



DEPARTMENT OF THE ARMY
OFFICE OF THE INSPECTOR GENERAL
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WASHINGTON DC 20315-1700

US ARMY INSPECTOR GENERAL AGENCY
REPORT OF INVESTIGATION
(Case 12-015)

DEC -7 2012

NAME/POSITION: Brigadier General (BG) Eugene L. Mascolo, Director, Joint Staff, Joint Force Headquarters (JFHQ), Connecticut (CT) National Guard (CTNG)

ALLEGATION: BG Mascolo failed to treat subordinates with dignity and respect was **SUBSTANTIATED**.

BACKGROUND:

1. On 28 October 2011, the Department of the Army Inspector General Agency (DAIG) received notification from the Inspector General (IG), CTNG, of an allegation against BG Mascolo. (b)(7)(C)

(b)(7)(C)

2. A preliminary inquiry, DIG 12-00016, approved 15 June 2012, determined the allegation that BG Mascolo failed to treat subordinates with dignity and respect required further investigation.

3. On 16 June 2012, The Inspector General directed an investigation by the DAIG.

ALLEGATION: BG Mascolo failed to treat subordinates with dignity and respect. (b)(7)(C) testified that there were several incidents when BG Mascolo became "unhinged," launched into tirades, and screamed at his subordinates. (b)(7)(C) further alleged that BG Mascolo "rules by intimidation and fear" and "doesn't have respect for subordinates."

STANDARD: Army Regulation (AR) 600-100, Army Leadership, dated 8 March 2007, states in paragraph 1-5, under Army Values: Respect - Treat people as they should be treated. This is the same as do unto others as you would have done to you. Paragraph 2-1k, states that every leader will treat subordinates with dignity, respect, fairness, and consistency.

DOCUMENTS/TESTIMONY:

1. Evidence reflected that BG Mascolo assumed the full-time position as Director of the Joint Staff in October 2010. BG Mascolo testified that he was responsible for managing

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Defense Support to Civil Authorities (DSCA) operations for the CTNG. Additionally, he was responsible for CTNG Joint operations and was The Adjutant General's (TAG's) primary representative to local, state, and federal authorities for domestic operations. BG Mascolo explained that when he first assumed this position, "Jointness" in the CTNG was "immature at best." Those assigned to the Joint Staff at that time focused primarily on "ceremonial" activities. His initial focus was to develop the vision, structure, system, and processes for a joint organization, and to establish a Joint Task Force (JTF) Headquarters that would provide command and control for CTNG domestic operations.

2. Major General (MajGen) Thaddeus J. Martin, TAG, JFHQ, CTNG, testified that prior to BG Mascolo's assignment as the Director, Joint Staff, the CTNG had not fully embraced the concept of "jointness." His assessment of the Joint Staff's ability to perform its mission was somewhere between the "crawl and walk" phase. He described BG Mascolo as a "directive" and "demanding" leader, a staunch supporter of the military decision making process, and focused on advancing the Joint Staff to the next level of proficiency.

3. Some of the witnesses described BG Mascolo as a visionary who was very competent in disaster response operations. CSM (b)(7)(C) testified that BG Mascolo "has always been tactically and technically proficient." Colonel (COL) (b)(7)(C)

(b)(7)(C) testified that BG Mascolo was a hands-on leader who would follow up on those tasks he assigned to subordinates. COL (b)(7)(C) JFHQ, CTNG, described

BG Mascolo as a "no nonsense, very business oriented" leader who provides lots of guidance and pushes the staff towards his joint vision. Lieutenant Colonel (LtCol)

(b)(7)(C) JFHQ, CTNG, testified that BG Mascolo was "brilliant," "articulate," "focused," and "dynamic." LtCol (b)(7)(C)

(b)(7)(C) JFHQ, CTNG, testified that BG Mascolo was "well read" and has a great understanding of DSCA doctrine. COL (b)(7)(C)

(b)(7)(C) JFHQ, CTNG, testified that he is "constantly impressed" with BG Mascolo's understanding of the "operational environment." COL (b)(7)(C) further explained that BG Mascolo's directive nature made people extremely uncomfortable at times. Several witnesses testified that BG Mascolo was an aggressive, assertive, demanding leader, but most believed that he had reasonable expectations.

4. Regarding BG Mascolo's leadership style, some witnesses complained that BG Mascolo led by fear and intimidation. COL (b)(7)(C)

(b)(7)(C) JFHQ, CTNG, testified that BG Mascolo "can be a tough guy to work for" and "used quite a bit of intimidation to get his point across." COL (b)(7)(C)

(b)(7)(C) testified that BG Mascolo leads by "fear and intimidation" with a "certain amount of bullying." CSM (b)(7)(C) JFHQ, CTNG, described BG Mascolo negatively as "dictatorial." He heard BG Mascolo "lose it

many, many times," and wished BG Mascolo would "calm down" so that he could focus more on improving his mentoring of subordinates. Additionally, witness testimony indicated that BG Mascolo used profanity and yelled at subordinates at times when he was frustrated with a work product or when under stress.

