



DEPARTMENT OF THE ARMY  
OFFICE OF THE INSPECTOR GENERAL  
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FEB 4 2013

US ARMY INSPECTOR GENERAL AGENCY  
REPORT OF INVESTIGATION  
(Case 12-006)

**NAMES/POSITIONS:**

Ms. Joyce Morrow, Senior Executive Service (SES), Administrative Assistant to the Secretary of the Army (AASA), Pentagon, Washington, DC

(b)(7)(C)

**SUBSTANTIATED ALLEGATION AND CONCLUSION:** Ms. Morrow misused government resources. The preponderance of the evidence established that Ms. Morrow routinely used her immediate staff (Executive Assistants (EAs), XOs, and Assistant XOs (AXOs)) during official work hours to conduct personal errands for her. On several occasions, Ms. Morrow also requested her staff to perform personal errands for her family members and her pet. To comply with Ms. Morrow's requests and expectations, her subordinates improperly used government resources (fax, telephone, computer, and official time) to perform the unofficial tasks.

**SUBSTANTIATED ALLEGATION AND CONCLUSION:** Ms. Morrow failed to foster a healthy organizational climate. The preponderance of the evidence established that Ms. Morrow produced high quality work products and achieved a level of excellence required in getting Department of the Army (DA) policy or signatures from Secretary of the Army (SA). To achieve such level of perfection, all witnesses testified that Ms. Morrow and/or her staff often worked very late hours. These late hours and the way Ms. Morrow went about achieving this level of perfection took a toll on employees. Witness testimony indicated that Ms. Morrow did not foster a healthy workplace environment that facilitated cooperation and teamwork, or supported constructive resolution of conflicts.

(b)(7)(C)

SAIG-IN (ROI 12-006)

(b)(7)(C)

(b)(7)(C)

**BACKGROUND:**

1. Ms. Morrow began serving as the AASA in March 2006. As the AASA, she oversees four field operating agencies with an authorized staff of about 3,000 personnel (1,331 civilians, 153 military, and 1,495 contractors) and an organizational budget totaling nearly \$1 billion. From May 2009 to January 2011, she also served as the Acting Deputy Under Secretary of the Army (DUSA).

2. On 14 October 2011, DAIG received notification of an allegation against Ms. Morrow from an anonymous complainant. The complainant alleged that Ms. Morrow required her personal staff to get lunch for her on a daily basis and required subordinates to purchase coffee and tea for her at their own personal expense. The complainant further alleged that Ms. Morrow constantly belittled and talked down to her staff both in private and in public forums; she required civilian members of her staff to constantly change their required day off to preclude them taking annual or sick leave; she treated several of her African American AXOs with less respect than their rank deserved and with racial overtones; (b)(7)(C)

(b)(7)(C)

3. A PI, DIG 12-00009, approved 3 February 2012, determined the allegations that

(b)(7)(C)

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(b)(7)(C)  
(b)(7)(C) The allegations that Ms. Morrow misused government resources,  
(b)(7)(C) required further  
investigation. (b)(7)(C)  
(b)(7)(C)

4. On 15 February 2012, the SA directed an investigation by DAIG. During the course of the investigation, the evidence established the allegation that (b)(7)(C)  
(b)(7)(C) On 18 March 2012, SA approved the expansion of the investigation to include the new allegation.

5. On 27 March and 4 April 2012, DAIG provided Ms. Morrow with a summary of comments regarding the allegations that she misused government resources, failed to treat subordinates with dignity and respect. (b)(7)(C)  
(b)(7)(C) On 1 May 2012, Ms. Morrow provided a written response to those comments and submitted to a follow-on interview that was conducted on 15 May 2012.

6. During the course of the investigation, the allegations that (b)(7)(C)  
(b)(7)(C) and that (b)(7)(C)  
(b)(7)(C) were changed to "Ms. Morrow failed to foster a healthy organizational climate" (b)(7)(C)  
(b)(7)(C) The allegations were changed to better reflect the alleged impropriety.

