was short staffed on officers so much of our interaction dealt with working to fill her battalion's shortfalls. In October 2014, while working with the [REDACTED], I was sent a copy of an e-mail that [REDACTED] had sent to [REDACTED] requesting officers be sent to her, while also explaining

ENCLOSURE (2)

that her higher headquarters was doing nothing to support her. This took me and [REDACTED] by surprise since 4th Battalion's officer staffing was one of our top priorities. The [REDACTED] as part of the higher headquarters, was personally and professionally appalled at the comment and requested that I ask [REDACTED] not to jump the chain of command directly to [REDACTED] as [REDACTED] had done. [REDACTED] spoke to her about this.

In November, I was made aware of another e-mail in which [REDACTED] was, for lack of a better term, "counseling" the [REDACTED] of Recruiting Station [REDACTED] about how he should do his job. [REDACTED] had been an [REDACTED] and she took it upon herself to inform this officer of the shortcomings she perceived, his flawed operation of his [REDACTED], and offered her assistance for him to be an effective [REDACTED]. It should be noted that recruiting falls under the Eastern Recruiting Region which is a separate and distinct Command from the Recruit Depot. The [REDACTED] [REDACTED] took great exception to this breach of protocol and professionalism and asked [REDACTED] for his assistance in preventing any further interactions of this sort with his RS [REDACTED]. This was the first instance I was aware of where [REDACTED] formally counseled [REDACTED] on her lack of tact and abrasive approach to dealing with people. I was told her demeanor in the discussion was very defensive, argumentative, and she would not accept the logic or merit of [REDACTED] counsel.

In December 2014 and early January 2015, [REDACTED] were made aware that [REDACTED] was displeased with the performance of one of her [REDACTED], [REDACTED], and was making plans to relieve [REDACTED]. [REDACTED] gives his commanders great freedom to run their commands and there was no exception with 4th Recruit Training Battalion. Relieving a [REDACTED] is a delicate and potentially career-ending endeavor so [REDACTED] wanted it handled appropriately for the good of the command and the good of the officer involved. He directed [REDACTED] to adhere to a specific timeline he had established with regard to the relief of [REDACTED]. [REDACTED] disobeyed this order and relieved the officer anyway, going against what [REDACTED] had directed. This resulted in another formal counseling by the [REDACTED] which was received in much the same way as the previous counseling.

At this point, the [REDACTED] were becoming concerned with [REDACTED] renegade approach and her disregard of orders issued by her [REDACTED]. We had several closed-door discussions and I could see that he was truly troubled.

After the relief of [REDACTED] I was approached by the [REDACTED] [REDACTED] who came to me looking for guidance. Before our conversation began, she became visibly emotional, broke down, and began to cry. She proceeded to explain that she couldn't work for [REDACTED] anymore. Being at work had become unbearable for her. [REDACTED] explained that [REDACTED] and [REDACTED] were "ganging up on her" and verbally berating her both in public forums like staff meetings and behind closed doors. [REDACTED] felt defenseless against these attacks and no amount of talking she did with [REDACTED] made any difference. [REDACTED] was completely unapproachable. [REDACTED] explained how she was being ostracized and completely stripped of any responsibility as an [REDACTED] by [REDACTED]. I attempted to lift her spirits and encouraged her to approach [REDACTED] with her concerns to attempt to mend the rift that was developing within the command's senior leadership. [REDACTED] went on to explain that [REDACTED] was accusing her of disloyalty and going against her [REDACTED] guidance and her command philosophy. She explained to me that she had been nothing but supportive and conversations with subordinates centered on adherence and conformance with the [REDACTED] intent. Still, any retort to these accusations by [REDACTED] was immediately dismissed by [REDACTED]. [REDACTED] directed [REDACTED] to have no contact with the [REDACTED] because she feared [REDACTED] apparent disloyalty would somehow rub off on them. I encouraged her to stand up for herself and, while maintaining her tact and professionalism, speak to [REDACTED] to clear the air. Afterward, I relayed this conversation to [REDACTED] and through our discussion it became clear that this incident went beyond simply not getting along with [REDACTED] and that there may be a command climate issue within 4th Recruit Training Battalion.

I was visited by [REDACTED] on a couple more occasions, which were nearly identical to the above meeting. I nominated her for a couple of temporary additional duty (TAD) assignments to get

her out of the battalion for a week or two at a time. [REDACTED] was becoming concerned for the other officers in the battalion because [REDACTED] verbal berating was also being directed at them. [REDACTED] became concerned for her career but used her pending PCS move in May as a motivator to get through it.

In March 2015, I was visited by two 4th Battalion [REDACTED] [REDACTED] and [REDACTED]. Like [REDACTED], they were looking for guidance on how to deal with [REDACTED]. The [REDACTED] relayed stories of verbal berating of officers, again both public and private; seeing officers leave [REDACTED] office in tears. They told me [REDACTED] is unprofessional, holding grudges and not returning the salutes from those that she is mad at. She talks down about senior officers in front of junior officers and humiliates officers in front of enlisted Marines. They admitted being fearful of going to see [REDACTED] in person and described how they avoided doing so unless absolutely necessary; choosing e-mail as the preferred communication method. [REDACTED] described her personality as rude and that she was completely unapproachable and refused to listen if they tried to provide input or suggestions. They explained that they hated coming to work, hated seeing her. I told them that we were aware that there was a climate problem and assured them I would talk to [REDACTED] and relay their concerns. They told me that they want to do good by her, want to be loyal, but they're at their wits end. They concluded by telling me they were fearful of coming to see me; fearful that [REDACTED] may find out, become angry, and take her anger out on them.

The next morning I repeated the conversation to [REDACTED]. He was disturbed at the news and knew that he needed to have another conversation with [REDACTED] concerning the perceived climate within 4th Battalion. He determined the Regiment needed to conduct a command climate survey and directed each [REDACTED] to do so.

Shortly after my visit with [REDACTED], a complaint against [REDACTED] was submitted to the [REDACTED]. This complaint prompted the [REDACTED] to direct [REDACTED] to arrange for and have

their commands complete a Defense Equal Opportunity Management Institute (DEOMI) Command Climate Survey. Conducting this survey trumped [REDACTED] previous direction to [REDACTED] to complete the USMC command climate survey. The DEOMI survey was completed during the month of April by no less than 75 percent of the total Marine population in the RTR headquarters, all training battalions, and Support Battalion. [REDACTED] received all survey results, analyzed the data, then met with each [REDACTED] to discuss trends and measures the [REDACTED] would implement to improve the climate in their organizations. The survey results for 4th Battalion specifically, revealed a statistically downward trend in trust in leadership and included particularly critical comments about [REDACTED]. [REDACTED] met with [REDACTED] who immediately dismissed the survey's results as unreliable and inaccurate. [REDACTED] relayed to me her conduct during their meeting which I perceived as unprofessional and disrespectful. Throughout the conversation, she interrupted him and tried to talk over him, during which times he had to remind her that he wasn't finished speaking. [REDACTED] provided guidance to [REDACTED] to prepare a corrective action plan. The plan she returned placed complete responsibility for the survey's negative trends on her subordinate officers. [REDACTED] took no ownership or responsibility for the survey's results, which she still called unreliable and inaccurate. This product was not in accordance with [REDACTED] instructions so he brought her in again, reiterated his previous guidance, and gave her a new deadline for completion of the product.

[REDACTED] visited me shortly after the completion of the survey and explained that [REDACTED] was analyzing the comments and trying to determine who within the command had written them, approaching [REDACTED] with a couple of accusations. I equated this to a "witch hunt." [REDACTED] had resigned herself to the fact that [REDACTED] was not going to change and being a few weeks from [REDACTED] [REDACTED] was going to do what she could just to get by.

On Tuesday, 12 May, [REDACTED] was on Regimental Duty and came to see me. She looked emaciated and worn down. She explained that she has been so distraught over the treatment she has been receiving by [REDACTED] that she hasn't been able to sleep

and can't keep any food down. Her spirit was clearly broken and she had been told for so long how poor an officer and [REDACTED] she was, that she was actually starting to believe it. She had been late posting to duty and she explained the reason for her tardiness was because [REDACTED] had just finished addressing [REDACTED] company. During her address, [REDACTED] placed full blame for the negative results of the command climate survey on the Marines in the company and publicly admonished [REDACTED] in front of her Marines. This event was conveyed to [REDACTED] by [REDACTED] on Thursday, 14 May. It was at this point that [REDACTED] brought this incident to the [REDACTED] and the [REDACTED] and an investigation was initiated.

Respectfully,

[REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
P.O. BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:

5800

4 BN, [REDACTED]

21 May 15

From: [REDACTED] USMC
To: [REDACTED]

Subj: Requested statement

1. I am writing this statement about a [REDACTED] Company meeting that occurred on Monday, May 11, 2015 with the [REDACTED]. I wasn't sure what the meeting was about when we first entered the office, and quite honestly I wasn't sure what it was about when we left the conference room. I honestly get motivated when I hear the [REDACTED] talk about any issue she is passionate about, because I feel she and I share similar interest. The only thing that made things weird was when [REDACTED] was asked over and over to speak to us on specific issues. I felt as if it embarrassed her because it seemed like she was the one who the meeting was about. The main topics I got from the meeting was that there was some issues we need to resolve with helping Marines understand the avenues of approach when it comes to conflict resolutions and also standing up stronger with our male peers. [REDACTED] was asked what did she do or not do to help Lower Deck have a successful hike home from the Crucible. I feel that that conversation should have stayed with [REDACTED] in their own meeting. We usually have separate meeting with certain issues, so when we had this meeting together I was taken back a little. In my opinion the [REDACTED] has great intentions on the ideas she wants, but the delivery is very different and comes off very rude to certain people. She always talks about accountability and taking care of each other, but it shouldn't stop at just the enlisted Marines.
 2. About two months ago, I noticed that [REDACTED] were more hands on with Recruit Training. Our Company is like a family, and we can see things are not going good even though our chain of command doesn't say or act any certain way towards us. [REDACTED] is by far the favorite of the BN to the marines. She takes the time to actually get to know us, and a lot of Marines respect her for that. She is someone who is usually very outgoing and can do anything to make sure her troops are doing well also. So to see [REDACTED] changing showed everyone that there was something big going on with her. We tried our best to make sure she was well taken care of also, since she takes such good care of us. When I was going through [REDACTED], my [REDACTED] never acted any certain way against me. Even though I may be the reason all this has started. She continued to be the leader I needed her to be. When I was not at my mentally strongest.
 3. Other than the Company meeting I have never seen any negative interaction between the Bn Staff.
- [REDACTED]

ENCLOSURE (23)

On 20150511 we were told that we were having a company meeting due to the [REDACTED] wanting to address the company due to a Marine Requesting Mast. When we entered the room we were told from [REDACTED] that she was disappointed in us because she wants to talk to us about positive things but here she is with this issue. She told us not to say anything negative about [REDACTED] and be professional and allow her the opportunity to be successful here at Parris Island. She stated that this was her new start in a new company if she succeeded it was us and if she failed it was due to [REDACTED]. At that point the Marines stopped talking and the conversation shifted to the crucible hike and the [REDACTED] in my perception belittled and berated [REDACTED] in the presence of Junior Marines. She stated that the crucible hike was a disaster and that the Marines looked bad, and we fueled the fire of the stigma of being a distraction and that we need to be prepared to come to the table and be ready to hash out differences with our peers regardless to if they are male or female. If it was left at that then it would have been okay but she then asked how did the issue get there, why wasn't it briefed to RTR, why are the leaders not bringing things to the table, how do we expect to be heard without a voice, and then she asked [REDACTED] if she wanted to weigh in and did she have an answer and what was her response and when [REDACTED] tried to interject she cut her off so [REDACTED] shut down I presume out of embarrassment. She continued to say that leaders need to have a voice and shouldn't expect a change when they aren't saying anything. She said leaders have to make no excuses and be prepared to be aggressive and not just accept everything that is told to us. She said that people needed to be more involved and if they couldn't handle problems then bring it up. This one way conversation went on for a long time then [REDACTED] was told to go to her office and stand by and they left out the room and we were talked to by our [REDACTED] so I'm not sure what was said at that point but if she got cut off and wasn't allowed to talk and her opinion wasn't valid in front of us I know the conversation without us present had to be rough. I think that when you belittle people and berate people in the presence of their Marines you are trying to make them look bad and lose face value in the presence of their Marines and that goes against the good order we are supposed to reflect and enforce. We felt bad for our leadership at that moment and we should not of known about that incidence or anything in that situation because they should of addressed that the day it happened and in the debrief. I don't think that was the proper forum to discuss that when we were told that our meeting was about a request mast and that was discussed maybe 5 minutes if even that long in all actuality. I think the officers here are afraid of the [REDACTED] and the [REDACTED] bullies the Marines under her charge and makes them feel bad which hinders the work relationship they have and allows the stigma of fourth battalion to remain relevant on a day to day base.