5. Several witnesses also complained that BG Mascolo, at times, gave unclear guidance. COL (b)(7) testified that during Hurricane Irene there were times when BG Mascolo provided "very unclear guidance." LtCol (b)(7)(C) testified that during the first few days of Hurricane Irene there were instances when BG Mascolo may not have given adequate guidance. COL (b)(7)(C) testified that BG Mascolo "didn't give clear direction under stressful situations." CO (b)(7)(C) testified that while BG Mascolo has a vision for the organization, he has difficulties conveying it to his subordinates.

6. BG Mascolo testified that he encountered significant pushback from a few long serving subordinates that he described as "legacy" employees who were resistant to change. He specifically identified them as Colonel (Col) (b)(7)(C) (b)(7)(C) JFHQ, CTNG), LtCol (b)(7)(C) and CSM (b)(7)(C). Prior to BG Mascolo assuming the position as Director of the Joint Staff, these three individuals reported directly to MajGen Martin. BG Mascolo explained that even though Col (b)(7)(C) LtCol (b)(7)(C) and CSM (b)(7)(C) were assigned to the Joint Staff and under his oversight, they continued, contrary to his guidance, to bypass him on certain matters by going directly to MajGen Martin. This initially caused him significant challenges in organizing and developing an effective and cohesive Joint Staff. MajGen Martin acknowledged that Col (b)(7) LtCol (b)(7)(C) and CSM (b)(7)(C) were "fiercely loyal" to him. MajGen Martin testified that the three had direct access to him, understood his vision, and knew how he wanted things done. He further testified that when BG Mascolo arrived and began to institute changes to further develop the Joint Staff, Col (b)(7) LtCol (b)(7)(C) and CSM (b)(7)(C) "resisted" his efforts. BG Mascolo testified that even though he had significant problems in dealing with these three key subordinate leaders, he did not raise these concerns to MajGen Martin because he did not want it to seem that he could not take care of his own internal problems.

7. Several witnesses testified that BG Mascolo has been effective as the Director of the Joint Staff. COL (b)(7)(C) testified that the Joint Staff is "highly functional" now on account of BG Mascolo's vision and leadership. COL (b)(7)(C) testified that a recent Vigilant Guard exercise that involved the Joint Staff went "fantastic" and showed that "the General and the staff had really started to click." LtCol (b)(7)(C) testified that when BG Mascolo arrived, he inherited a young, inexperienced staff. He further testified that due to BG Mascolo's vision and determination, the Joint Staff is in a "good place" now. MajGen Martin testified that BG Mascolo has been effective as the Director of the Joint Staff. Several witnesses also cited the performance of the Joint Staff during the 2012 Vigilant Guard exercise as

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indicative of the significant improvements made in the staff's ability to perform its mission. BG Mascolo testified that the Joint Staff's performance during Vigilant Guard was "remarkable."

8. During Hurricane Irene (August 2011), the CTNG established a JTF Headquarters to assist with CT's disaster relief operations. To support these efforts, selected members of the Joint Staff plus additional augmentees from throughout the CTNG operated a Joint Operations Center (JOC). Typically, there were approximately 25-30 personnel, ranging in rank from junior enlisted to senior officers, working in 12-hour shifts. MajGen Martin testified that the Joint Staff experienced some growing pains during Hurricane Irene. He attributed it to a lack of training. MajGen Martin further testified that he was dissatisfied with some of the information that the staff provided to him and said it caused a "credibility problem with the data." During Hurricane Irene, he told BG Mascolo that he "needed to fix" the problem concerning the incorrect data that the staff was reporting.

9. Witness testimony reflected that there were occasions when BG Mascolo yelled and directed profanity towards JOC personnel during Hurricane Irene operations.

a. COL (b)(7)(C) testified that there were occasions when BG Mascolo screamed at people in the JOC for not being fast enough. BG Mascolo would threaten the staff by saying, "What good are you?" "I don't need you if you can't do this." "Hey, if you can't handle it, I'm sending somebody home." COL (b)(7)(C) further testified that there were occasions when BG Mascolo became "unglued" in such a manner that he had "never seen anybody in [his] entire career lose their composure the way he did." He would get upset, raise his voice, scream, and use the F-word toward the JOC staff.