**SYNOPSIS:**

**SUBSTANTIATED ALLEGATION: Ms. Morrow misused government resources.**

1. An anonymous complainant alleged Ms. Morrow routinely required members of her staff to get her lunch and to purchase coffee and tea for her at their personal expense.
2. Department of Defense (DOD) 5500.07-R, Joint Ethics Regulation (JER), dated 30 August 1993 (through Change 7 dated 17 November 2011), states in paragraph 3-303(b), that because of the potential for significant cost to the federal government, and the potential for abuse, DOD employees, such as secretaries, clerks, and military aides, could not be used to support unofficial activities of another DOD employee or for any other non-Federal purposes.
3. Title 5, Code of Federal Regulations (CFR), Standards of Ethical Conduct for Employees of the Executive Branch, dated 1 January 2011, states in paragraph 2635.705(b), an employee will not encourage, direct, coerce, or request a subordinate

to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with law or regulation. Paragraph 2635.704(a) states that an employee has a duty to protect and conserve government property and shall not use such property, or allow its use, for other than authorized purposes.

4. E-mail evidence and testimony established that as a part of their required duties, Ms. Morrow requested her EAs, XOs, and AXOs to perform personal errands for her on a regular basis during official work hours.

a. Fourteen witnesses who were current or former members of Ms. Morrow's immediate staff testified that she requested her EAs, XOs, and AXOs to get her lunch on a regular basis. The evidence established that the military personnel and the EA not only got lunch for Ms. Morrow, but, on occasion, they also got lunch for (b)(7)(C) Eight of the nine former XOs and AXOs testified that they believed that getting Ms. Morrow's lunch was a part of their normal tasks and did not mind performing such duties. (b)(7)(C) However, Ms. Morrow's EA, (b)(7)(C) believed that the practice of getting Ms. Morrow's lunch was "abusive."

b. (b)(7)(C) testified that the military staff were expected to get Ms. Morrow's lunch on a daily basis, but when they were not available, (b) was expected to do so. Ms. Morrow required (b) to have lunch on her desk at a certain time. In some cases, Ms. Morrow had (b) travel from opposite floors and corridors within the Pentagon to get specific meal items from different locations within the Pentagon. Ms. Morrow often provided detailed instructions on how she wanted her meals prepared. The staff knew that when getting Ms. Morrow's iced tea, she wanted it in a styrofoam cup with a lid, a straw, and no ice. If the tea was in the wrong cup, Ms. Morrow would refuse to drink it. (b)(7)(C) believed this practice was abusive.

c. In late September 2011, (b)(7)(C) informed (b)(7)(C) that (b)(7) should not have the military staff getting Ms. Morrow's lunch. (b)(7)(C) testified that (b)(7)(C) evidently mentioned it to Ms. Morrow who stopped having people do such errands, but Ms. Morrow also treated (b)(7)(C) "colder" in the office. As a result, Ms. Morrow barely spoke to (b) E-mail evidence further established that in addition to getting Ms. Morrow's lunch, (b)(7)(C) was also asked to reconcile medical documents for Ms. Morrow's mother, fax documents to "Closets by Design" for Ms. Morrow's closet redesign, fax documents to "1-800-dogmeds" for Ms. Morrow's pet, make reservations for a personal trip for Ms. Morrow and her husband, and cancel hair appointments for both Ms. Morrow and her husband.

d. Colonel (COL) (b)(7)(C) former XO, AASA, testified that Ms. Morrow asked (b) to take 14 pairs of shoes to the Pentagon shoe repair shop to get them fixed. (b)(7)(C)

informed Ms. Morrow that (b)(7) was not hired to do such errands, but (b)(7) did it anyway. COL (b)(7)(C) testified that "it was like you were in a Prisoner of War Camp"; if you did not do what Ms. Morrow wanted, she would ridicule you and treat you "more harshly." Later, Ms. Morrow asked (b) to take her shoes to the repair shop to have them polished. COL (b)(7)(C) indicated that Ms. Morrow's shoes had to be done a certain way or Ms. Morrow was not going to pay for them. COL (b)(7)(C) further testified that everyone was afraid to say anything because they did not want to deal with Ms. Morrow.

5. In a written statement, Ms. Morrow indicated that she did not recall details regarding the Pentagon shoe repair shop. She recalled taking shoes to the shoe repair shop on one occasion. She believed that she went in person to see what services they offered, the cost, and to pay for the service. She believed that it was possible that a staff member offered to walk with her. Ms. Morrow further stated that the demands of the job did not afford her time to take a lunch break. She did not want to leave her office to get lunch – especially when she was dual-hatted or working a special project. She stated that some days she would not eat; other days (but not every day) she allowed her staff (military AXOs, or on occasion the XOs and EA) to call in and pick up a lunch order for her at the Army Executive Dining Facility. She stated in retrospect, she regretted "allowing" her staff to help her in that way.