[REDACTED]

ENCLOSURE (24)



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
P.O. BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:
5800
4 BN/[REDACTED]
20 May 15

From: [REDACTED]
To: [REDACTED] USMC
Subj: Requested statement

1. I am writing this statement freely but, with fear of reprisal. My company was told to have a meeting with the [REDACTED] on 11 May 2015. After, all the troops were gathered in the battalion conference room. The conversation started out on how a Marine had requested mast and there was nothing wrong with that. Then she wanted to know if we understood what we should use prior to request mast and I said yes ma'am the IRS (informal resolution system). She then said something along the lines of yes and once it fails she will get involved and make a decision. Then asked if I disagreed and I said "yes because the company level had made decisions and personnel moves" and the Marine in question wouldn't stop until she got what she wanted. During this time it was mentioned that we obviously had a command climate issue due to how terrible the results were from the survey. Since taking this survey the battalion command climate has only continued to get worse. In my opinion the battalion leadership is now reacting and attempting to do damage control. The intent is not bad but the manner in which they are attempting to address issues brought up is unprofessional and demeaning.
2. The conversation quickly turned to what an embarrassment our crucible hike was over the weekend with India Company. I believe this was a very inappropriate place to have this conversation with an audience of NCOs, SNCOs, and Officers in the same room. In the middle of the meeting [REDACTED] became very frustrated and told [REDACTED] in a sarcastic and demeaning tone that she "could step in at any time, it was her company." I voiced my opinion that my company had gone through the proper logistical planning with India company personnel. Her response was that maybe the [REDACTED] had, but it was because the [REDACTED] wasn't prepared when she sat down at the table with India Company and RTR. It was said numerous times that we had earned our place at the table but, should be ready to fight when we get there. [REDACTED] stated that [REDACTED] should have asked the hard questions during the brief to RTR because the [REDACTED] knew it was going to be a catastrophe but, was tired of being made out to be the "mean" person according to her command climate survey results. At this point I felt that the meeting was completely inappropriate and unprofessional. This negatively affected [REDACTED] credibility in front of her entire company since because we were all in the room. The conversation went on to how we allowed 3rd battalion to write a policy letter stating that they would hike 30 meters either in front or behind 4th battalion. The policy letter only addressed hikes with 4th Battalion due to the integration only affecting our battalion. Since males would never be on track with each other I did not feel like this singled us out. During the crucible hike home [REDACTED] and [REDACTED]

ENCLOSURE (25)

- [redacted] where told on multiple occasions to go and fix the issues with a hand thrown in there face. This was done in front of drill instructors and recruits. At one point at AS-26 [redacted] made mention about the safety vehicle being in between the companies and [redacted] put her hand up and said "I don't want to hear it we allowed this to happen."
3. There is a class given to the new Marines from the [redacted] on training day 68. This class is one that I feel would be a positive note as it's the last time these young Marines will be addressed prior to departing the island. However, I recently sat in the back of one of these classes after I heard scuttlebutt that it was a very negative and demeaning class. The class began with the new Marines being shown the video "Throw like a Girl" then asked what their opinion of the video was. If one of the new Marines said something that the [redacted] disagreed with and they were quickly shot down and told they were wrong, despite it being an opinionated question. Then she went on to ask questions of how many where in the delayed entry program (DEP) more than more 4 months to stand, of the new Marines that stood up she then said if you ran less then 23:00 min on your final PFT sit down. The rest that were standing where then singled out as to how they didn't push themselves to their max capacity. She asked them how many times they would pt in the DEP program then asked them if they gave 100% every time or if they sometimes didn't. When a new Marine said "she didn't always demand of herself to give 100%" she was then told by the BnCo that she started showing her male counterparts right there in the DEP program that she was held to a different standard. They were then asked to stand if they were contract PFCs again asking the new Marines that stood up follow on questions about getting 3 pull-ups and running less then 23:00 to sit down. The ones that remained standing, again where told how they couldn't lead their male counterparts in the fleet. And, it would show when they arrived at Marine Combat Training (MCT) and ran there PFT with the males beside them. Then they talked about how 4th Battalion promotes more contracts PFC than any other battalion yet we consistently preform to a lower standard then other battalions. However, this is a Marine Corps problem since they write the contract PFC promotions not the drill instructors or the new Marines. I honestly felt as though they were being chastised over things that were out of their control during this class such as promotions. She also asked them "if they knew it was to be an integrated hike?" The Marines said "no". She then asked them "if they felt accomplished after the hike?" One Marine stood up and said "yes", but [redacted] basically told her that they shouldn't feel accomplished since they didn't finish with their male counterparts. The only positive statement that I can recall was when she congratulated the new Marines on completing the first step in becoming a Marine.
4. As for my [redacted], she tends to be very distant from the [redacted] and doesn't seem to be able to form or communicate her own opinion she must always agree with what is being "messed" to the Marines. At times it is very obvious that the [redacted] and the [redacted] are not on the same sheet of music. I get the feeling she is kind of just biding her time and not trying to be confrontational with the [redacted].
5. It has been very repugnant as [redacted] to see [redacted] be torn down the way she has been. I have known her since she was a [redacted] here in 2013. She has gone from a very happy outgoing officer to an officer that is constantly walking on egg shells.

Subj: Subj: Requested statement

[REDACTED] is nothing, but dedicated to her Marines and their welfare. She is very involved in every event of the recruit training environment alongside of her [REDACTED] and [REDACTED]. She is actively doing coverages for her [REDACTED] just to give them some time to their families or just [REDACTED]

[REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
PO BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:
1000
4BCN
21 May 15

From: [REDACTED]
To: [REDACTED] Investigating Officer

Subj: VOLUNTARY STATEMENT REGARDING [REDACTED] CLASS GIVEN TO
THE NEW MARINES OF [REDACTED] COMPANY

On April 15, 2015, [REDACTED] had a new Marine class with the [REDACTED] Company Marines. Once the class was over the new Marines came back to the squad bay. When the new Marines were back I, [REDACTED] asked them how the class went and what was covered during the class. The new Marines addressed that they were demotivated and felt like they should not be Marines because during the class [REDACTED] had told the new Marines that they were given the Eagle, Globe and Anchor and that they did not deserve it. The new Marines were also asked about their run times and if they can do pull ups. When the new Marines told [REDACTED] their run times and that most could not do pull ups, she told them that our male counterparts get demanded on and actually get trained. She also told our new Marines that we as their drill instructors did not demand on them and they did not get trained. She told them that they did the bare minimum. As their [REDACTED] I observed the progression of these Marines thought-out training. Every single one of them worked hard to ensure that they could meet the Marine Corps standard. In doing so, every single one of them earned the title. They all met the Marine Corps standards whether it is bare minimum or not. As [REDACTED] we raise our right hand every pick up day and recite the Drill Instructor Pledge in front of our new recruits telling them that we will train them to the best of our ability.

After speaking to my Marines, I immediately addressed this issue to my [REDACTED]. She came into my squad bay and also spoke to my new Marines. They told her the same thing that they had mentioned to me. The issue was also addressed to the rest of the chain of command and even the [REDACTED]. At the end of the cycle after our debrief with the [REDACTED] myself, [REDACTED] pulled [REDACTED] and our [REDACTED] in the conference room to speak with us. When we brought up the issue with her she said that she sits through those classes all the time and that she thinks that [REDACTED] class is very informative and she sees nothing wrong with it.

Per the Recruit Training Order par. 4 pg. 1-6. The DI is the central figure for recruits and the leadership bedrock upon which we base recruit training. The DI's role is to lead by example as a teacher, scholar, leader, and mentor, and to be totally immersed in the process of making a basically trained Marine. On April 15, 2015 [REDACTED] took away [REDACTED] credibility as a [REDACTED] and also the credibility of [REDACTED] in my recruits' eyes by telling our new Marines that we have failed them and that they were not trained the right way.

Another incident with [REDACTED] occurred earlier in training during the time of the rifle range. As always [REDACTED] came out to the range to see the recruits performance and to check on the drill instructors. This time was a little different, myself, [REDACTED]

ENCLOSURE (26)

went over to give [REDACTED] the count on deck. She asked how the recruits were doing and we told her they were doing well. She then brought up our trial training recruit and asked if we had given her the benefit of the doubt. Then the conversation went south and she brought up how November Company is the bottom of pole company and everyone else has to pick up our slack and that whatever we are doing for trial training is not working. When I asked what was it that the other companies were doing that we were not doing her reply to me was "Are you questioning my integrity [REDACTED] do I need to pull the statistics." My intentions were never to question [REDACTED] integrity but to ask what it is that the other companies are doing so we can get on the same board with them.

Another incident that occurred was at the rifle range with the [REDACTED] and [REDACTED]. After our [REDACTED] visited us she was leaving and when [REDACTED] gave her the greeting of the day the [REDACTED] just walked on without saying anything back in front of all the junior Marines. The first thing recruits learn here is customs and courtesies and rank structure from us. And that day our [REDACTED] displayed a lack of leadership and military bearing in front of her own junior Marines.

I have also witnessed our [REDACTED] lose her bearing multiple times in front of myself and other junior Marines yelling at my [REDACTED] and my [REDACTED]. Throughout my observation with our [REDACTED] I have witnessed her lacking emotional stability and tact around her junior Marines during battalion formations and PMEs. Prior to working as a [REDACTED], I have worked with many great officers Colonel on down and I have never witnessed anyone of my leadership yell at officers in front of myself or in front of any other junior Marines.

[REDACTED]



UNITED STATES MARINE CORPS
FOURTH RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
PO BOX 16400
PARRIS ISLAND, SOUTH CAROLINA 29905-6400

IN REPLY REFER TO:
1000
4BCN
22 May 15

From: [REDACTED]
To: [REDACTED]

Investigating Officer

Subj: VOLUNTARY STATEMENT REGARDING...

1. I am making a statement voluntary however, I am afraid that there will be reaction from the chain of command. I am saying this because there was a Marine [REDACTED] that did Request Mast and has spoken up about the command and the command tried to hold her number by calling Headquarters Marine Corps.

2. There are a lot of things that has happened in this command by the [REDACTED] that I believe is very unprofessional. She single out a new Marine from November Company about her hair however, she did ask why to the Marine instead she decided to embarrassed the new Marine in front of her platoon and the chain of command of November company. As a leader of Marines you should not be quick to judge but be quick to help where the junior Marine comes up short. Through the week the Marine continued to be questioned about her hair even up until the night before she graduated by the enlisted personal. This is not something that we do as Marines we do not abuse our rank to embarrass someone and not show them how to fix the issue. As Marines we are professional, leaders, and humble. A new Marine that comes to Parris Island to become a Marine should not have to endure or be treated the way she did. There is a difference between a one the spot correction and embarrassing someone just because you can.

Seconding there is a class that the [REDACTED] gives to the new Marines to say congratulations on their hard work and what they will have to endure next. Instead she brought a video in about "like a girl" and it was about how stereotypes of girls. Then she shows how we as females are not meeting the standards of our counterpart. She said if you are not running 23 or less pft that the drill instructors failed you and you failed yourself because we are behind them instead of being up front. I do not agree because some people are great in other areas and not just pt. The Marine Corps has a standard and it is there for a reason. We do not have the authority to make our own orders and standards. Instant willing obedience of all order is what we raised our right hand and swore to. She also said that they did not earn their rank they go it just going to college. She also told the Marines that their [REDACTED] failed them. I believe that is very unprofessional and not true. There are different seasons of recruits some are smart, some are not as smart and some is just strong but you cannot expect that every group of recruits are the same. I would over 140 in a week and I do not like when someone especially someone in my on command to say I do not work hard and I failed my new Marines. I was hurt and upset. I was also very anger once I was told that in some of the classes the [REDACTED] in sitting in on the classes that the [REDACTED] would give. [REDACTED] give up a lot to make Marines and we sacrifice our families, marriages, kids and health. A [REDACTED] is a perfect stranger we give up everything for someone who we don't know and put everything at risk over and over again just to make a United States Marine.

ENCLOSURE (2)

Subj: NEGATIVE COUNSELING



To : [REDACTED]

This is my statement concerning the interview that took place on 20 May 2015 at 1530. Since my arrival on [REDACTED], the command leadership including the [REDACTED] and [REDACTED] has been helpful during my [REDACTED]. I was gone for three months due to [REDACTED] but returned to understanding leaders. I have not witnessed the [REDACTED] belittle or treat any Marines unfairly. I have felt welcomed since my arrival.

[REDACTED]

ENCLOSURE (28)



4th Battalion Post DEOMI Action Plan



ENCLOSURE (29)

5/15/2015



Two key areas of focus:

- Conflict resolution at the small unit leader level
- Enforcing the roles of the series commander and company commander in changing the culture, achieving high standards



Conflict Resolution



- Purpose: Many of the issues addressed in the survey are related to disciplinary or personnel issues that should not have made it all the way to the Battalion level as problems to solve. Focusing on conflict resolution at the lowest echelons of the command will reduce friction and reinforce small unit leadership skills.
- Message: We have to practice what we teach to our recruits.
 - The “preferred method” to problem solving.
 - “Emphasizes personal responsibility to act as a role model of personal behavior and take action to confront inappropriate behavior.”
 - Emphasizes facts based vs emotions based decisions.
 - Requires direct (confronting individual) or indirect approach (mediation via chain of command).





Conflict Resolution



- According to our curriculum, “an effective chain of command:
- Acts as a cohesive, harmonized team
- Communicates clear messages
- Upholds and models our Core Values
- Creates strong bonds of trust, confidence, respect, and understanding”
- No different than what is expected anywhere else in the Marine Corps

5/15/2015



Conflict Resolution



- Process driven by senior drill instructors, chief drill instructors, and series commanders
 - Series commanders must own the process and the results
 - Enforced by the company commander
- Will require constant communication and involvement by the entire chain of command

5/15/2015



Method



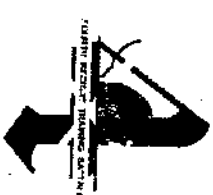
- We will discuss small unit leadership and informal resolution at the previously scheduled All Hands 19 May
- Series/company commanders will be briefed on the immediate expectation for informal resolution skill employment
 - Will be expected to provide training to their Marines no later than 31 July
- Candidates for senior and chief drill instructor will be evaluated on their small unit leadership and informal resolution skills as part of the career progression board process
- We will reevaluate in a follow on survey in another 90 days

5/15/2015



Series/Company Commander

Roles



- Purpose: Many of the concerns and complaints in the survey are related to how officers perceive themselves to be mistreated, which indicates a lack of understanding of their roles and the importance of resiliency
- Message: Accountability and ownership of series/company will increase morale, improve transparency, and improve each team's chances of success due to clarity in the message and speedy conflict resolution. Command climate starts with them.
 - Tied directly to informal resolution process (swift resolution to problems rather than lingering grudges)
 - No different than what is expected of officers anywhere else

5/15/2015



Method



- We will continue to use seminars, planning briefs for the pick up, rifle range, and Crucible to educate the officers on their leadership roles
- We will continue to stress that series and company commanders have real responsibilities and obligations to their Marines and recruits
 - Results matter (both tangible and intangible)
 - Not simply figure heads or safety officers
 - Facts are required, not emotions
- Requires pre-planning with clearly defined endstate and metrics established to achieve success
 - Supervision throughout
- Requires knowing Marines inside and out (engaged leadership)
 - Employment of resources early
- Requires strong officers who consult with their senior enlisted but are not willing to accept the mindset that there is an officer chain of command and an enlisted chain of command
- We will reevaluate in a follow on survey in another 90 days

5/15/2015

[REDACTED]

From: [REDACTED]
Sent: Wednesday, June 03, 2015 23:23
To: [REDACTED]
Subject: Statement

Good Evening Sir,

Below is my Statement

There has been about three or four occasions that I can recall where [REDACTED] has made a correction to either an enlistment member or an officer within listening distance of subordinate Marines or recruits. On one occasion on or about September 2014 I was being corrected out in the rifle range during grass week because [REDACTED] were yelling at a recruit for talking back. [REDACTED] first corrected the [REDACTED] for allowing the action to occur and did so in front of the recruits and other Marines. [REDACTED] proceeded to correct me in front of the recruits and Marines. On another occasion on or about March 2015, this past cycle, I was corrected by [REDACTED] due to a lack of supervision out in the PT field prior to that morning's PT session. The [REDACTED] did pull me aside for the correction but still was ear shot from the recruits and Marines and can hear what was going on. There has about three or four occasions that I can recall where she will make a comment in regards to the conduct of another Marine. In one occasion, [REDACTED] pulled me in her office and was counseling me. She told me she did not want to have to put me in a box like she does [REDACTED]. In another occasion, [REDACTED] talked about the negativity of one of my peers [REDACTED] and how that was one of the factors contributing to the negative command climate in [REDACTED] Company.