b. COL (b)(7)(C) testified that BG Mascolo's leadership "was lacking tremendously at the time" of Hurricane Irene. He described an occasion in the JOC when BG Mascolo launched out at the staff in a "really aggressive, loud, non-team building" way such that everyone just sat there "demeaned," "shocked," in "stunned silence." COL (b)(7)(C) further testified that, during Hurricane Irene, his enlisted Soldiers on the JOC day shift told him that BG Mascolo's yelling "events were daily and constant occurrences." Because of that, he switched them from the day shift to the night shift because he did not want them "subjected to it anymore." COL (b)(7)(C) testified that BG Mascolo did not treat MAJ (b)(7)(C) "very well." He explained that while BG Mascolo did not call MAJ (b)(7)(C) derogatory names, he yelled at him using profane language in a public setting that included junior enlisted and senior officers.

c. MAJ (b)(7)(C) testified that during a shift change, BG Mascolo became "unhinged and started screaming." BG Mascolo started "laying into" him saying that he was not doing a good job as (b)(7)(C) BG Mascolo then shifted from him to "light" CSM (b)(7)(C) "on fire." MAJ (b)(7)(C) testified that he was so "stunned" he could

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not remember the specific words BG Mascolo used. BG Mascolo's reaction was "extraordinary."

d. COL (b)(7)(C) testified that BG Mascolo did not react well to stress. He cited frequent profanity-laced outbursts during Hurricane Irene, when BG Mascolo typically would say, "This is not the fucking way to do it." BG Mascolo was the antithesis of a "calming influence." COL (b)(7)(C) testified that sometimes it was the battle captains and sometimes it was the entire staff that took "heat rounds" from BG Mascolo. He felt that BG Mascolo treated MAJ (b)(7)(C) in a demeaning way by his use of profane language in a public forum. COL (b)(7)(C) explained his impression of BG Mascolo's behavior as "he was concerned about how he was perceived first" and mission accomplishment was a close second.

e. LtCol (b)(7)(C) testified that he recalled two incidents when BG Mascolo had "blow-ups on the JOC floor" in front of junior staff members. BG Mascolo exploded at a decibel level that he had never seen before. He threatened, "You MFers keep this up" and I'm going to send people home. "I'm not going to be embarrassed in front of the Adjutant General." LtCol (b)(7)(C) further testified that BG Mascolo directed plenty of expletives at CSM (b)(7)(C) while telling him that he was not doing his job.

f. CSM (b)(7)(C) testified that a large number of senior non-commissioned officers came to him and said that they did not want to work in the JOC because the "atmosphere was so poor" with the "yelling and screaming and demoralizing" of the staff members.

g. Col (b)(7)(C) testified that there were instances of BG Mascolo just "blowing up" in the JOC. He recalled a seven-minute profanity-laced tirade where BG Mascolo went after everyone in the JOC. Every other word was the "f-word." One day, BG Mascolo "tipped out" after the staff briefed some incorrect data to MajGen (b)(7)(C). This resulted in another profanity-laced tirade where BG Mascolo "lit into everyone." LtCol (b)(7)(C) felt that BG Mascolo "belittled" CSM (b)(7)(C) in the JOC because he pointed out on more than one occasion, in front of JOC personnel, that he was not doing his job.

h. CSM (b)(7)(C) did not recall a specific incident in the JOC during Hurricane Irene when BG Mascolo belittled or was disrespectful to him, though it was very possible. He had become very thick-skinned and was used to being yelled at by BG Mascolo.

i. COL (b)(7)(C) acknowledged that there were occasions when BG Mascolo got upset, lost his temper, and used profanity. During these times, BG Mascolo directed his anger towards the whole staff, not one specific individual. Although he believed that MAJ (b)(7)(C) probably felt personally attacked by BG Mascolo, he did not view it as such. He characterized BG Mascolo's behavior as "loud" but not "yelling and

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screaming." COL (b)(7) believed that BG Mascolo's behavior could fall under the definition of "inappropriate," but attributed it to a very stressful environment.

j. LtCol (b)(7)(C) testified that he remembered BG Mascolo being "stressed, agitated, frustrated" because he was not getting the right information from the staff, and that he came into the JOC and "let loose" on them. He did not recall any profanity used by BG Mascolo, but he did not view BG Mascolo's behavior as appropriate given that he was a senior officer. LtCol (b)(7)(C) attributed BG Mascolo's behavior to the efforts of a young staff that were not performing to the right standard.

k. LTC (b)(7)(C) CTARNG, testified that there was a serious incident that occurred during Hurricane Irene when BG Mascolo felt that the staff did not give the appropriate level of attention. As a result, BG Mascolo reacted with a profanity-laced tirade directed at the entire staff.