6. In a DAIG interview, Ms. Morrow was asked to clarify her statement. Ms. Morrow testified she did not recall any ethics briefing that specifically addressed the use of her immediate staff. She did have members of her staff get her lunch, but she thought that they were doing so when they were getting lunch for themselves. She recalled bringing a large bag of shoes into the Pentagon, but she did not recall anyone taking her shoes to the repair shop for her. She further testified that she did not recall anyone ordering dog medication for her ailing pet, making personal hair appointments and/or travel arrangements for her and her husband, or faxing documents for her closet redesign. She did recall seeking a medical malpractice suit as a result of her mother's hip surgery. She testified that she possibly had (b)(7)(C) Management Analyst, assist her late one evening to organize some documents as a result of that action. Ms. Morrow further acknowledged that she did have her closets redesigned and did have an ailing dog that has since passed away.

7. The preponderance of evidence established that Ms. Morrow requested members of her staff to perform unofficial activities for her for non-official purposes. These included getting her lunches, beverages, and performing personal errands for her, her family, and pet. The evidence established that Ms. Morrow did not require employees to pay for the meal items and tasks they performed on her behalf. All witnesses testified that they were reimbursed by Ms. Morrow for the items they purchased for her. Although Ms. Morrow stated that she "allowed" her staff to get her lunches and could not recall specifics of any personal errands, the preponderance of evidence revealed several instances of her subordinates performing such tasks. Further, documentary evidence included e-mails from her documenting specific instances noted above. Ms. Morrow's

improper use of her staff to perform personal errands was unofficial and not authorized by regulation.

**SUBSTANTIATED ALLEGATION: Ms. Morrow failed to foster a healthy organizational climate.**

1. An anonymous complainant alleged that Ms. Morrow constantly belittled and talked down to her staff in private and in public forums.
2. Army Regulation (AR) 600-100, Army Leadership, dated 8 March 2007, states in paragraph 2-1 that a leader will foster a healthy command climate and will treat subordinates with dignity, respect, fairness, and consistency. A leader will also build cohesive teams and empower subordinates, and build discipline while inspiring motivation, confidence, enthusiasm, and trust in subordinates.
3. The Guide To SES Qualifications, dated June 2010, states in paragraph 2 that "Leading People" is an Executive Core Qualification (ECQ) necessary for success as an SES. This ECQ involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
4. A total of 24 witnesses were interviewed; 6 were current and 16 were former members of Ms. Morrow's staff, and 2 were witnesses who worked on the Army staff and had knowledge of the process in which the military personnel were selected for positions within AASA. The evidence established that witness assessments regarding Ms. Morrow's treatment varied. The employees who no longer work for Ms. Morrow generally had a more unfavorable assessment of their treatment and the climate of the organization compared to the ones who currently work for her.
  - a. Of the 22 current and former employees interviewed, 16 (2 current and 14 former employees) indicated that Ms. Morrow failed to foster a healthy organizational climate. Witness testimony indicated Ms. Morrow was a perfectionist and the level of perfection she required had negative repercussions – undermined morale, created tension, and contributed to significant disruption and a lack of continuity as numerous subordinates left the organization as a result of her management style. Four witnesses, including (b)(7) SESs, testified Ms. Morrow created a "toxic" and/or "hostile" environment. Witness testimony indicated that Ms. Morrow berated employees in front of other members of the office, would often talk about employees to other employees or make negative comments about employees' work so that the employee and others could hear her negative assessment of them. Four witnesses characterized Ms. Morrow's treatment of them as "mental" and/or "verbal abuse."

(1) [B7C and B7D] SES and [B7C and B7D]

testified the command climate under Ms. Morrow's leadership when she was dual-hatted as the Acting DUSA was absolutely "horrible," "corrosive," and "toxic." Ms. Morrow was a "terrible leader." The members of the DUSA staff were "absolutely miserable." He testified that Ms. Morrow was "an abusive leader." He was "absolutely appalled" and embarrassed to be in the room to hear the way Ms. Morrow spoke to one of her XOs. He believed that she treated the military XOs with "visible contempt." He indicated that Ms. Morrow's relationship with him was fairly professional, but there were times when "she started to go down that route even with him." When asked would you work for her again he replied, "Not in my worst day."