V/R

[REDACTED]

Summary of Interview with [REDACTED]

3 June 2015

Question: How many times have you seen [REDACTED] openly display her negative feelings toward others?

Answer: Weekly. At just about every staff meeting and probably once per week outside of that.

Answer: She told us [REDACTED] was failing. She scolded [REDACTED] for failing because of heat casualties.

Answer: During open forums with [REDACTED] she would get confrontational with anyone who voiced an opinion she disagreed with.

Answer: If I treated my Marines the way she has treated many of her officers, I would have a horrible command climate.

Question: Is there a fear of reprisal in the unit?

Answer: Yes, because of the way [REDACTED] was fired. Because of her personality conflicts many people in the battalion feel [REDACTED] holds grudges.

ENCLOSURE (31)

Summary of Interview with [REDACTED]

4 June 2015

Question: How many times have you seen [REDACTED] openly display her negative feelings toward others?

Answer: I've personally seen [REDACTED] talk down to recruits 4 to 6 times per cycle. A training cycle last 3 months. This occurs normally during PT events.

Question: Do you have any specific examples:

Answer: During the [REDACTED] Crucible event for Series [REDACTED], [REDACTED] was already upset because the hike didn't go well. She stayed in the back of the formation, instead of the front where she should be, and yelled at the five or so recruits who fell behind. Rather than cheering them on, the [REDACTED] made rude comments, saying things like "Is this how you want males to see you?" and "You are not proving you should be Marines!"

Answer: Then afterward at the EGA ceremony for the recruits, we were formed up and [REDACTED] saluted her [REDACTED] and she completely ignored [REDACTED]. She was already upset with her because the hike wasn't as integrated with the male battalion as it should have been.

Answer: And she clearly can't stand [REDACTED]. During a Series [REDACTED] After-action brief on around 13 or 14 May, she never looked at him or said a word. She was on her blackberry the entire time. This is a common occurrence. Two of [REDACTED] asked me afterward why [REDACTED] hates [REDACTED] so much.

Question: As [REDACTED] been openly hostile to you? Can you provide an example?

Answer: Yes. The worst was probably around the 17th or 18 of February during a pick up brief. I had previously had a problem with [REDACTED] that got into a fight so [REDACTED] was upset about that and wanted to know what I was going to do this series to prevent problems and manage [REDACTED] better. [REDACTED] and [REDACTED] were in the meeting and when I explained that I had given my expectations to this particular [REDACTED], [REDACTED] snapped back "I don't give a shit about your expectations, what are you doing to set her up for success? She became agitated that I didn't know all the answers to her questions, like where her [REDACTED] port calls were with the MEU and when. What is their communication plan? How would they communicate? How often would they communicate. It was clear she that

ENCLOSURE (32)

she was upset. I finally just started saying "I don't know ma'am," and she would respond, "of course not!"

At some point she stopped the meeting and ordered me into her office. When we got in her office she was very angry and yelled at me for being incompetent for a long time. I just shut down and tuned most of it out but she did say "You are a piece of crap, or shit (can't remember) and do not deserve to be a Marine Corps Officer." She also said "I don't know where you came from but you probably didn't do them any favors either!"

After the meeting [REDACTED] apologized for the [REDACTED]. I honestly wanted to resign my commission right there and I asked [REDACTED] how to do it. She told me that leadership comes in many forms and to try and take something positive from it.

Later that week, I think on the 19th of February, during a rehearsal for our introduction to our new recruits, I almost walked into one of [REDACTED]. [REDACTED] saw this and yelled [REDACTED], in my office." In that meeting she went on and on about how screwed up I was. She kicked me out of the office and continued to yell at [REDACTED].

Question: Do you fear reprisal?

Answer: Yes. Because she always brings this stuff up! She's always talking about how we make her look bad and talk about her. She brings up the survey results and says things like "people can stuff in the survey but not to my face. She brings up us talking about her outside the battalion all of the time saying things like we "make her look bad."

Question: What do you feel [REDACTED] position on sexual assault is?

Answer: We had an officer PME in January and [REDACTED] brought up sexual assault. She said things like sexual assault is 100% preventable, and by drinking you are putting yourself in the position to be sexually assaulted. She says that "just because you are drinking and have sex does not necessarily mean its sexual assault." At this point it became uncomfortable in the room. Honestly, if I were sexually assaulted, I wouldn't go to [REDACTED]. She'd probably blame me.

Summary of Interview with [REDACTED]

2 June 2015

Question: How often have you witnessed [REDACTED] display unprofessional behavior that you describe in your statement?

Answer: A handful of times. The first 9 months were very unpredictable and she had very personal issues with people.

Answer: This created a very bad atmosphere in the office.

Encl (34)

Documents are being withheld in their entirety pursuant to FOIA exemptions (5 U.S.C. 552(b)(6)), which protects personnel, medical, or similar file the release of which would constitute a clearly unwarranted invasion of personal privacy, and (5 U.S.C. 552(b)(7c)), the release of which could reasonably be expected to disclose an unwarranted invasion of personal privacy.

STATEMENT BY [REDACTED]

In March and May 2014, I conducted turnover with [REDACTED]. Throughout our conversations, she stated many times that this was a "weird" place and that she was so paranoid about the unit and the conduct and complaints of the Marines that she had considered the installation of cameras in the battalion headquarters spaces to determine if the Marines were going into her office and looking at confidential documents like investigations. She said that the culture of the battalion was one in which inappropriate relationships between officers and enlisted Marines and recruits were commonplace, and in which the conduct of the female Marines was anything but normal. She stated point blank that trying to change the culture had become her number one priority and that she had not felt that she had talked to the battalion enough as the [REDACTED].

As a result of her feedback and the input of many others, I came in to this job knowing the risks associated with trying to normalize the [REDACTED]. In order to raise performance and conduct standards, I was committed to spending as much time as possible every day observing my Marines training recruits. My [REDACTED] had also made it clear to me that many of the stereotypes about a battalion of all women were real and had persisted on the Depot for some time. I had already had [REDACTED] and I was determined to use the hard won lessons I had learned during that tour to both better take care and develop my Marines and take care of the Institution by employing all of the leadership tools at my disposal. I was also aware that in order to improve the caliber of female Marine we graduate, we also needed to focus on improving the performance of the drill instructors through the development of defined metrics for success and a clear career progression plan to ensure only the most competent Marines were placed in leadership billets. I was convinced that the [REDACTED] could change the perception of women in the Marine Corps and culture in the battalion by setting the example, holding ourselves accountable first, and being firm but fair.

Based on several investigations from 2014 regarding drill instructor and recruit abuse, one of the first things I did to change the culture of the battalion was conduct a mandatory PME with all of our Marines focused on the similarities between the treatment of prisoners at Abu Ghraib and the maltreatment of drill instructors and recruits in our battalion. A copy of this brief was provided to the investigating officer. I also took the opportunity to brief every single Marine on my command philosophy in order to build confidence, accountability, and pride in our battalion. My goal was to ensure that the drill instructors understood that I expected them to treat each other and our recruits as human beings first and foremost, which would require a greater deal of empathy at every echelon of the command. Some of the Marines, to include N Company Marines, interpreted this as me being soft on the recruits, and rejected the change. The supreme irony in this is that even when we were abusing recruits because it was normal, their graduation stats were well below those of their male counterparts.

Shortly after I arrived, I also conducted a DEOMI command climate survey and briefed the Marines on the results during our first quarter all hands PME. [REDACTED] was just checking into the command at the time, but we agreed that we needed to solicit the Marines for their feedback and then brief them on all of the mechanisms [REDACTED] had or planned to put into place to fix the issues in the survey. A copy of the PowerPoint presentation was provided to the investigating officer.

Our goal for the PME was to address the Marines' concerns and reduce the amount of disharmony and lack of trust in the command. Our perspective was that nothing would get better in the battalion if we did not openly discuss our issues and problems, and that communication needed to be improved at every level of the command. As demonstrated by the 2014 survey and feedback from Marines who had previously been assigned to the battalion, trust had clearly been an issue for the only all-female unit in the Marine Corps for years. [REDACTED] and I believed that constant communication and the early identification of risks and potential solutions at the lowest levels of the chain of command would be paramount to our success as a command. As a result, we actively sought to push authority and responsibility down to the company and series officers to the greatest extent possible, with mixed results. I also actively engaged the [REDACTED] to try to get relief from the most important issue influencing the Marines of the battalion- namely personnel staffing levels.

When I first took command, we averaged 8 drill instructors and one officer getting pregnant per year, and we also had a total of seven drill instructors working in the S-1 and S-4 but still drawing special duty assignment (SDA) pay. These Marines had been diagnosed with mental health and stress issues but had not been processed for good of the service relief, causing significant friction in the rest of the battalion. As a result of the number of ineffective drill instructors in the command, the vast majority of our teams were three hat teams. This was a cause of great concern due to the operational tempo, implications on rest, and the duty requirements for the series and battalion. To improve our manning level, I stopped the SDA pay for the ineffective Marines and then processed them for good of the service reliefs. My hope was that this would focus the rest of our Marines on doing the job which they were sent here to do and reduce friction. We also implemented yoga classes, which I have been paying for out of pocket, to give the Marines a chance during the week to break away and rest. Of note, since stopping the SDA pay and processing these Marines for relief, we have not had to process another Marine for a good of the service relief. However, despite appealing to the [REDACTED] for assistance in the development of a proposed policy regarding pregnant drill instructors, we have not received any support. As a result of the continued lack of a pregnancy policy, we now have five ineffective pregnant drill instructors on our rolls, three of whom returned to us from quota either already pregnant or planning to get pregnant despite the fact that they each had substantial time remaining on their tours on the drill field.

Significantly, none of our companies had Executive Officers and there were zero inbound officers projected for the command. Previous to my arrival, several of the [REDACTED] had been assigned to various billets throughout the Depot, despite the fact that we were already undermanned in the battalion. According to [REDACTED], the battalion had "given up" these [REDACTED] to fill external billets because they were not considered to be good [REDACTED]- an approach with which I disagreed. My perspective was that someone at the [REDACTED] should have identified the adverse impact such a shortage would have on the battalion and should not have allowed the battalion to bear such a disproportional share of the quota billet burden. I also believed that the [REDACTED] should also have emphasized the responsibility of the commander to train and mentor those officers in order to improve their performance rather than shuffling them off elsewhere. I addressed my concerns

regarding officer and enlisted staffing with [REDACTED] during my first meeting with him and asked for assistance in getting our manning levels to 95%.

To allow my Marines maximum time to rest, I also requested the consolidation of duty requirements for the Early Morning Late Check Officers and Battalion Officer of the Day. A copy of the brief provided to [REDACTED] on the duty issue was submitted to the investigating officer. The request to consolidate our duty requirements was not supported by the [REDACTED] and unfortunately, we saw no progress on the officer staffing issue despite repeated calls for assistance. As with most issues I brought up to my [REDACTED] my concerns were met with skepticism and silence. In fact, due to the lack of support from the [REDACTED], in September 2014, I engaged the monitors at Headquarters Marine Corps to come up with a staffing plan myself, much to the frustration of [REDACTED]

In August, I also began to dig into performance metrics to assess how we could improve the caliber of our graduates. I was stunned by what I discovered. After reviewing the data for all of the training battalions for the past decade, I found that the recruits from 4th Battalion have never measured up to their male counterparts in terms of academics, the rifle range, drill, or physical fitness. Most significantly, it did not appear that anyone had ever posed the question as to why we had consistently underperformed. Instead, underachievement by female recruits simply became expected. In fact, despite the slogan "Every Marine a rifleman", the battalion's initial qualification rate on the rifle range had for decades hovered between 67 and 72%, compared to the males average in the high 80s and low 90% range for the same period. To attack this problem, I met with the [REDACTED] in the summer of 2014 and we established a plan to improve our performance in this training category first.

After teaming up with our primary marksmanship instructors, we began to see progress on the range, but to further our goals in the other categories, our second quarter PME included a comparison of stats for all of the battalions spanning 10 years. We spent a great deal of time discussing why changes to how we train were important and what it would mean to the Marines and their graduates. My earnest hope was that in making stronger, faster, smarter Marines, we would reduce female stereotypes and gender bias both on the Depot and in the Marine Corps and better prepare our graduates for the challenges associated with the future integration of most, if not all, combat arms specialties. I was absolutely convinced that this was possible and that the Marines would buy off on the need for improvement and the plan to get there. I also stressed that I expected each series commander to play a greater leadership role in the achievement of performance improvement within their teams. Consequently, in the past 11 months, we have seen significant improvement across every single category except drill, which is an indication that most of the Marines believe in what we are doing. Not surprisingly, the series with strong officers in charge who believe in why change is necessary have seen the greatest results, resulting in our initial qualification rate on the range reaching just under 91% in less than a year. Those who are disgruntled continue to see their series achieve stats below the Regimental averages as evidenced by [REDACTED] until the arrival of the [REDACTED]

Over the past year, I also focused on ensuring my expectations for the performance and conduct of my officers were clearly defined and articulated. We established a bimonthly PME schedule for the company commanders along with quarterly team building events and I counseled them every 90 days on their performance (good and not so good). We also implemented a quarterly officer seminar program. I

made a point of seeing and talking to [REDACTED] every single day, stopping by their offices to talk and providing them with my calendar so they would be aware of when I planned to be at their training events. I have consistently made every effort to engage my officers in open and honest discussions, even when they are uncomfortable with the topic. I have also forced them to make decisions they had not previously been given the latitude to make. This has been beneficial in the development of officers like [REDACTED] and [REDACTED]. Others, like [REDACTED] and [REDACTED], rejected this type of communication and feedback. I honestly sought to apply all of the leadership tools available to improve their performance, from trying to motivate them, sending them cards to say good job, praising them in public, scolding them, having one on one discussions about leadership topics, and at times when they had not done something I told them they needed to do, counseling them. The bottom line is that if I have to say the same thing over and over and there is no change in behavior, continuing to use the same tone or say the same thing would be the very definition of insanity, which is why I tried to use every tool available to me to influence their performance. Unfortunately, the leadership and training results of these individuals have never been called into question by anyone outside of the battalion, even during end of cycle debriefs with the [REDACTED].