l. MajGen Martin testified that he was outside of the JOC one day with the CT Commissioner of Emergency Management when he heard BG Mascolo yelling at the staff. He could not hear specifically what was said, but he grabbed the Commissioner and moved him further down the hallway to get him out of earshot of BG Mascolo's outburst. MajGen Martin testified that he talked to BG Mascolo about this incident: "I brought him in and said, 'hey. . .there I was out with Commissioner Boynton and I am trying to get stuff done and I hear this blast come out of the JOC. Is that really the way you want to do business?'"

m. BG Mascolo testified that Hurricane Irene "caught us totally unprepared." He blamed Col (b)(7) for failing to develop the staff and to establish proper procedures to enable the JOC to perform its mission. He further testified that Col (b)(7) and CSM (b)(7)(C) were ineffective during the actual operations. BG Mascolo explained, "I had to roll up my sleeves" and perform action-officer type duties due to Col (b)(7)(C) and CSM (b)(7)(C) failures and ineffectiveness. The JOC was failing the information fight, as reflected by MajGen Martin's dissatisfaction with the inaccurate information that the staff repeatedly provided to him. BG Mascolo explained that it was a "very, very chaotic, stressful, environment." To fill what he described as a leadership void in the JOC, he stepped up by using "volume" and a "directive mode" to ensure the staff delivered the requisite products. He acknowledged using profanity, but disagreed with the characterization that he screamed or that he was out of control. BG Mascolo testified that he did not personally attack or swear directly at anyone. He did, however, acknowledge that he was "pretty hard" on CSM (b)(7)(C) and that it was possible that he stood up in the JOC and told CSM (b)(7)(C) with "expletives" that he needed to do his job.

10. Witness testimony reflected that there was an incident when BG Mascolo yelled and directed profanity towards CSM (b)(7)(C) and Col (b)(7)

a. COL (b)(7)(C) testified that during a rain storm that occurred soon after Hurricane Irene, MajGen Martin tasked the JOC to put out an e-mail message to all armories so they would be ready to respond if needed. BG Mascolo wanted to approve any messages that went out to subordinate units; however, he was not around at the time. COL (b)(7)(C) directed the JOC to send out the e-mail. Evidence reflected that CSM (b)(7)(C) prepared and sent the e-mail. COL (b)(7)(C) explained that 15 minutes after he informed BG Mascolo of the e-mail that was sent out to the armories, BG Mascolo summoned CSM (b)(7)(C) and Col (b)(7)(C) to his office. COL (b)(7)(C) who described his office as being directly across the hall from BG Mascolo's office, testified that BG Mascolo "was just berating those two guys" using the "F-word" and being so loud that he could hear him through two closed doors. He considered it a direct personal attack against both CSM (b)(7)(C) and Col (b)(7)(C). COL (b)(7)(C) testified that BG Mascolo was yelling so loud that other people came out of their offices down the hall wondering what was going on.

b. CSM (b)(7)(C) testified that BG Mascolo went after CSM (b)(7)(C) and Col (b)(7)(C) in a "very abusive way." He heard a "tremendous amount of yelling and swearing" from his office. He was in the hallway when CSM (b)(7)(C) and Col (b)(7)(C) came out of BG Mascolo's office, both were "red-faced" and one "almost teary-eyed" after having their "head handed to them." CSM (b)(7)(C) testified that he informed MajGen Martin about this incident and told him, "I did not like what I just heard. It is unbecoming of a general officer and I hope to never hear it again. . . ." He thought that MajGen Martin told BG Mascolo to calm down.

c. Col (b)(7)(C) testified that MajGen Martin wanted a message sent to all the CTNG armories stating that they needed to have a high-wheeled vehicle on standby until further notice due to potential flooding from a rain storm. At the time, BG Mascolo was not in. CSM (b)(7)(C) prepared and sent out the e-mail to the armories. Soon after, BG Mascolo sent him and CSM (b)(7)(C) an e-mail and told them to report to his office. CSM (b)(7)(C) got there first, and as he approached, he heard CSM (b)(7)(C) being "lambasted" by BG Mascolo. "Who the fuck do you think you are? God damn it I am a general officer." Col (b)(7)(C) testified that he tried to explain that MajGen Martin told them to send out the message, but BG Mascolo went off: "You get the hell out of my office. Fuck you. I'm a general officer. I'll be god damned if I will be treated like this." It was so loud that everyone in that corner of the building heard it.

d. CSM (b)(7)(C) testified that he was "personally and professionally" embarrassed by the "tongue lashing" that BG Mascolo gave him and Col (b)(7)(C) for sending a message to the armories without his prior approval. CSM (b)(7)(C) explained that "we were doing what his boss told us to do." BG Mascolo was not present at the time, and we informed him of what we had done to keep him in the loop. CSM (b)(7)(C) testified that when he walked out of BG Mascolo's office, "there were other people looking down the hallway to see what the commotion was." He felt belittled.