(2) [B7C and B7D] SES and [B7C and B7D]

testified that AASA became a "higher producing" organization under Ms. Morrow. However, he testified that there was not a sense of urgency in meeting suspenses. The staff often waited until Ms. Morrow went on leave to get things signed by him in order to get actions moved. He testified that Ms. Morrow had very high standards and produced "top-notch" products. If anything was not top-notch, the staff's reaction to Ms. Morrow's remonstrations could be anything from anger to tears. It could be a little embarrassing if other people were around and some might feel demeaned. It was obvious who Ms. Morrow liked and disliked. Her demeanor would change and the disliked person probably could not get a piece of correspondence through her. Ms. Morrow was an "initial impression-type person." Once she formed an initial impression, it could be lasting. Her favorite word was "crap." She would say that "this is a piece of crap" and give the action back. When asked whether Ms. Morrow was fair and consistent, [B7C and B7D] testified that "she was consistent." He testified that she was fair if you were meeting her standards, but her standards would not be his standards. If you were not meeting her standards, the person would be moved. He did not believe that she was fair and consistent with the military personnel. Ms. Morrow did not want a military person in there. He testified that her treatment of the staff would not be anything that he would do. He believed that people would say the climate was unhealthy because of the late hours and the scrutiny. When asked whether she treated subordinates with dignity and respect, he replied, "Probably not always." If you were not in her inner circle or were disliked by her, she would not honor requests to speak to her or callers were placed on indefinite hold. She created competition in the office by having two people work the same action or by taking someone's action and giving it to someone else to work. He believed that she did that because of her auditor background - If two people came up with the same answer, then it must be good. At the end of the day, whatever went to the Secretary was perfect. The Secretary did not see what went on behind the scenes.

(3) [B7C and B7D] SES and [B7C and B7D]

AASA, [B7C and B7D] testified that Ms. Morrow established a toxic leadership environment. Ms. Morrow would talk about one subordinate to another and would state that someone was incompetent, stupid, or not getting something right.

Ms. Morrow would not address her concerns with the person; instead Ms. Morrow would just avoid the person. She never heard Ms. Morrow give constructive criticism; she would just complain about the staff to others or ignore the person whom she did not believe met or could meet her standards. She testified that under Ms. Morrow, there was "no compassionate leadership, no empowering leadership." Ms. Morrow did not communicate with her staff, she did not inspire or motivate; it was leadership through fear. Ms. Morrow avoided people or her interaction was abrupt and curt. Ms. Morrow was not fair and consistent, and at times, Ms. Morrow did not treat people with dignity and respect. She definitely would not work for Ms. Morrow again.

(4) (b)(7)(C) GS-15, (b)(7)(C) AASA, testified that Ms. Morrow was not a good leader of people. She would be "a good leader of an organization without people." Ms. Morrow's leadership style was autocratic, demanding, and insensitive. She had very little patience for someone being ill or having a death in the family. She had little of the normal human compassion required of a leader. Ms. Morrow was harder on the military personnel than the civilians, and she was certainly harder on some of the Colonels. Ms. Morrow was a perfectionist, but the level of perfection was not productive in how Ms. Morrow treated her employees. "It was not physical abuse, but it was certainly mental abuse." Ms. Morrow often said that people were incompetent and stupid, but she did not say those things in public. In a close group environment, she would talk about staff members. If Ms. Morrow disliked someone, she would say in a harsh tone: "What do you want? What is this? This is stupid!" If Ms. Morrow disliked a person, other people who were well liked would have to put their name on the disliked person's actions to get the action through Ms. Morrow. The sneers, looks, and mistreatment of individuals were uncomfortable to witness, and she did not want to go back to work for Ms. Morrow so she retired. She chose not to have a retirement ceremony because she knew that, when Ms. Morrow had to speak in public, the AASA staff would be there until midnight as Ms. Morrow constantly rewrote her speech. She did not want to put her coworkers through that, so she chose to just walk out the door.

(5) Major (MAJ) (b)(7)(C) former AXO, AASA, (b)(7)(C) (b)(7) testified the environment under Ms. Morrow was very toxic. The climate reflected leadership through fear. There were veiled threats, and people were scared. Ms. Morrow was overly critical of people and would say things behind their backs. Ms. Morrow would not address an individual directly; instead she would call the XO into the office and criticize the individuals' work so that everyone in the office could hear Ms. Morrow's criticism of the person. She would not look at staff actions from people whom she disliked. The staff would filter paperwork through the people whom Ms. Morrow liked to get the action through her. The most unprofessional thing Ms. Morrow would do was to stop speaking to a person. No matter what needed to get done, she would stop talking to people. It felt like a kind of punishment. Staff actions would come to a "screeching halt" when Ms. Morrow was having difficulties with the XO. Ms. Morrow respected certain military personnel, but she believed that Ms. Morrow was

inexperienced with the military and could only relate to them with her civilian experience. Ms. Morrow was not a leader, she was just a manager of people and she did that well. "A leader would teach, coach, mentor, and influence people to do what you want and not lead them through fear." It was a very tense climate. If Ms. Morrow was in uniform, she would be defined as a toxic leader. It was an emotional rollercoaster. (b)(7)(C)

(b)(7)(C) She could not wait to leave the organization.