Instead, while leading 4th BN to tangibly improved performance over the past year, I have been challenged and oftentimes undermined by recalcitrant Marines within the battalion and the leadership at the Regiment. As stated in my request mast, despite many pleas for support from the Regiment to assist in the improvement of our personnel situation (which affects everything in the battalion from fatigue to recruit abuse), and the resolution of maintenance issues, and gender bias problems with one of my peers, I have not received timely assistance. In fact, since June of last year, my ability to command and ensure good order and discipline in my battalion has consistently been undermined by [REDACTED] and [REDACTED]. Like all Marine Corps units, 4th Battalion has a quality spread of officers. Some, like those in [REDACTED] have performed exceptionally well. Others, namely those in [REDACTED] and [REDACTED], have experienced significant challenges in adapting to change. I also experienced significant challenges with my [REDACTED] almost from the first day I arrived at the command. Her behavior, perceived as comical by some, was inconsistent and unprofessional almost from the first day I checked in. For instance, during one of the battalion commander inspections, her knowledge question to the recruits was "If you could be any animal, what would you be?" When questioned about it, she stated that she did not see anything wrong with the question. In fact, due to her "loose cannon" demeanor and lack of good communications skills, the [REDACTED] would not assign her as an escort for visits to the Depot for her first six months on the job.

During the first six months of my command, I held many conversations with [REDACTED] and other [REDACTED] who struggled to adapt to my standards for their conduct and leadership. I provided honest feedback to them on how they could improve and solicited them for their thoughts and opinions about their results and performance. As events would unfold over the next 10 months, it would become clear, however, that [REDACTED] had spearheaded an effort to band together with other [REDACTED] who felt slighted by me in order to discredit my leadership. Even when confronted with [REDACTED] actions in November, [REDACTED] continued to undermine my credibility by writing her a letter of recommendation to be the [REDACTED] without my knowledge.

Through their words, actions, and omissions, the malcontents within my unit have been empowered to foment dissent as demonstrated by the very pointed and similar comments about me in the recent DEOMI survey. [REDACTED] sole focus on their complaints in exclusion to the broader facts, his complete disregard of the accomplishments and motivation of the rest of my Marines, and his back door communications with those who seek sympathy from him have solidified in their minds that they have been mistreated, as opposed to simply having been held accountable for their actions. This has resulted in a climate where female Marines who seek out [REDACTED] to complain that the battalion leadership is mean are treated with kid gloves (feelings vs facts). This is most pronounced in my officers and senior enlisted, whom I do hold to a higher standard for leadership, taking care of and knowing their Marines, and meeting high expectations for the performance of their Marines and recruits. The irony is that everything we are doing to improve the credibility of our Marines and recruits is focused on ensuring we earn equality in treatment rather than perpetuating the double standard of demanding equality but not being able to measure up to our counterparts. This type of behavior has been typical of 4th Battalion for a very long time, and I was cautioned even before I got here that I needed to "watch my back." I found this insulting at the time, but now I know that I should have paid more heed to the warning.

My intention has always been to improve the climate in our battalion through open communication and the provision of timely, fact based positive and negative feedback to the Marines. As indicated by the four page battalion goal document provided to the investigating officer, [REDACTED] and I have taken considerable action since we checked into the command to improve the lives and performance of our recruits and Marines. Throughout the first 11 months of my command, we held regular PME sessions with all hands, and implemented investigation debriefs for those teams, series, and companies involved. I even debriefed [REDACTED] after relieving the [REDACTED] to explain why I had made that decision and ensure they were aware that I felt wholly responsible for her failure. The goal was to improve the transparency in the battalion, ensure the Marines were aware of why decisions had been made regarding significant events, and discuss how to prevent future problems. We also mandated the attendance of a Marine from each company at every nonjudicial punishment to prevent rumors about what transpired and why. We sought to reduce drama by relying on facts and not emotions when making decisions. To reinforce the command philosophy, every single time I got in front of the Marines, whether during new join briefs, investigation debriefs, PME, or the request mast debrief with P Company 11 May, I always started the conversation with the fact that I understand that I am accountable for everything we do or fail to do. I believed that by establishing that fact right up front I would be setting the example and my Marines would be more willing to participate in honest dialogue regarding our deficiencies and how we could improve.

Ironically, the sole purpose of the [REDACTED] Company request mast debrief was to prevent any retaliation against or continued mistreatment of [REDACTED]. When I met with her 8 May 2015, she disclosed to me that she felt that she had been demeaned and mistreated by Marines in the company. About three weeks prior, she had pulled me aside during recruit PT to tell me she was having trouble adapting to her role as a [REDACTED]. At that point, I told her what she was feeling was common, and that we would do everything we could to train her as long as she kept her head in the game and had a thick skin. I then spoke to the [REDACTED] and requested that she specifically keep an eye on [REDACTED] to ensure she was handling stress appropriately and was being trained and mentored by her [REDACTED] instructor. Since she had a new [REDACTED] I also emphasized to [REDACTED] the importance of empathy being demonstrated by the [REDACTED]. A short time later, [REDACTED] was [REDACTED] and was [REDACTED] for which she felt the Marines in her series blamed her.

During her request mast a few weeks later, [REDACTED] stated that she did not feel that [REDACTED] was doing anything to train her or ensure she was BDR qualified. She mentioned that her senior was never around, that her [REDACTED] was often in the office, and that she did not feel that she could trust the [REDACTED] or [REDACTED] leadership to address her issues. She stated that she also felt she had been targeted by the Marines in the series and labeled as weak simply because she had asked for help and had been placed on [REDACTED]. As a result, I elected to move [REDACTED] to a different company where she is now excelling. As previously discussed, the tendency in the battalion for years had been to haze new drill instructors and I knew that [REDACTED] would continue to be mistreated unless I stated publicly to the entire company that such conduct is unacceptable and not in keeping with the command philosophy. I wanted to ensure the Marines in [REDACTED] Company all understood that every one of us, starting with me, down to the company staff and series teams, had a responsibility to better support and train [REDACTED]. During the debrief, I mentioned the command climate as a way to reinforce the point that we all need to do a better job of practicing what we teach the recruits- namely using small unit leadership and informal conflict resolution skills to solve problems at the lowest level. My main point was that by the time an issue came to my attention, I had a leadership obligation to try to solve the problem, but that 99% of our issues should and could be resolved at the lower echelons of the chain of command.

Informal conflict resolution was something that [REDACTED] and [REDACTED] had struggled with since they took their positions and was an area that [REDACTED] had gone to great lengths to address. The [REDACTED] leadership was present during the debrief and was given the opportunity to comment, but they said nothing. The request mast debrief was never intended as a form of retaliation or reprisal against the company. As previously discussed, we had been doing this type of debrief to reduce rumors and drama in the battalion for a full year. Since this was the first request mast that I had heard at my level, I believed there would be a benefit to the Marines to discuss what had occurred and make it clear that I would not accept any future mistreatment of the Marine who made the complaint. Unfortunately by that point, [REDACTED] had already heavily influenced [REDACTED] characterization of my leadership, which affected both how she perceived my comments during the debrief and my previous recommendations to improve her performance. The fact that [REDACTED] received an end of tour Navy and Marine Corps Commendation Medal (drafted in [REDACTED] despite having problems in her company should support the fact that I didn't categorize her performance solely by those problems, nor did I use her complaints against me as a reason to discredit her accomplishments as a [REDACTED] and [REDACTED]. I also paid \$300 out of pocket for a framed guidon in recognition of the successful completion of her tour. Finally, she received a solid fitness report for her performance as a [REDACTED], which she and I reviewed together prior to [REDACTED].

The command climate survey was also a topic of conversation during an all hands event several days later. At the request of several Marines from [REDACTED] Company in April, we had scheduled an all hands for the middle of May. At the time, [REDACTED] and [REDACTED] stated that they did not want the company leadership present because they wanted to be able to talk to [REDACTED] alone. During the all hands, which followed our monthly awards formation, we discussed the command climate survey with the sole purpose of fostering an understanding that we absolutely must do a better job of small unit leadership and informal problem resolution. Marines from every company, to include the Headquarters, were present. Due to complaints in the DEOMI survey about Marines with jeopardy (6105s or NJP) who had been board selected to fill senior and chief drill instructor billets, we discussed the fact that at some point, every single Marine in the room will screw something up, and that we need to be better about second chances. I even used my own story about

being picked up for [REDACTED] when [REDACTED] as a way to reinforce this point. Had I not been given a second chance, I would not have been allowed to join the Marine Corps. The Marines were given the opportunity to ask questions, which we answered. Throughout the forum, we also discussed the need to treat each other better, since we continue to have new Marines feel that they are not being welcomed to their teams or properly trained. Finally, we talked about the fact that the battalion is under a great deal of scrutiny right now because of the DEOMI survey. I mentioned that it was such a serious issue that I could be relieved as a result of the negative comments. My intention was to provide honest and open feedback to the Marines and reiterate the importance of communication and problem resolution at the lowest levels of the command, not to use the survey as a brow beating tool. In fact, I find it difficult to understand how I can positively address issues related to trust in the battalion if without reference to the very survey others are using to judge my leadership and our climate. Since we had conducted PMEs with the Marines last year on the results of the last survey without any blowback, I did not believe I would be wrong for discussing the results of this year's survey, even if I didn't believe that the survey to be completely valid. Following the all hands, I emailed a summary of the discussion points to [REDACTED] to ensure they were aware and to again, increase the transparency in the command.

I would like to point out that it is no coincidence that, despite being my largest company, [REDACTED] does not have personnel problems. They have a strong, cohesive [REDACTED] team who work closely with their Marines, talk through significant issues, and apply solutions and resources before problems spin out of control. [REDACTED] is extremely proactive in keeping me abreast of issues and applies reason and good judgment when determining courses of action. As a result, the Marines in [REDACTED] feel that their leadership cares about them and their families and they each have a vested interest in the continued success of the company. Their Marines have not had any substantiated RTO violations this year, nor have they had to take any judicial or administrative actions as a result of misconduct. [REDACTED] morale is consistently high despite being the largest company with the most challenging operational tempo. My relationships with those Marines, from the [REDACTED] and [REDACTED] down, have been shaped by their proven performance, trustworthiness, and demonstrated results. The same cannot be said for some of the Marines in [REDACTED] and [REDACTED].

Companies [REDACTED] and [REDACTED] have struggled over the past year, largely due to the failure of the company staffs to anticipate issues and apply resources early to solve personnel problems. I consider this to be nothing more than engaged leadership- leadership we would expect anywhere else in the Marine Corps. [REDACTED] and I have focused on mentoring the [REDACTED] and [REDACTED] in order to improve their performance, accountability, and leadership skills. However, we have routinely had to intervene into what normally would be company business because of the leadership's failure to resolve problems at their level or ask for help. When [REDACTED] were forced to intervene, we were consistently decisive and firm. In the end, I relieved [REDACTED] for reasons detailed in the supporting documents provided to the investigation officer. For [REDACTED] Company, the tendency of the [REDACTED] to waffle on her decisions when asked questions, coupled with the tendency of the [REDACTED] to characterize Marines who needed help as weak, necessitated our direct involvement. The "suck it up" mentality and the failure by [REDACTED] and [REDACTED] to apply solutions and resources early to assist their Marines caused numerous problems over the past year.

The most serious of these issues was when one of the [REDACTED] was [REDACTED] for a week for [REDACTED]. She was later also treated for alcohol abuse and stated that the Marines on her team were aware that she was having problems but had done little to nothing to help. Throughout the past 11 months, the company consistently failed to

ensure that new drill instructors were being properly assimilated into the company and were trained as part of a well-defined and closely supervised progression process (as in the case of [REDACTED]). Routine screening of the counseling entries made in the drill instructor jackets by [REDACTED] consistently indicated a lack of supervision and mentorship by the senior leadership in the company- this despite the fact that the officers of the battalion had received training 13 March 2015 on engaged listening, "mean girl" behavior and how to prevent it, expectations for their involvement in the counseling process, and finally, how to influence performance and behavior during the first series/company commander seminar.

Change for some can be difficult and [REDACTED] anticipated some complaints from the ranks as we tried to steer the battalion into new territory. However, I never imagined that such complaints would be automatically presumed to be true without any scrutiny of the facts simply because individuals at [REDACTED] believe me to be lacking in "playground skills", as stated by [REDACTED]. My firm belief is that the [REDACTED] opened the door for complaints about my leadership in November 2014 when they did nothing to address a rogue [REDACTED] and her investigation into the treatment of my officers while she was serving in an acting capacity. Because nothing was done at the [REDACTED] to back me up and curb this type of inappropriate behavior by [REDACTED], it essentially allowed my officers to feel that they were justified in feeling slighted or mistreated. There was never any consideration of facts or attempt to delay judgment until my side of the story could be heard. No matter how much documentation I had to factually substantiate deficiencies and the actions I had taken to correct them, no one ever considered that anything other than what was reported by those individuals could be anything other than true.