e. MajGen Martin testified that CSM (b)(7)(C) informed him that there had been a "heated exchange" between BG Mascolo and CSM (b)(7)(C) in BG Mascolo's office. At the same time he talked to BG Mascolo regarding the incident in the JOC when he overheard BG Mascolo screaming at the staff. MajGen Martin felt compelled to also speak to him about his conduct towards Col (b)(7)(C) and CSM (b)(7)(C). MajGen Martin explained that there was a "perception" that BG Mascolo "did a beat down on [CSM] (b)(7)(C)". MajGen Martin further testified that he advised BG Mascolo that "if you are always in project and scream then it loses its effectiveness pretty quickly. It can be a useful tool but it's a tool, it's not a way to operate." He got the impression that BG Mascolo clearly understood that it was inappropriate to act in such a manner, as yelling and screaming was an immediate turn off to people if it was a standard mode of operation.

f. BG Mascolo testified that he did not personally attack Col (b)(7)(C) or CSM (b)(7)(C). BG Mascolo understood that MajGen Martin directed them to send out the message to the armories, but he did expect them to inform him immediately after MajGen Martin told them to do something. He felt that they again disobeyed his guidance by not informing him before they sent out the message. He called them in and said, "When the fuck is this going to stop?" He testified that it was loud and quick, but doubted that anyone specifically heard what he said to Col (b)(7)(C) and CSM (b)(7)(C) because it took place in his office behind closed doors. Since he felt Col (b)(7)(C) and CSM (b)(7)(C) had similarly failed to keep him informed on numerous other occasions, he decided it was time to discuss the matter with MajGen Martin. BG Mascolo testified that he asked MajGen Martin to leave Col (b)(7)(C) in his current position, but that he requested to be assigned as Col (b)(7)(C) rather so that he could have more control/influence over his actions. MajGen Martin decided to reassign Col (b)(7)(C) to a different position out from BG Mascolo's supervision.

11. BG Mascolo testified that it was at the meeting he had with MajGen Martin about his issues with Col (b)(7)(C) and CSM (b)(7)(C) when MajGen Martin talked to him about his behavior, specifically the JOC incident and his heated exchange with Col (b)(7)(C) and CSM (b)(7)(C). Neither MajGen Martin nor BG Mascolo testified that they considered MajGen Martin's discussion about BG Mascolo's behavior as counseling.

12. Witness testimony reflected that there was an incident when BG Mascolo yelled and directed profanity at Col (b)(7)(C).

a. Col (b)(7)(C) testified that BG Mascolo "lit into" Col (b)(7)(C) during a staff meeting which took place on a drill weekend. BG Mascolo specifically asked Col (b)(7)(C) to contact someone. The individual called Col (b)(7)(C) back during the meeting. When Col (b)(7)(C) phone rang, BG Mascolo "swore at him" with expletives ("several F-bombs"). "How dare you take a call in here [and] interrupt my meeting." Col (b)(7)(C) testified "it was embarrassing for all."

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b. Col (b)(7) testified that COL (b)(7)(C) phone rang during a meeting, and it sent BG Mascolo into a "tirade . . . telling him . . . how much of a piece of crap [COL (b)(7)(C) was. . . ."

c. COL (b)(7)(C) testified that during a staff meeting, BG Mascolo was frustrated about problems he was having with his computer. When his phone rang, he thought it was someone who was calling to help out with BG Mascolo's computer, so he answered it during the meeting. COL (b)(7) testified that BG Mascolo "was upset that I answered the phone and he threw me out of the room." COL (b)(7)(C) thought BG Mascolo over-reacted, but understood for the most part because BG Mascolo was upset with the computer issues. He did not recall specifically what BG Mascolo said, other than that BG Mascolo was mad. He thought he was doing the right thing, but "it kind of blew up in my face." There were approximately 25 people in the meeting, ranging from E-6 to O-6. COL (b)(7) did not think BG Mascolo called him a piece of crap.

d. BG Mascolo testified that he was "more shocked than angered" when COL (b)(7)(C) phone went off during one of his staff meetings. He explained, "I think I said take it outside." BG Mascolo denied calling or referring to COL (b)(7)(C) as "a piece of crap" or anything like that.