I often wonder how different things in the battalion would be if at the time, [REDACTED] been told by the [REDACTED] that her actions had been completely inappropriate. I am not aware of any other unit in the Marine Corps where such conduct would be considered acceptable. Instead, my leadership has constantly been called into question, allowing Marines to excuse their lack of results by saying I mistreat them. Unfortunately, these Marines feel entitled to seek out the [REDACTED] to complain that the battalion leadership is "mean" (feelings vs facts) or unfair and are then treated with kid gloves by [REDACTED]. This behavior has been most pronounced in my officers and senior enlisted, whom I do hold to a higher standard for leadership, taking care of and knowing their Marines, and meeting high expectations for the performance of their Marines and recruits. Without any factual information, the Regiment has consistently sided with the complainers and undermined my credibility. As stated in my request mast, the irony in this situation is that everything we are doing to improve the credibility of our Marines and recruits is focused on ensuring we earn equality in treatment. Instead, we continue to perpetuate the double standard of demanding equality but not measuring up to our counterparts as demonstrated by decades of training statistics here on the Depot. Rather than the focus being on reinforcing our efforts to strengthen the Institution by making our female Marines smarter, stronger, faster, and more accountable, a disconcerting degree of scrutiny is being paid to the command team who has allegedly made females feel they have been mistreated or maligned.

A success story in the battalion's effort to ensure only the most competent officers are assigned to company command billets is that of [REDACTED] Company. Following my relief of the previous [REDACTED], the company was in complete disarray. In the past year, the [REDACTED] have been the subjects of more investigations and substantiated allegations of recruit abuse than the two other training companies combined. Their performance stats have all consistently been below the Regimental averages, the morale of the company was extremely low, and the relationship between the [REDACTED] and [REDACTED] was dysfunctional at best. Since

[REDACTED] assumed command and her new [REDACTED] checked in, we have seen a dramatic decline in negative incidents in the company, along with a substantial increase in accountability and morale. This is an indication that things are headed in the right direction, and that many changes implemented [REDACTED] are having a positive impact on the individual Marines and the Institution. As with [REDACTED] Company, my relationships with [REDACTED] and [REDACTED] are the result of my trust in their leadership and their decision making skills. They are proactive and are not afraid to hold their Marines accountable at their level while keeping me informed. Their empathetic and firm yet fair approach to leadership will no doubt ensure the success of their drill instructors and is a good example of what can happen when leadership decisions are reinforced at every level of the chain of command. Unfortunately, through this entire process, the focus has shifted away from the good things we have accomplished and those Marines who have risen to the occasion because they see the value in the Institutional changes we are trying to make.

Regardless of the outcome of this investigation, I remain committed to every action we have taken to try to strengthen the caliber and improve the credibility of our Marines and drill instructors. Questions regarding this statement can be addressed to [REDACTED] at [REDACTED]

Encl (36)

Documents are being withheld in their entirety pursuant to FOIA exemption (5 U.S.C. 552(b)(5)), which protects privileged inter-agency or intra-agency memorandum or letter.

I, [REDACTED] am writing this statement in regards to the command climate that came out a few months ago. I came back off quota to 4thbn January 2014, during the time that I was back in [REDACTED] Company we had [REDACTED] as our [REDACTED] things were great at that time. I honestly don't know why or when [REDACTED] became the black sheep of the Battalion. I do however remember [REDACTED] who was the new [REDACTED] got fired because the [REDACTED] had lost faith and confidence in her abilities to lead our company. I know this because she pulled all the Marines in [REDACTED] to tell us she had fired [REDACTED] looking back at that moment it wasn't right that she did that. In my opinion it was unprofessional and it was completely humiliating towards [REDACTED] all the Marines in the company felt the same way as I did. After [REDACTED] got fired we were without a [REDACTED] for several months and [REDACTED] was acting [REDACTED] during that time things kept getting worse everything we did was wrong or never good enough. During my last cycle as a [REDACTED] series [REDACTED] that was when I realized I was working in a hostile work environment. There were days that I didn't want to come to work anymore because everything that was said to us was negative, as [REDACTED] we deal with enough things so when we are getting negativity from the higher echelon (CP) it can only last so long until people start not to care. The following are examples of things that have happened to me personally with the [REDACTED]. In March, [REDACTED] had [REDACTED] while she was out I was [REDACTED] on one occasion I attended a meeting where [REDACTED] was our [REDACTED] he got asked about an AC issue that we had in our squadbays, he was told to rectify the situation immediately the tone that was used and the way that [REDACTED] looked at me was the way I was looked at by a [REDACTED] when I 1st walked the catwalks of 4thbn as a new hat she gave me a look of disgust. Later that day I was bringing a letter of rebuttal from one of my Marine to give to [REDACTED] when I walked in the CP [REDACTED] wasn't there. [REDACTED] was in her office, I said excuse me ma'am do you know where [REDACTED] She looked at me looked around her office and said "Do I look like I know where she is." In a very rude tone. I said Aye Ma'am and moved from the front of her office she then proceeded to talk to [REDACTED] who was in her office at the time and started saying rude things about me and at that point I walked out because I didn't want to hear her continue to be unprofessional and disrespectful in regards to me. When I went to speak to a [REDACTED] about the situation, she told the [REDACTED] and later was pretty much told not to take things personal and that we can't move an immovable mountain. At that point I had pretty much lost all respect for the Chain of command there. Another situation that happen was at the rifle range the [REDACTED] went out there and spoke to my [REDACTED] and I about trial training and telling us how [REDACTED] Company uses trial training for the wrong reasons or that we over use it. I was upset because she was attacking on us on something (trial training) which gets brought up to the Co Cmdr by the series team on recruits who are not progressing with their peers instead of talking to the Co Cmdr or series Cmdr, [REDACTED] approached us in a hostile manner while SNR was standing a few feet away from us and when [REDACTED] asked who were all these supposedly recruits who have been on trial training from [REDACTED] Co, because at the time that was only our second trial training recruit that cycle. [REDACTED] got upset and asked [REDACTED] if she was questioning her integrity. I looked at [REDACTED] and she just shut down at that point and said no ma'am. The last personal incident that I had with [REDACTED] was on the day of prequalification on table 1. [REDACTED] got out of her golfcart without [REDACTED] she is usually alone rarely comes with the [REDACTED] to events. A SSgt from Hotel company gave her the appropriate greeting of the day and she didn't respond back just walked by him as if he was nonexistent, she has done that on several different occasions where she doesn't acknowledge Marines back when they salute or give an appropriate greeting. As she approached me I gave her a report, she then started asking me questions about the recruits and how they were shooting. Eventually she got upset because I was short on my answers with her and that's because I was just being professional and not really wanting to say much to her because she always gets upset and I don't understand what she wants to hear so she continues by saying that she is tired of walking on egg shells around [REDACTED] Co and that she is not the problem, it is her

ENCLOSURE (37)

battalion she then asked me if she hasn't been honest with me since the beginning I replied and said I don't know ma'am she stared at me and with an upset tone yells at me Fine fine!! And walks away from me. [REDACTED] stormed off in front of my Sgt's who were right behind us in such a way that I was at a loss of words. I immediately called [REDACTED] who was our new [REDACTED] to tell her what had happened because I didn't want her to be blindsided on the situation because [REDACTED] had previously told [REDACTED] I was being disrespectful before when I supposedly didn't give her an appropriate greeting of the day, [REDACTED] had then told me not to worry about it. That was the last time that [REDACTED] ever really said anything to me about the series. On Wednesday April 15th I won't ever forget that day, [REDACTED] spoke to our new Marines. She played them a tampax commercial called "throw like a girl". After she spoke to the new Marines [REDACTED] came into my office upset about what the new Marines were told during the brief she couldn't even tell me she wanted me to hear it from them and so I did. Those Marines told me multiple things that disturbed and upset me. They told me that their eagle, globe and anchors were just given to them they didn't earn it. That their stats were so horrible that they brought the whole battalions average down and now the other companies had to pick up our slack. She asked who ran under 21 mins on the final PFT, we had about 4 300 PFT's when the Marine who ran 20:30 stood up she asked her if she ran a male 18:00 flat and that it wasn't good enough. So she pretty much destroyed everything that we as [REDACTED] instilled in them over those 70 days of training. Once I was done hearing what they were telling me I told my [REDACTED] what happened after that [REDACTED] and I spoke to [REDACTED] who told us she is always there in those briefs and that those Marines were not told anything out of line and that they misinterpreted what was being said to them. My [REDACTED] has been belittled and disrespected in front of her junior enlisted Marines (Sgt's) on multiple occasions by [REDACTED] [REDACTED] who was the [REDACTED] when we started the cycle, had [REDACTED] in March and she never came back to our company nobody talked to us about it, the one senior enlisted Marine that took care of us was taken from us and no one even talked to us about it, that's how they treated a 20 yr [REDACTED] how are we suppose to get treated when a senior enlisted Marine got treated like that. In the 13 years that I have been in the MC I have never witness or experienced this type of behavior from a [REDACTED] The last couple of months at fourth Bn were worse than as a brand new [REDACTED] being on lights for 67 days. I have really thick skin and I am a good Marine but I have never felt this way as a leader. I was a [REDACTED] who was treated worse than a recruit on parris island along with my Marines. The Command Philosophy talks about hazing and customs and courtesies yet the unprofessionalism that I witnessed and experienced goes against everything that is being preached in the battalion. Favoritism is a big one [REDACTED] is known to be the favorites and everyone in that battalion knows it. I didn't want to write this statement I wanted to forget about my experience at 4thbn however I am writing this for my Marines that are still there trying to make it out in one piece.

[REDACTED]

Received via email.
5 June 2015

[REDACTED]



UNITED STATES MARINE CORPS
4th RECRUIT TRAINING BATTALION
MARINE CORPS RECRUIT DEPOT
P.O. BOX 17001
PARRIS ISLAND, SOUTH CAROLINA 29905-7001

IN REPLY REFER TO
1900

From: [REDACTED] 4th Recruit Training Battalion, Recruit
Training Regiment, Marine Corps Recruit Depot/Eastern Recruiting Region, Parris Island,
SC
To: Investigating Officer

Subj: Official Statement in Regards to Command Investigation

1. I have held the billet of the [REDACTED] at 4th Recruit Training Battalion since 27 August 2012. At 4th Recruit Training Battalion I am a member of the [REDACTED] and for approximately one year I have worked under the leadership of [REDACTED].
2. During a Battalion staff meeting, I recount an incident involving [REDACTED] where my subject matter expert knowledge was questioned directly in front of my peers and subordinates. This is the first incident in which I felt uncomfortable providing information to the [REDACTED] in a public setting.
3. On 10 March 2015, there was an exchange of conversation during an end of cycle brief between myself and [REDACTED]. I did not provide a "yes, ma'am" response when asked to take specific action, and as a result [REDACTED] response towards me created a hostile atmosphere for the remainder of the brief. At the end of the brief, [REDACTED] stated, "And I'd like to speak with [REDACTED] afterwards". In my perception, the tone of which the [REDACTED] required my presence seemed threatening. The post-meeting which was limited to [REDACTED] and at the time, [REDACTED] and I, took approximately two minutes. The minimal length of the meeting was a result of [REDACTED] removing herself from the room as she was very angry towards me. Before exiting the conference room, [REDACTED] ordered that [REDACTED] and I resolve the issue prior to leaving. Two days later, I crossed paths with [REDACTED] in an informal setting, and [REDACTED] stated that I needed to "get on her calendar sometime next week". At no point was I informed the reason [REDACTED] wanted to meet. Again, from my perception, and with the very recent occurrence at the end of cycle brief, I felt uncomfortable.
3. The incidences that occurred during the end of cycle brief and the post-meeting were never discussed between [REDACTED] and I. As a result, I have felt uncomfortable in the work place. It has affected my involvement and interactions at Battalion functions, in particular, those which require that I provide information to individuals present. I sought counsel from peers, my civilian supervisor and a peer of [REDACTED] due to how negatively influenced the above incidences affected me personally and professionally.
4. If you require any additional information or would like me to elaborate on any of my remarks, please don't hesitate to contact me at [REDACTED] or my office direct line, [REDACTED]

ENCLOSURE (38)

Summary of Interviews with Marines of [REDACTED]

Question: What did you feel was the tone and message of the End of Cycle class with the [REDACTED]?

[REDACTED]

- The tone was very intense. We need to work harder.

- Agreed with [REDACTED] that "males will not respect you unless you meet male standards."

[REDACTED]

- "Your male counter-parts won't respect you unless you meet male standards."

- PT-wise we need to improve ourselves; know yourself and seek self-improvement.

- I was asked to stand up for falling out of the crucible hike. "Some people were upset about being asked to stand up but I wasn't."

[REDACTED]

- "We all thought we were going in for a positive talk but ended up getting scolded for an hour."

[REDACTED]

- The point of the class was to seek self-improvement.

- She [REDACTED] did have people stand up and it was embarrassing for people that fell out of the hike.

[REDACTED]

- The tone was very intense. I felt motivated to strive to be better.

- Did not feel like [REDACTED] singled people out.

- She tried to motivate them to be better and not settle for being mediocre.

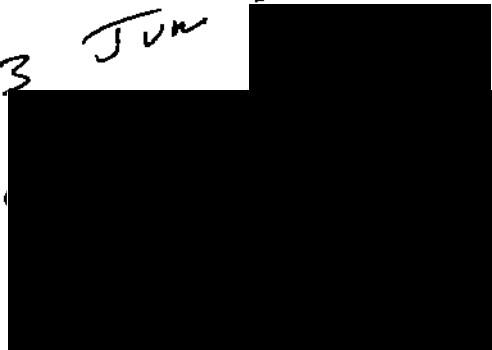
Question: What was [REDACTED] position on sexual assault?

[REDACTED] was the only one who had any recollection of words on sexual assault and said [REDACTED] used words to the effect of "We shouldn't cry wolf. If you make a mistake and sleep with someone, don't cry rape."

[REDACTED]
Does not remember the class and has nothing to say.

[REDACTED]
Does not recall what the message or intent of the [REDACTED] was.

Phone Interviews complete
3 Jun 2015



Summary of Interviews with Marines of [REDACTED]

Question: What did you feel the purpose and tone of the End of Cycle class with the [REDACTED] was?

[REDACTED]

- We thought the purpose of the meeting was supposed to be motivational.

- It was not motivational. "None of us felt good about it afterwards." We felt like we earned the title and she [REDACTED] basically told us that we weren't good enough.

- "She said we weren't as good as the males on PT and we didn't shoot as good either." She left all of us doubting ourselves.

[REDACTED]

- The class was supposed to be on female Marines and how female Marines are expected to behave. It ended up being a class on "how we are looked down on by our male counterparts."

- Felt like she was looked down upon and that was wrong.

- The tone was not very supportive. We had just gotten done with the crucible and the [REDACTED] had brought us down off that high.

- "I do feel like the point of the class was to be tougher and stronger."

- She [REDACTED] was calling out the DIs and that was not fair. She said the DIs were not motivating us enough or pushing us hard enough. She made little comments like "if you didn't do enough pullups or run fast enough, your DIs didn't push you hard enough."

- I felt we had the best DIs and we were pushed and motivated. I felt like we're better, faster and stronger. We are emotionally and mentally improved because of our DIs.

- The [REDACTED] said that we need to compete better with males. I knew "we had to brush it off because males do view us as weaker."

- "I like to compete with males but she [REDACTED] was talking to us in a negative way."

- Many of the Marines were offended and took it personally.

- [REDACTED]
- I thought the class was supposed to be about how to conduct yourself as a Marine.
 - The class turned into "how we're never going to be as strong as males."
 - Most of us thought the class was negative. Afterward some girls were crying.
 - We were disappointed because we had not earned the title and the [REDACTED] made us feel like we had not earned it.

- When someone fell asleep, she [REDACTED] said that we had no discipline and that "You're DIs have failed you." It was definitely a negative tone.

- After the class some girls told [REDACTED], and [REDACTED] told us later in the barracks that "You are my Marines." She told us she was very proud of us and that "in my eyes you have earned that title." She also told us not to take the [REDACTED] comments to heart.

- "No offense Sir, but this was only the second time I met my [REDACTED] and it meant more to me to hear my DI say she was proud of us than to hear my [REDACTED] say we suck."

[REDACTED]

- I don't know what the purpose of the class was, I only know that the [REDACTED] was upset.

- The tone was not good. I was pulled out of the class because I had to have lunch with the [REDACTED] but from what I did get out of it, it was negative.

- I was not there long enough to hear much of anything else.

[REDACTED] was the only Marine of the group to recall any comments on sexual assault

There were comments made about rape and that sometimes females put themselves in that situation.

[REDACTED] used words to the effect "going out drinking and putting yourself in the position of being raped. If you go out and get raped don't complain because you put yourself in that situation"

These words were not exact, but the "message was very clear"

*Phone Interview
4 June 20*

[REDACTED]



UNITED STATES MARINE CORPS

4 RECRUIT TRAINING BATTALION
RECRUIT TRAINING REGIMENT
MARINE CORPS RECRUIT DEPOT
P.O. BOX 16001
PARRIS ISLAND, SC 29905

3 June 2015

MEMORANDUM FOR THE RECORD

Subj: COMMAND CLIMATE IN THE CASE OF 4TH RECRUIT TRAINING BATTALION

1. The following statement is in regards to the command climate at 4th Recruit Training Battalion. I make this statement of my own free will and without any threats or promises extended to me.

2. Identifying information submitted:

Rank: [REDACTED]

Name: [REDACTED]

Unit: Company O, 4th Recruit Training Battalion, Parris Island, SC

Billet: [REDACTED]

TOS: Five months

3. The command climate at 4th Recruit Training Battalion is for the most part very positive. The [REDACTED] fosters an environment that encourages small unit leadership. She allows Platoon and Series leadership to make informed decisions based on the best available evidence and is supportive of each well researched recommendation. This environment has created a very positive change in the battalion, where each small unit leader knows that their opinion is valued. With this, the [REDACTED] has also set the example for her Company Commanders to emulate and pass on to their Series Commanders. I believe the only negativity that still exists is between a very few individuals that still harbor resentments against [REDACTED] [REDACTED] and are distrusting of any leadership because of it.

4. The point of contact in this matter is [REDACTED] at [REDACTED]

[REDACTED]

ENCLOSURE (4)

[REDACTED]

From: [REDACTED]
Sent: Friday, December 19, 2014 6:53
To: [REDACTED]
Subject: MFR
Signed By: [REDACTED]

On 18 December, I determined that it would be in the best interest of the Command to remove [REDACTED] from her position as [REDACTED]. For months, [REDACTED] and I had been engaged in trying to improve their company command climate, resulting in reassignments of several personnel, to include [REDACTED] and [REDACTED]. From months of first hand experience with the Marines, it was readily apparent that there were significant problems with messaging and the leadership in the company. Many of the decisions made by [REDACTED] were contrary to the recommendations of my staff and her staff, and when I asked her why she had not considered the merit of their recommendations, she stated that she didn't know. It wasn't that she thought better, but that from the time they discussed a problem and potential solutions with her to the time she made a decision, the course of action changed drastically. She also seemed to have issues with [REDACTED] and [REDACTED] as previously documented in her [REDACTED], and I provided her several resources to ensure she could find assistance, which she says she did.

When I first became aware of the issues, I contacted [REDACTED] and spent about two hours talking through what she perceived were the problems. She essentially stated she didn't want command and had zero desire to do the job and lead people. She stated that she wanted to quit and that she was extremely unhappy. She said that she hated Parris Island and had never wanted to be a [REDACTED] or [REDACTED] for 4th Battalion. Of note, she was put in the position of [REDACTED] despite the fact that she did not have the most experience or time on the depot. Rather than allowing her to simply throw in the towel, I spent about 45 minutes with her every morning planning out how we could maximize her time with her Marines to build relationships with them and improve her decision making processes. It was clear that she had a very dysfunctional relationship with her [REDACTED] resulting in a toxic climate. We talked through the importance of making sound and timely decisions and having her finger on the pulse of her unit, and I provided many articles for both of us to read and discuss on various leadership approaches and pitfalls. We also reviewed Marine Corps doctrinal publications on leadership and the responsibilities of a commander. After approximately 45 days, she approached me one morning and said that she believed the utility of the PME sessions had run their course and that she wanted to be given the opportunity to prove she could do the job. I agreed to her request, but continued to follow the company closely to ensure progress was being made.

Approximately 2 weeks later, her company was at the birthday ball, and almost every Marine was fully intoxicated. The night of the ball one of her [REDACTED] got a [REDACTED] [REDACTED] continued to be concerned about accountability and the morale of the company. Issues continued to escalate, and after approximately 30 days, things came to a head when the [REDACTED] came to me and demanded to be transferred because she stated she can't work with [REDACTED]. Because of [REDACTED] continued detachment from her company and its issues, the Marines (including the officers) have gravitated to the [REDACTED] further exacerbating the command climate problems in the unit. When I spoke to [REDACTED] about the continued problems in her company, stating that I thought she had been making progress late in November, she said that she had taken my guidance on board for about 5 weeks and it was working but then she just quit. She stated she no longer cared about the Marines or the company and said again that she never had any desire to "manage people" but would prefer to work with data instead.

After ensuring her safety, I told her that I would speak to her after the end of cycle debrief. I asked [REDACTED] for 5 minutes of his time following the meeting to let him know I planned to relieve her and reassign her to another company to be a [REDACTED]. In light of our officer shortages, this would be the only tenable solution. I had made him aware of the issues with the [REDACTED] months ago, and during our meeting he did not ever indicate that he did not concur with her relief. He only expressed disagreement with her reassignment as [REDACTED]. We talked about the possible options and I expressed to him that I can't afford to have her leave and have another staffing gap, nor do I agree that she should be moved elsewhere since this had been a previous practice by the

command with negative results. His exact words were "let me see if I can find another option." He never specifically stated "do not relieve [REDACTED] or any other words to that effect. When I brought up the staffing shortfalls, he snapped at me "I am well aware of your staffing shortfalls since you take every opportunity to publicly make a dig at me about it." I told him I felt I owed it to my officers to continue to fight for relief and that for many months, I had not received support from the Regiment.

When [REDACTED] left my office he saw [REDACTED] waiting for me, but did not say anything. I spoke to [REDACTED] informed her of my decision and ensured that she wasn't going to [REDACTED] because she was [REDACTED] I did not inform her of who would replace her or where she would go because of what [REDACTED] had said about finding another solution. She then left and I went immediately to pick up rehearsal. Approximately 35 minutes later, I returned to my office to find an email from [REDACTED] telling me he wanted to be clear that I understood he did not want me to relieve [REDACTED] until I heard back from him. I immediately emailed him back to tell him that was not what I had heard during the conversation and that it was too late because I had already talked to him. The mere fact that he had emailed me to clarify what his intention was indicates that even he didn't think he had been clear, however he emailed me a second time and basically told me that I was wrong and he had been clear during the conversation. In his response, he implied that I had deliberately disobeyed his order not to relieve [REDACTED] Understanding that he was clearly angry, I called him on his bb to explain that I honestly did not interpret our discussion the same way and I tried to explain my reasoning. He began yelling at me on the phone and said he wasn't willing to discuss the issue on the phone any more. I then tried to ask him if I could come and see him and he said "OK [REDACTED] I guess you need for me to give you direct orders. I am directing you not to speak to me about this on the phone." I asked again if I could schedule an appointment to come see him in person, and he said "I am giving you a direct order not to speak to me about this." As a result, the situation is still unresolved.

Respectfully

[REDACTED]

Summary of Interview with [REDACTED]

8 June 2014

Question: Explain your relationship with [REDACTED].

Answer: Not personal. Although I am the closest to her here on Parris Island to include her counterparts (peers). I have friendlier interactions with her than most.

Question: Do you attend events together?

Answer: Not a lot. She is out and about a lot. She tours a lot. Her average workday is 0630 to 2000.

Answer: I choose not to tour around with her all the time because I think our Marines won't trust us if we are always around. She is always "so there" that even the good ones feel they are not trusted.

Answer: Several Marines have asked me "does the [REDACTED] trusts me?"

Question: Does [REDACTED] take your advice; do you feel comfortable giving that advice?

Answer: I feel my advice is taken from a technical perspective. She will listen to me as a subject matter expert. However I don't think I've ever been free to tell the emperor that she has no cloths. She defines herself and she doesn't necessarily take advice.

Answer: On or about the time the investigation was announced, I approached the [REDACTED] and said that I feel like I had failed her by not addressing the climate issue. [REDACTED] responded by saying that she was offended that I would try to box her in that way. She said "if you think that's your job...it aint!"

Answer: I believe [REDACTED] is proud of that aspect of her personality to a fault.

Question: How do you perceive [REDACTED] approach to the members of her command?

Answer: Her problem is her method. Her methods are so severe, especially when dealing with her officers, that they can't get beyond how she makes them feel, and her message is lost. They can't get passed it and fix their problems.

Answer: She is especially unrelenting on her officers. Her justification is that if they are not right, Marines will suffer. But again, her method is so forceful, her officers can't believe in her.

ENCLOSURE (43)

Answer: She is unable to make connections with those officers and senior enlisted that have problems with her and she does not know how to inspire them.

Answer: Oftentimes when I know a conversation went sideways between the [REDACTED] and one of her officers, I'll go talk to the [REDACTED] to ensure they know the message that the [REDACTED] was trying to convey.

Question: Does she act differently to those she does not like? Is it visible?

Answer: Yes. If she feels like she has corrected you once and she has not seen immediate improvement, she cannot bring herself around to "faking" expressions of friendliness or that things are OK.

Answer: Is it visible? Yes. She cannot project an even keel when it comes to that. Because she is out and about so much, she is always watched, and everyone watches her and notices that when she has a problem with someone. She cannot hide it or pretend.

Answer: She does not have that ability. She does not do a very good job of showing she can move past problems with individuals.

Question: Do you think the [REDACTED] has fostered a climate of reprisal?

Answer: Yes. I do think she has inadvertently fostered a climate of reprisal. She is unrelenting in her standards and expectations. I will caveat that by saying that it's in the best interest of the Marine Corps but people are looking to her for inspiration that she just can't provide.

Answer: If you ask me, she is wearing the wrong rank. The Gunnys should be making the corrections, not always the [REDACTED].

Answer: She is also unrelenting on herself. She does all the crucible hikes, wearing the male equipment list.

Question: How do you think the [REDACTED] relationship has affected the climate?

Answer: When I check in during July [REDACTED] my first conversation with the [REDACTED] centered around convincing the [REDACTED] not to conduct an NJP on a particular individual. I thought that was a bit off.

Answer: The two would constantly butt heads because their philosophies were so different, the [REDACTED] could never get on board with the [REDACTED]. The [REDACTED] felt that she was protecting Marines. The [REDACTED] felt undermined.

Answer: One awkward conversation occurred in September that turned into a shouting match in the office between the two of them. The [REDACTED] became openly defiant and it was a shouting match of unprofessionalism.

Answer: This relationship definitely had an effect on the [REDACTED] relationships with others.

Question: What are your thoughts on the Meeting with P Company?

Answer: That "pretty much went sideways" after the request mast piece. She just went off and it was pretty bad.

Answer: It was like a tennis match. [REDACTED] would challenge the [REDACTED], and [REDACTED] would give a startled look and try to answer, then [REDACTED] would fire off another question. Eventually [REDACTED] eyes just glazed over and she checked out. The Marines saw all this. It was bad.

Answer: Afterward I stayed back and tried to explain what happened since half the company had no idea what was going on since they were not even involved in the hike.

Question: Did the [REDACTED] correct recruits, if so, how often?

Answer: Yes, weekly she would see drops or recruits being recycled. There were specific individuals she wanted to see, recruits with attitude issues, overweight Marines or Marines with integrity issues.

Answer: Most of these were professional, but she would get agitated if a recruit failed to take responsibility for their actions.

Follow-on question: Have you heard the [REDACTED] yell at recruits in her office?

Answer: Yes. Absolutely. There were at least two instances in particular where the [REDACTED] actually yelled, or rant if you could call it that, at a recruit in her office. I can only remember one but it involved an overweight recruit.

Answer: Now I just walk into her office if I feel the conversation is going south or she is going to get loud.

Answer: At least bi-weekly [REDACTED] would correct a recruit for not saluting in the hallway or not act accordingly - basically things that a DI or SgtMaj should do.

Follow-on Question: Is that the norm for a [REDACTED]:

Answer: Not when I was a drill instructor. [REDACTED] interjects herself in situations her DIs should handle. For instance on hikes, during PT, those types of things. But I have never done a crucible hike but that's what I've heard.

Question: What is the tone of the post-crucible classes with [REDACTED]

Answer: Well, we've done around 20 of these classes and the tone of the class would change based on how the [REDACTED] felt that particular series had done. It would be either positive or negative. The message was essentially the same but she would bring up specific events that she felt the new Marines underperformed in.

Follow-on Question: Does the [REDACTED] hold recruits to higher standards?