13. Witness testimony reflected that there was an incident when BG Mascolo yelled and directed profanity at LTC (b)(7)(C) JFHQ, CTNG.

a. Col (b)(7) testified that BG Mascolo took issue with LTC (b)(7)(C) because LTC (b)(7)(C) planned to miss one of BG Mascolo's staff meetings because of a conflict with a unit inspection. When BG Mascolo was informed that LTC (b)(7) was not going to attend his staff meeting, BG Mascolo called them both into his office and proceeded to launch into a "five or six minute tirade" directed at LTC (b)(7)(C). BG Mascolo said things like, "Hey you know you're shit. Who the fuck do you think you are? I am a general officer, it is disrespectful [for you not to show up to my meeting]".

b. LTC (b)(7)(C) testified that there was an occasion when he had a scheduling conflict between one of BG Mascolo's staff meetings and an inspection in-brief for which he had some involvement. He did not recall specifically what BG Mascolo said to him other than that BG Mascolo used "general profanity" towards him. BG Mascolo expressed frustration with him, and LTC (b)(7)(C) blamed himself for failing to inform BG Mascolo about the scheduling conflict sooner. LTC (b)(7)(C) testified that he personally did not feel belittled, but thought that others might have taken BG Mascolo's words as "belittling." He acknowledged, "I was unhappy with how he treated me but you get over it and move on."

c. BG Mascolo testified that he scheduled a staff meeting for a day/time that was selected by his branch chiefs, one of whom was LTC (b)(7)(C). When LTC (b)(7)(C) informed him at the last minute that he could not attend his staff meeting, he felt that LTC (b)(7)(C) did not have his priorities in proper order. He recalled saying to LTC (b)(7)(C) (b)(7)(C) "I'm not going to put up with the same bullshit I put up with over at Troop Command." It was possible that he used "strong language," to include "F-words," as it was not uncommon for him. He denied calling or referring to LTC (b)(7)(C) as a piece of shit.

14. Witness testimony reflected that BG Mascolo yelled and directed profanity at MAJ (b)(7)(C) CTARNG.

a. MAJ (b)(7)(C) testified that he had initially volunteered for a deployment, but ultimately backed out after he rethought his decision. There were more than enough volunteers for the deployment, and he decided that he really did not want to deploy at that time. When BG Mascolo found out that he had changed his mind about the deployment, MAJ (b)(7)(C) received "quite a wrath of anger, venom, and profanity" from BG Mascolo. MAJ (b)(7)(C) testified that BG Mascolo called him a "phony fucking field grade coward." He was offended by BG Mascolo's words.

b. LTC (b)(7)(C) CTARNG, testified that he observed a discussion between BG Mascolo and MAJ (b)(7)(C) regarding MAJ (b)(7)(C) decision to back out of a deployment. He described this discussion as a "strong mentoring," and while he could not recall specifics, he testified that BG Mascolo used profanity while speaking to MAJ (b)(7)(C).

c. BG Mascolo testified that he was upset when MAJ (b)(7)(C) backed out of a deployment at the last minute. He described MAJ (b)(7)(C) as a "failing field grade" who had a bad reputation. He felt that MAJ (b)(7)(C) could potentially excel during a deployment, which would help him overcome his reputation and get promoted. When he ran into MAJ (b)(7)(C) after he found out that MAJ (b)(7)(C) backed out of the deployment, he told him, (b)(7)(C) "what the fuck are you doing? Your colleagues . . . are going to think you are a coward and you're never going to get promoted." BG Mascolo denied calling MAJ (b)(7)(C) a "phony field grade" or a "coward."

15. A few witnesses testified that BG Mascolo used derogatory terms such as "mother fucker," "f-ing nimrod," "f-ing idiot," and "f-ing knucklehead." BG Mascolo testified that in a private setting he could have as "banter" referred to someone as a knucklehead or nimrod, but never publicly or in their presence. There was no corroboration of an instance when BG Mascolo specifically referred to an individual in such derogatory terms.

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16. Several witnesses testified that they have observed a significant change in BG Mascolo's behavior since the Hurricane Irene timeframe. COL (b)(7)(C) testified that he noticed the change in BG Mascolo after he returned from attending the General Officer Orientation Course ("Charm School") – "it was like an epiphany." Others highlighted BG Mascolo's behavior during the September 2012 Vigilant Guard Exercise as evidence that he has learned to control his emotions and react appropriately when confronted with an issue or shortcoming. BG Mascolo testified that since he has had the time to develop the joint staff, and that he now has the right personnel in place, he is less directive, less hands-on, delegates more, and can focus more on strategic type matters.