Answer: Yes. She has an obsession with equalizing disparity between males and females. The [REDACTED] believes females get promoted faster, because of several factors such as having some college, but she feels females have not earned that right because they are not maintaining the same standards as males.

Answer: She is hard on herself too. She normally participates in the crucible hikes carrying the male load, but hasn't been able to because of [REDACTED]. She has been going to medical and is finally being forced to go on [REDACTED]. Sometimes she has problems with [REDACTED]

Follow-on Question: What was her tone with the recruits from series [REDACTED]?

Answer: It was a negative tone. She had a problem with that series because they did underperform, and they did not do well during their battalion commander's inspection. The [REDACTED] combination was not very good and every evaluable moment did not go very well. That particular discussion with Series [REDACTED] was colored by this and that affected the tone of the class.

Question: What do you feel the [REDACTED] message is to her Marines and recruits regarding sexual assault?

Answer: Her message generally to recruits is to manage one's self. She also understands there is a dirty little secret in the Marine Corps that when a male and female get drunk and have sex, there is only one person held accountable - the male.

Answer: She tells Marines and recruits to be hard targets and she definitely puts the word out not put themselves in that situation.

Answer: I don't believe it's too off the mark but if anyone has a problem with it, it's because of her position that "when two people put themselves in that position, two people are responsible for the outcome."

DEPARTMENT OF THE NAVY
VOLUNTARY STATEMENT

1. PLACE
[REDACTED]

2. DATE
20150604

I, [REDACTED], make the following free and voluntary statement. I make this statement of my own free will and without any threats or promises extended to me.

The current command climate in Fourth Recruit Training Battalion (4th RTBN), has been greatly affected by the previous command climate. I have checked in to 4th RTBN on [REDACTED] and I was assigned to Company [REDACTED] as a [REDACTED] to replace another [REDACTED] who [REDACTED]. The [REDACTED] at the time was [REDACTED]. When I first got to the Battalion I thought that the climate was very good. However, I changed my opinion within a few short weeks. There was an extremely pervasive climate of distrust among all of the officers and Drill Instructors. The Drill Instructors all felt like the Series Commanders were merely safety officers, and nothing more. During my first week as a [REDACTED] I started to have a problem with my [REDACTED] because she started to raise her voice and tried to argue with me in front of recruits. When I talked to the [REDACTED], [REDACTED] about it, she told me to "just think of yourself as a squad leader", and I would be okay. This was the mentality of most of the [REDACTED] at the time. As a prior enlisted Marine this did not sit with me very well. All of the officers in the Battalion had very poor relationships with each other, and gossip was rampant. It was not an inviting atmosphere for new check-ins at all. All conversations took place behind closed doors, and only select people had friendships or outside interaction with each other. There were many [REDACTED] openly spoke poorly of her peers to me, and it was apparent that the communication between the companies was very minimal.

Under [REDACTED] I did not understand the measure for success. [REDACTED] only stressed the importance of the aesthetic aspects of recruit training. She was concerned when something did not look right. An example occurred during a PT session when several VIPs came out to observe training. Weeks later, the [REDACTED] mentioned that the PT event "looked crazy." However, she would not expand on what she meant so that I could correct it. Another example was the return hike from the Crucible. [REDACTED] was very concerned about the distance between the hike formation, the road guards and the safety vehicle. However, there was very little emphasis ever placed on heat cases. They were simply expected, and we were never asked background questions regarding what led to the heat injury, or what may have been done to prevent it. It was very hard for me to determine what the measure of success in the Battalion was at the time. I was told by [REDACTED] right away that our statistics did not matter, that our attrition did not matter, but that the Drill Instructors were supposed to be demanding. Based on the lack of a measurement, I was not sure what they were supposed to be demanding. In my opinion we were producing new Marines who had a very minimal grasp of the core values and who were only surviving based on fear of failure, which is supposed to end after the first phase of training. We were not doing enough to develop them. On the same hand, we were not doing much to develop the Drill Instructors, or to hold them accountable.

My understanding of what was acceptable conduct from Drill Instructors has been a learning process. When I was in the [REDACTED] Course, I had very specific questions about the conduct of Drill Instructors, because I was a recruit. When I was a recruit in [REDACTED] two of my Drill Instructors were taken off of my platoon, and I believe they were voided. The most experienced Drill Instructor in my platoon actually choked a recruit, and my Senior Drill Instructor force fed the whole platoon and made us chug water until we threw up in the squad bay. Thus, I had a few things that I already knew were dead wrong, but there were other things that I was not sure about, because I just thought they were part of the experience. When I asked if tornadoes, or dumping footlockers were actually allowed, I was not given a direct answer. When I was assigned to Co [REDACTED] I was told that they are absolutely not allowed. However, I heard other [REDACTED] talking about them happen in their squad bays. This kind of inconsistency was rampant, and the [REDACTED] knew it. Many times, when a series was having reoccurring problems, the [REDACTED] was relieved, or sent to another Battalion.

[REDACTED] was one of my Marines in Co [REDACTED]. She was the subject of an investigation for events that happened on, or around training day 7 of my first full cycle. She was also going through some personal stress due to her [REDACTED]. The Battalion and Company were aware of this, but they did not tell me, and the Marine did not tell me during my initial counseling with her. At the conclusion of the investigation, she told that the [REDACTED], the [REDACTED] who was found to have substantiated allegations. I was told that the [REDACTED], the [REDACTED] and I can all accept a [REDACTED] on for her actions, or she would face non-judicial punishment. We all received a [REDACTED] and [REDACTED] was placed on quota in the company office. The [REDACTED] that we all received were identical, and they said that we were disengaged leaders. At the time this was ironic, because my Marines complained about how much I was around and how involved I was. When I asked [REDACTED] to explain what that meant, or specifically how I could improve, she did not have any tangible things that I should do differently in the future. [REDACTED] later [REDACTED] returned from her quota and resumed working as a [REDACTED]. At that time her disciplinary violations continued, and she never learned to accept responsibility for her actions, and she never even understood why they were wrong. I believe this was a significant trend among [REDACTED] at the time. A year later, I learned that the [REDACTED] actually let the [REDACTED] conduct a tornado in the squad bay in her presence, and that she had a video recording of it on her phone. She told me about the recording. She also said that she and [REDACTED] had knowledge of what happened that night in the squad bay, but they did not tell me about it.

ENCLOSURE (44)

I was having a difficult time understanding what right and wrong looked like within the Battalion, and I questioned everything that I ever thought that I knew about leadership, or even the Marine Corps. I was at an absolute breaking point, because the expectations were never consistent. Right before [redacted] change of commander, she began discussing how she wanted to shape the command before she left. At that time, I asked that she either send me to another Battalion, or move me to another company. I felt that the climate, particularly in my company was toxic. I picked up another [redacted] with Company [redacted] at almost the same times as the Battalion change of command. When Series [redacted] graduated, [redacted] moved me to Company [redacted] and [redacted] was brought to Company [redacted].

The command climate of 4th RTBN has dramatically improved under the command of [redacted]. There was an adjustment period after the change of command, as there always is. It became apparent that she was not going to tolerate avoiding accountability. The [redacted] and the [redacted] addressed each company and delivered their expectations and the command philosophy together. The three pillars of [redacted] command philosophy are confidence, accountability and pride. She relayed her expectations to us in very clear ways. One of the very first interactions that I had with her, was her correcting one of my Drill Instructors, myself and [redacted]. She overheard a Drill Instructor say "fuck" to a recruit when she was walking up the ladder well, and right after that one of my Drill Instructors used the word "freakin" multiple times during a class to the recruits. She told us that she thought that we had a problem with profanity in the Company, and that it was not acceptable. She asked us if the word "freakin" was acceptable around recruits, and we said that it was. She then told us that she didn't want the Drill Instructors to use words like that. She was direct, and firm, but I understood her expectations. It was a little unnerving at the time that it happened, because it is never comfortable to be told that you are wrong. However, I just kept trying to do my job as well as I could, and then I had a new standard of measure to help me. [redacted] will still correct a Drill Instructor for using filler words from time to time, but she does understand that it is a hard habit to break and that it's not a direct violation of the RTO. She does not have a zero defect mentality. Since she has been here, I have never witnessed her, or the [redacted] counsel a Marine in front of a recruit, or in a way that was inconsistent. The only disciplinary actions that I know about have been in the case of someone who has had multiple warning and counseling for the same offense. On the other hand, I have witnessed her give many Marines in this Battalion second chances. I am an example of that, as well as, [redacted], [redacted], [redacted], [redacted], and [redacted]. I'm sure that there are many more that I don't have intimate knowledge of.

As soon as she assumed command, the [redacted] raised several complaints to her attention through the first survey. [redacted] and the [redacted] spoke to the whole Battalion to address these concerns and see what could be done. One of the complaints was that in the past Drill Instructors have been selected to be Senior Drill Instructors (SDI) who did not have adequate experience, and the Drill Instructors believed that the previous command played favorites. They did not understand what the standard of measure was to become an SDI, and they wanted a formal procedure in place to select the SDIs. [redacted] and [redacted] got together with the [redacted] and came up with a board process to confirm the company's nominations for SDI. They also published the requirements to become an SDI and a board schedule. Nominations are submitted to the board by the companies, and they are boarded in person by a panel that consists of the [redacted] the [redacted] and one [redacted] or higher from one of the companies. The board approved or disapproves the nominations and then slates them for upcoming openings. The [redacted] has the final approval. I believe that there are some Marines who have taken an issue with this process, and have complained that there is still favoritism. However, I have sat on this board, and I fail to see that is possible. It is conducted in the same manner as any other board that I have sat on.

[redacted] have also been very angry with other [redacted] who are not able to fulfill their duty as Drill Instructors, due to injury, pregnancy or disciplinary action, and are still collecting SDA pay, wearing their campaign cover and getting their DI ribbon. There have been several Drill Instructors who recently got pregnant, and two of those were planned pregnancies who were coming back from quota. This has a tremendous negative impact on the Battalion. [redacted] and [redacted] also spoke to the whole Battalion about the personnel shortage problem and asked for their input. They have been working to combat several of the contributing factors to this problem. The Drill Instructors routinely complain about who is selected to go to OCS, when Drill Instructors are selected to go on quota, and when they return. The result is that when someone is selected as an SDI or CDI who has been granted a second chance or some kind of waiver that there are Drill Instructors who don't like it. They do not understand the bigger picture and all of the constraints that are placed on these moves and how many factors are involved. There are also a few [redacted] who don't understand that part of a [redacted] job is to nurture Marines, and allow them time to heal or recover, and then get them back in the fight when possible. There are a few [redacted] who routinely Request Mast or file IG complaints, who want the benefit of the doubt and special treatment for their circumstances, but these are the same people who are unwilling to give anyone else a second chance and complain if the [redacted] does.

One of the major problems that the Battalion is facing is a manning problem. We are always operating below our T/O. Due to the structure of our training we are faced with a higher op tempo than the other Battalions. When a male Battalion is on company track, they are able to split their coverages between a much larger pool of people, especially the officers. In addition, the [redacted] and [redacted] get outpost in a male Battalion, but they do not in 4th Bn. When that is combined with [redacted] who get pregnant, who are on quota, who are at OCS, or are pending some kind of investigation, the op tempo is extreme. The [redacted] has been constantly trying to address these problems at her level and above, and it seems like there is a great deal of resistance and animosity from other commanders due to her efforts. The [redacted] has our best interest at heart, whether that is fighting for more manpower, for better facilities maintenance, or to increase our level of integration with the other Battalions. I bring these issues up, because they are problems that stem from outside of 4th Bn, but they have a tremendous impact on our command climate. Our Drill Instructors are worked half to death, and they do that without complaining. However, our Drill Instructors are exhausted. [redacted] has been trying to address these problems, but she has been met with great resistance.

I have never witnessed the [redacted] or [redacted] ignore a problem that was brought to their attention. One of the complaints about the [redacted] was that she was never out and about watching actual training. In my opinion, one of the best things about [redacted] is that she makes time every day to visit at least one or two Series out at a training event, not just in the squad bay or when someone is in trouble. She has a genuine interest in how we are doing as a unit and as individuals. She has always encouraged my Drill Instructors and I to be open and honest with her. I have made a habit of pushing information up my chain of command when I encounter any problems, or challenges, and I have always been supported by this chain of command. However, there have been several other officers who have not been honest about things happening in their own company or series, and then they get defensive, aggressive and disrespectful when they are asked questions or challenged.

I don't know the details of the problems that some of the officers have with [redacted] but I do know that they openly disagree with her leadership style and her policies. Some have refused to embrace her expectations, and their attitude affects the performance of their Series and Company. I ensured that when we received the new command philosophy from the [redacted] that I went back and talked to my Marines about it more, and I tailored my philosophy to match hers. In three short cycles [redacted] began to produce stronger and stronger results. My final cycle as a [redacted] resulted in [redacted] exceeding the Regimental average for every graded event except for the initial rifle range qualification and drill. However, the initial rifle qualification exceeded the Battalion average by 6%. On the other hand some of the other Series and Companies who have been struggling have not embraced [redacted] philosophy and expectations, and they have not improved their statistics. When I first got to 4th Bn I was told that the statistics don't matter, drops don't matter and attrition doesn't matter. I had never before in my career accepted mediocrity, but for my first year here, I did. That changed when [redacted] took command. I remembered the standard that we are supposed to strive for. Some Marines in 4th Bn just don't want to.

I don't think that anyone in this Battalion has any reason to fear reprisal from the [redacted] or [redacted] for anything. If anything, I think that they have gone above and beyond what is necessary to ensure the success of their Drill Instructors. I have never seen her act in a way that is emotionally charged when dealing with a Marine, but she has a stern tone that some people find hard to handle when it is directed at them. She also feels very strongly about doing what is right and about taking care of her Marines. There have been multiple [redacted] who were having problems in their company, and the [redacted] allowed them to move companies to give them a fresh start. Since she has been in command, I have had several Marines with very difficult personal or family problems, and the [redacted] has always been sensitive to their needs and given me the flexibility and tools to help them deal with those problems effectively. In one case, I had a [redacted] start to make bad professional decisions due to the stress she was under, and the [redacted] was understanding, and allowed us to get her the help she needed. That [redacted] is [redacted] When I have briefed the [redacted] on a bad decision on the part of a [redacted] or on a professional problem that they were having, she has always given me the time, opportunity and tools to correct the problem. However, I have never waited to brief until a problem was a trend, or a safety concern. I believe this is where some officers in the Battalion have gone wrong: they simply don't communicate until they are trying to cover for their Marines for something they have allowed to go uncorrected. Thus, when they are held accountable, they don't like it, because no one has been honest with them until that point.

There has been a communication problem in this Battalion, but it does not originate with the [redacted] or [redacted]. It started with the previous [redacted] of [redacted] Company [redacted] Company. Both did not repeat the Commander's intent or message as it was delivered. I am now the [redacted], and it is obvious that there was a breakdown in communication at the company level. There are several challenges that I am now facing here, because Marines were not held accountable by the Company. There were two Marines here who began to display a personal problem with each other months ago. I even saw it as a [redacted] in another [redacted] and I tried to bring it up to the [redacted] at that time. Over the course of a few short days it resulted in a physical altercation that resulted in one NJP and both [redacted] being relieved. The Company and [redacted] swear that they never saw it coming. Prior to that one of the [redacted] was struggling, and she has struggled the entire time that she has been a Drill Instructor. She wanted to do what is right, but no one ever listened to her, because she did not have very much confidence. When she finally started asserting herself, her company leadership did not develop her or support her decisions, and they allowed her to be treated like she was just being difficult.

Another issue that has been a problem in this company is a breakdown in the chain of command. Several Marines completely stopped using their series or company chain of command to address their problems. These Marines happen to all be Marines who have multiple disciplinary violations, or who do not want to work as a [redacted]. They have developed a pattern of Requesting Mast or filing an IG complaint when something happens that they don't like. In the case of one individual, she doesn't want the company to allow special consideration for an [redacted] to take care of her child. However, this Marine has a child of her own with [redacted], and we have allowed her to take her [redacted] every Wednesday morning during PT. That means that we have to get coverage for her from other [redacted]. The [redacted] tried to address some of these problems when they first arose, but the [redacted] just ignored the problem. As a result, this Marine continued to file complaint after complaint against her fellow [redacted] for things that she just didn't like and could not support with facts. All the while this Marine continued to find ways to get out of work and perform below the bare minimum. The [redacted] did nothing, and did not communicate the problems that were happening to the [redacted] in a timely manner. This Company has been held hostage by fear of retaliation by a small group of Marines. As soon as I took [redacted] this problem was raised to my attention. On one occasion, the Marine missed a movement out to the range, because she overslept. As soon as she got to work she said that she had to take her daughter to an appointment that she had not scheduled or put on the calendar of anyone in her chain of command. That left us scrambling to find a replacement for her.

Later the same day when she returned, she spent the day making disrespectful and snide remarks to her fellow office to talk to me and the [REDACTED], causing more stress. After the Series returned from the range, I called the Marine into my excuse." I tried to engage her in a dialogue to see if there was an underlying problem and she replied "no me. I asked her if there was something that was causing her to have an issue with her team and to give them an attitude, and she would only speak to in hypothetical examples. The [REDACTED] and I were clear that if there was a problem that we wanted to help, and that we expected her to stop making snide remarks that are disruptive to the recruits. She said that she understood. I told her that she would later receive counseling from her [REDACTED] for missing the movement. Later she was asked to go see the [REDACTED], and she told the [REDACTED] that she thought that the [REDACTED] was telling me lies about her and is causing her to make me not like her. I do not think that the Marines in this Battalion are afraid of reprisal. I have not seen anything to suggest that there has been reprisal against any of them. There are a significant number of Marines who were not held accountable for their actions under the [REDACTED] and now they do not like being held to account. Now some Marines are using Request Mast and IG complaints as a way to get revenge.

I do know that the [REDACTED] and the [REDACTED] do not have a very good work relationship. I think that [REDACTED] is frustrated, because she has been working so hard to try to improve the Battalion and our work environment, and it does not seem like she gets support for the big picture issues that we face. However, I have never seen her act in a way that is disrespectful to him. I don't think that it has affected the Drill Instructors or Officers negatively, because we do get most of the support that we need from the RTR. I have also seen email chains between the two of them that I was cc'd on, and their communication seemed professional and courteous. However, I think that we are facing multiple issues that are really HQMC issues, which the [REDACTED] is trying to help prepare us for, and it does not feel like we are getting support. We know that the Marine Corps is moving toward the further integration of females. The [REDACTED] has made it one of her priorities to ensure that we produce the highest caliber of recruits that we can in order to improve our credibility. First Battalion seems to be the only other Battalion that is supportive of us, and is actively working with us to foster a good working relationship with us. We would like to have better work relationships with the other Battalions, but frequently we are treated disrespectfully by their officers and sometimes Drill Instructors. We would like more support from the RTR in this regard.

I think that the command climate of 4th RTBN is very good on the whole, and I am certain that more Marines would attest to this is given the opportunity. I know that most of us didn't spend very much time making positive remarks on the command climate survey, because we are mostly very pleased with the way things are going, and we are always pressed for time. When I first came to this Battalion, things looked okay on the outside, but there were serious RTO violations occurring on a regular basis. People walked around completely stressed out and depressed, because no one knew what was expected of them. Things are very different now. The Drill Instructors are more rested, despite having a heavier work load. Drill Instructors are helping each other out in other companies. People want to go to Battalion functions and see each other. Marines are being rewarded for their hard work, and Marines are leaving this duty with good experiences, and Marines who continue to make bad decisions are being held accountable. I personally have gone from feeling like I couldn't wait to get out of the Marine Corps, to wanting to continue in my career. That is completely due to the mentoring and leadership of [REDACTED].

Signature/Date

Encl (45)

Documents are being withheld in their entirety pursuant to FOIA exemptions (5 U.S.C. 552(b)(6)), which protects personnel, medical, or similar file the release of which would constitute a clearly unwarranted invasion of personal privacy, and (5 U.S.C. 552(b)(7c)), the release of which could reasonably be expected to disclose an unwarranted invasion of personal privacy.

Encl (46)

Documents are being withheld in their entirety pursuant to FOIA exemptions (5 U.S.C. 552(b)(6)), which protects personnel, medical, or similar file the release of which would constitute a clearly unwarranted invasion of personal privacy, and (5 U.S.C. 552(b)(7c)), the release of which could reasonably be expected to disclose an unwarranted invasion of personal privacy.

From:
Sent:
To:
Subject:
Signed By:

Wednesday, June 03, 2015 8:32

Good morning sir,

Per our conversation last night, I can only think of a couple more incidents.

- 1) In May 2015, I was waiting to meet with [REDACTED] in the command post lobby. While I waited seated on a couch, I could hear the [REDACTED] and [REDACTED] discussing the results of the command climate survey through the closed door. [REDACTED] said something inaudible to which the [REDACTED] replied disdainfully, "[REDACTED] will say anything to save herself..." I wasn't eavesdropping, this is what I heard when I came in and sat down to wait. I also heard her say to the [REDACTED] "if this has been an issue, why am I now just hearing about it?" to which the [REDACTED] replied something inaudible.
- 2) Another issue I observed was how [REDACTED] interacted with recruits. During a crucible hike to the Iwo Jima Monument back in January 2015, I observed the [REDACTED] yelling directly at recruits who were not keeping up with the series. She eventually talked to the [REDACTED] about having the drill instructors better motivate the recruits, but she already lost her bearing yelling and the recruits like a drill instructor. Additionally, I have observed the [REDACTED] yelling at recruits in front of the command post for not saluting her yelling "Oh my god!" or "are you kidding me!?" The issue is not the correction made to the recruit to salute officers, but the tone and manner in which she did it, she seemed hysterical and lost her bearing. The [REDACTED] was there as well as other SNCOs who she could have had do the correction, or she could have calmly corrected the recruit on their mistake.
- 3) In March 2015, [REDACTED] kicked me out of a staff meeting to get her an update for a meeting she had with [REDACTED] about an hour after our staff meeting. She wanted an update to the barrack rooms occupied by 4th Bn Marines, specifically whether or not the rooms had their thermostats installed. I had already given her the answer earlier in the day, that they were not complete yet, but she wanted to know when FMD was going to do it. So, in the staff meeting when she contemptuously asked me if I had the update, I told her I still didn't know (FMD couldn't confirm to me when they'd have a tech arrive), she told me that "If you need to leave to get me an update before my meeting, please do so." To which I of course said "aye aye Ma'am" and left. I went down to FMD, spoke with [REDACTED] who gave me the same answer I received earlier that day, that he didn't know when he could have a tech continue the thermostat installation. He was short staffed that day, had techs out at higher priority calls, but promised me he'd have someone come do more work that afternoon. This is probably not that big of a deal, although I was pretty embarrassed to be asked to leave a meeting.
- 4) In March 2015, she held an officer seminar to discuss topics that included an article based on the movie "Mean Girls." I've never seen this movie, but from what was discussed, the [REDACTED] is the "mean girl." It was almost ironic hearing her give that training since it was literally the pot calling the kettle black. As long as she has someone to focus her anger on, you are usually safe. That Marine seemed to change between officers e.g. [REDACTED] [REDACTED] [REDACTED] to me, me to [REDACTED] [REDACTED] to the [REDACTED] etc. During those periods that I was on her list, I wouldn't receive the normal email responses she would send if I wasn't on her list.
- 5) It is my opinion that [REDACTED] has improved the caliber of Marines graduating recruit training in areas such as marksmanship, testing, and drill. However, he lack of composure under stress has adversely affected the command climate to which one never knows which [REDACTED] they're getting that day. Her anxious energy is cancerous and can be felt in

a room, which only adds to the inherent tension that prevails around her. I will admit, that since the climate survey was received, she has tried more diligently to be more approachable. A couple of times in the past few weeks where I thought I would receive a face blast for bad news, she was a normal Marine leader who provided guidance, but didn't give me an attitude or sarcastic gestures. That was much easier to work with as I was allowed to finish my statement before barraging me with question after question and allowing me to completely verbalize my response.

Please let me know if you have any questions.

R/S,

A solid black rectangular box used to redact the signature of the sender.

Summary of Interview with [REDACTED]

3 June 2015

Question: How many times have you seen [REDACTED] openly display her negative feelings toward others?

Answer: Around ten times. Every pickup brief with [REDACTED] She is visibly irritated she has to be in the same room with him. Once, after a verbal dispute with [REDACTED] she called him numbnuts.

Answer: She completely cut the [REDACTED] out of the loop. We would still sneak in for advice on how to deal with her. Once at the EOC she shutdown the [REDACTED] and [REDACTED] [REDACTED].

Question: How does she rebuke?

Answer: If you voice an opinion, you are wrong. She asks you a question and if you answer, she turns the tables on you. She doesn't allow people to answer questions before jumping on them.

Question: Is there a fear of reprisal in the unit?

Answer: Yes, because she outwardly favors some while outwardly ignoring others.

Answer: I am about to be a [REDACTED] for her and I am not looking forward to it. I foresee myself resigning my commission because of what I have seen from [REDACTED].

Question: What is her message on sexual assault?

Answer: I am a [REDACTED]. Her intent is prevention and resiliency, not victim support. [REDACTED] is sending the message that if you get raped, it's your fault. I got her intent through a personal discussion.

ENCLOSURE (48)

Summary of Interview with [REDACTED]

2 June 2015

Question: Approximately how many times would you say you have seen [REDACTED] act unprofessional or inappropriate to you or others in the battalion?

Answer: Toward myself, at least three times. I mentioned the range incident in my statement but I experienced her cutting me off and belittling me during the pickup brief for Series [REDACTED] in January 2015 and the Series [REDACTED] Inspection Debrief on 17 April 2015.

Answer: I have also seen her cutoff and belittle [REDACTED] at staff meetings and [REDACTED] during a pickup brief in September 2014.

Question: Can you describe the end of cycle debrief for series [REDACTED] with [REDACTED]?

Answer: I believe the cycle was a success. The DIs stuck together, and formed great relationships with the Marines in the series. I was proud of the character development of the new Marines.

Answer: [REDACTED] was upset by the performance numbers and testing, PT and shooting was lower than average.

ENCLOSURE (49)

Encl (50)

This page is being withheld in its entirety pursuant to FOIA exemptions (5 U.S.C. 552(b) (5))), which protects privileged inter-agency or intra-agency memorandum or letter, (5 U.S.C. 552(b)(6)), which protects personnel, medical, or similar file the release of which would constitute a clearly unwarranted invasion of personal privacy, and (5 U.S.C. 552 (b)(7c)), the release of which could reasonably be expected to disclose an unwarranted invasion of personal privacy.

[REDACTED]

Subject: [REDACTED]

----- Original Message -----

From: [REDACTED]
Sent: Tuesday, June 23, 2015 07:46 AM
To: [REDACTED]
Subject: [REDACTED]

Sir-

Per your phone call, I wanted to make a statement regarding my [REDACTED] for inclusion in the investigation. For the record, I was [REDACTED]. Even after I was [REDACTED] I was able to deploy as part of the 31st MEU for two years, including a tour in Iraq. From 2002 through May of 2015, I consistently ran 300 PFTs, and I ran 8 marathons, finishing in the top 10% of my age group for the Marine Corps Marathon and the San Diego Rock and Roll Marathon. I also consistently performed well on the CFT, and have never allowed my prognosis to impact my work. The only time I ever ran a partial PFT was when I [REDACTED] in 2007. My [REDACTED] never impacted my ability to command as an RS CO, nor did it have an effect on my ability as a student at command and staff. I also experienced a grueling travel schedule while assigned as an [REDACTED] to the [REDACTED], and my [REDACTED] never impacted my ability to do my job.

This year, I had my first new exacerbations in a few years, and [REDACTED] appearance of [REDACTED]. As a result, I was placed on a relatively new [REDACTED] ([REDACTED]) and a period of [REDACTED] to allow my [REDACTED] the opportunity to react to the [REDACTED]. This is the first [REDACTED] I have ever been assigned in 19 years, and it has not impacted my ability to participate in company PT with the recruits, observe training, or participate in hikes. The concern my primary care provider and my [REDACTED] and I had in determining whether [REDACTED] was appropriate was that when [REDACTED]. While the [REDACTED] has had zero impact on my ability to command, I can say that the stress of dealing with the issues with my chain of command and resulting investigations over the past few months has impacted [REDACTED]. All of this, however, is transparent to my Marines.

Please let me know if you have further questions.

Respectfully,

[REDACTED]