ANALYSIS/DISCUSSION:

1. Evidence reflected that during Hurricane Irene operations, BG Mascolo reacted badly in a stressful environment and did not treat subordinates with dignity and respect. There were several occasions when BG Mascolo lost his composure and launched into profanity-laced tirades directed towards JOC personnel. The tirades consisted of yelling, screaming, and excessive profanity, to include frequent use of the "F-word." These events could be described as group beat downs, non-team building events that made JOC personnel uncomfortable. Witnesses described BG Mascolo's behavior during Hurricane Irene as overly aggressive, demeaning, and inappropriate. While evidence reflected that the staff had struggled and at times provided inaccurate information to senior leadership, several witnesses indicated that BG Mascolo's unclear guidance contributed to the staff failings. Instead of training and mentoring subordinates, BG Mascolo chose to use what he described as "volume," "strong language," and a "directive mode" to ensure that the staff accomplished its mission. BG Mascolo's tirades also included threats to send people home who he did not think were performing to standard. Witnesses described the JOC environment at the time of Hurricane Irene as negative, primarily attributed to the way BG Mascolo treated the JOC personnel. Additionally, MajGen Martin's testimony reflected that BG Mascolo's intemperate behavior was more the norm than the exception at the time he addressed the matter with him.

2. In addition to the group beat downs of JOC personnel, evidence reflected that BG Mascolo verbally abused certain individuals as well which further reflected his failure to treat subordinates with dignity and respect.

a. During Hurricane Irene, several witnesses testified that BG Mascolo yelled and used profanity directly at MAJ (b)(7)(C) and CSM (b)(7)(C). These personal attacks took place in the JOC in front of approximately 25 personnel and typically involved BG Mascolo aggressively and openly criticizing them for failing to do their jobs. Some witnesses considered this treatment belittling. There was no evidence that BG Mascolo,

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at any time, pulled MA (b)(7)(C) or CSM (b)(7)(C) aside to counsel them outside of the public setting.

b. BG Mascolo's profanity-laced tirade directed at Col (b)(7) and CSM (b)(7)(C) after they had executed a task as directed by MajGen Martin represented a personal attack indicative of BG Mascolo's inability to maintain self-control and react appropriately to a situation. BG Mascolo's treatment of Col (b)(7) and CSM (b)(7)(C) was so raucous that it was heard by personnel in other offices, even though it took place behind closed doors. COL (b)(7) described the exchange as "berating." CSM (b)(7)(C) testified that he felt belittled and demeaned.

c. While COL (b)(7)(C) did not personally feel demeaned by BG Mascolo when BG Mascolo yelled profanities at him and tossed him out of a staff meeting, such behavior is not appropriate given the public setting, the magnitude of the reaction, and the lack of basis for such action. Regarding LTC (b)(7)(C) even though he did not feel belittled by BG Mascolo's profanity-laced lashing, he acknowledged that he did not feel good about it and could see how others could have taken BG Mascolo's words as belittling.

3. BG Mascolo testified that although he did use profanity and a loud voice, he never intended to belittle or demean anyone. Witness testimony reflected that BG Mascolo has modified his behavior and does not seem to overreact or lose his composure anymore.

4. Although Hurricane Irene presented a stressful environment, BG Mascolo, as a senior leader, was expected to maintain composure, lead with confidence, display self-control, and set the conditions for a positive environment. However, BG Mascolo's actions during Hurricane Irene reflected his failure to demonstrate the aforementioned leadership traits. The pattern of behavior BG Mascolo exhibited was inappropriate and not in accordance with Army Values. His yelling, screaming, and profanity-fused outbursts directed at both groups and individuals failed to foster a positive environment, failed to foster effective communication, and failed to develop team cohesiveness. BG Mascolo's behavior represented verbal mistreatment and was not rare or a one-time event, reflecting a failure to treat subordinates with dignity and respect.

CONCLUSION: The evidence reflected that the allegation that BG Mascolo failed to treat subordinates with dignity and respect was substantiated.

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RECOMMENDATIONS:

1. This report be approved and the case closed.
2. Refer this report to the Office of The Judge Advocate General.

(b)(7)(C)

ETC, IG
Investigator

(b)(7)(C)

Investigator

APPROVED:



PETER M. VANGJEL
Lieutenant General, USA
The Inspector General

Encls

ROI Abbreviations and Acronyms

The following abbreviations and/or acronyms appeared in this report:

AR	Army Regulation
BG	Brigadier General, Army
COL	Colonel, US Army
Col	Colonel, Air Force
CSM	Command Sergeant Major
CT	Connecticut
CTARNG	CT Army NG
CTNG	Connecticut National Guard
DA	Department of the Army
DAIG	Department of the Army Inspector General Agency
DSCA	Defense Support to Civil Authorities
HQ	Headquarters
IG	Inspector General
IO	Investigating Officer
JFHQ	Joint Force Headquarters
JOC	Joint Operations Center
JTF	Joint Task Force
LTC	Lieutenant Colonel, Army
LtCol	Lieutenant Colonel, Air Force
MAJ	Major, Army
MajGen	Major General, Air Force
MG	Major General, Army
NG	National Guard
ROI	Report of Investigation
TAG	The Adjutant General
US	United States

ROI Personnel Listing

(b)(7)(C) COL, (b)(7)(C) CTARNG

(b)(7)(C) CTARNG

(b)(7)(C) COL, (b)(7)(C) CTARNG

(b)(7)(C), LTC, (b)(7)(C) CTARNG

(b)(7)(C), CSM, (b)(7)(C) CTNG

(b)(7)(C), COL, (b)(7)(C) JFHQ, CTNG

(b)(7)(C) SFC, (b)(7)(C) JFHQ, CTNG

(b)(7)(C) LTC, (b)(7)(C) CTARNG

(b)(7)(C), COL, (b)(7)(C) CTARNG

(b)(7)(C) MSG, (b)(7)(C) JFHQ, CTNG

(b)(7)(C) COL, (b)(7)(C) JFHQ, CTNG

(b)(7)(C) MAJ, (b)(7)(C) CTARNG

(b)(7)(C) COL, (b)(7)(C) JFHQ, CTNG

(b)(7)(C), COL, (b)(7)(C) JFHQ, CTNG

Martin, Thaddeus J., MajGen, TAG, JFHQ, CTNG

Mascolo, Eugene L., BG, Director, Joint Staff, JFHQ, CTNG

(b)(7)(C), LTC, (b)(7)(C) JFHQ, CTNG

(b)(7)(C), MAJ, (b)(7)(C) JFHQ, CTNG

(b)(7)(C), LtCol, (b)(7)(C) JFHQ, CTNG

Ruseo, Mark A., BG, Assistant Adjutant General / Land Component Commander,
CTARNG

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(b)(7)(C) CSM (b)(7)(C) JFHQ, CTNG

(b)(7)(C), LTC, (b)(7)(C)
(b)(7)(C) JFHQ, CTNG

(b)(7)(C) MAJ, (b)(7)(C) CTARNG

(b)(7)(C) Col, (b)(7)(C) CT Air NG

(b)(7)(C) LtCol, (b)(7)(C) JFHQ, CTNG

LIST OF EXHIBITS

EXHIBIT ITEM

A Directive and Legal Reviews

B Documents

- B-1 Chain of E-mails between MAJ (b)(7)(C) and IO regarding alleged incidents involving BG Mascolo
- B-2 E-mails and Briefing Slides provided by BG Mascolo
- B-3 Excerpts from Field Manual 6-22, dated 12 October 2008
- B-4 DIG 12-00016, approved 15 June 2012

C Testimony

- | | | |
|------|------------------------------|-----------|
| C-1 | (b)(7)(C) (PI) and MFR | FOIA: Yes |
| C-2 | Col (b)(7)(C) (PI) and MFR | FOIA: Yes |
| C-3 | LtCol (b)(7)(C) (PI) and MFR | FOIA: Yes |
| C-4 | CSM (b)(7)(C) (PI) and MFR | FOIA: No |
| C-5 | LTC (b)(7) (PI) and MFR | FOIA: Yes |
| C-6 | COL (b)(7) (PI) | FOIA: Yes |
| C-7 | BG Russo (PI) | FOIA: Yes |
| C-8 | MAJ (b)(7)(C) (PI) | FOIA: Yes |
| C-9 | LTC (b)(7)(C) (PI) | FOIA: No |
| C-10 | COL (b)(7)(C) (PI) | FOIA: No |
| C-11 | LTC (b)(7)(C) (PI) | FOIA: Yes |
| C-12 | LTC (b)(7)(C) (PI) | FOIA: No |
| C-13 | COL (b)(7)(C) | FOIA: Yes |
| C-14 | COL (b)(7)(C) | FOIA: No |
| C-15 | CSM (b)(7)(C) | FOIA: Yes |
| C-16 | MSG (b)(7)(C) | FOIA: Yes |
| C-17 | COL (b)(7)(C) | FOIA: No |
| C-18 | (b)(7)(C) (MFR) | FOIA: No |
| C-19 | COL (b)(7)(C) (MFR) | FOIA: No |
| C-20 | SFC (b)(7)(C) (MFR) | FOIA: No |
| C-21 | MAJ (b)(7)(C) (MFR) | FOIA: No |
| C-22 | Maj Gen Martin | FOIA: No |
| C-23 | LtCol (b)(7)(C) | FOIA: No |
| C-24 | COL (b)(7)(C) | FOIA: No |
| C-25 | BG Mascolo | FOIA: No |

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D Notifications

- D-1 GEN McKinley
- D-2 MajGen Martin
- D-3 BG Mascolo (Subject)

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