(6) COL (b)(7)(C) retired, former XO, AASA, (b)(7)(C) testified (b) attempted to protect the staff by insulating them from Ms. Morrow. Ms. Morrow would talk about employees in front of other employees. Ms. Morrow used "stupid" and "lazy" a lot. After 30 days in the job, she told the Director of the Army Staff (DAS) to either retire (b) or to move (b) because (b) could not work for Ms. Morrow. Ms. Morrow gave (b) the impression that she had no regard for Soldiers or anyone in uniform. Ms. Morrow was neither a leader nor a manager. Ms. Morrow had passive/aggressive tendencies. Ms. Morrow was extremely condescending in how she talked to people, and she was not afraid to call people out in a public forum and tell them how stupid they were. (b)(7)(C) went back to the DAS and asked him to move (b) now or retire (b)(7) immediately. He complied and COL (b)(7) was transferred out of AASA. COL (b)(7) testified that (b)(7) would never work for Ms. Morrow again.

(7) COL (b)(7)(C), former Acting XO, AASA, (b)(7)(C) testified Ms. Morrow's leadership style was "totally dreadful." Ms. Morrow belittled her by calling her a liar and stating she did not believe anything she said. When she defended her integrity, Ms. Morrow's response was, "Yeah, right." After working for Ms. Morrow, "it felt like you had PTSD." "You questioned yourself." She was supposed to be there for approximately six months as an acting XO, but after four months she asked the DAS to move her because she did not want to be subjected to the way Ms. Morrow treated people. It was a very unpleasant atmosphere. People did not want to work for Ms. Morrow. Ms. Morrow was not a professional person. At times Ms. Morrow was out of control, and she did not trust her staff. Ms. Morrow had a demeanor that was very unpleasant. She would make comments about people after they would leave the room. She talked about everyone. She belittled people through her demeanor and mannerisms. Ms. Morrow would tell her staff that they did not know what they were doing. Ms. Morrow continually said rude things, typically in an open forum. Everyone knew the kind of person Ms. Morrow was, but no one was willing to do anything about it. No one should ever be treated the way Ms. Morrow treated her. It was mental and verbal abuse. She would never work for Ms. Morrow again.

(8) COL (b)(7)(C) former XO, AASA, (b)(7)(C) testified that Ms. Morrow was one of the most dedicated and loyal bosses he ever had. When expressing anger, she was often direct, but sometimes she would not talk to a person. It was obvious when Ms. Morrow was not talking to a person, she was not

happy with that person's performance. He never recalled her yelling or being abusive. Not talking to a person was her way of showing her displeasure. Because of the "silent treatment" he received, he did not enjoy going to work towards the end of his assignment in AASA. Ms. Morrow would bypass him and work actions with the AXO. He would not work directly for Ms. Morrow again because of the long hours.

(9) COL (b)(7)(C) former XO, AASA, (b)(7)(C) testified Ms. Morrow did not always treat people with dignity and respect. If something was presented to her that wasn't exactly the way she wanted it, she would speak in a manner that was demeaning to the individual as opposed to taking a more understanding approach or providing constructive feedback. She would display her anger by stating, "[Y]ou are worthless. . . . [H]ow could this happen. . . . [Y]ou didn't do what you were supposed to do." She would state these things when often the problem or issue was not within that person's control. She believed that sometimes Ms. Morrow realized that she was being more direct than she should be and would apologize. She did not believe that Ms. Morrow thought that military personnel were as competent as her civilian staff. Ms. Morrow did not realize military personnel held the same kind of degrees and experiences that most civilians had at that level. Ms. Morrow was brutal in what she would say to the AXO. She could be very direct and sometimes hurtful. She thought about filing a complaint, not only for the work hours (she felt that they were unreasonable — there was no way she could have sustained the hours for two to three years, especially if she had a family), but because of the way that Ms. Morrow snapped at people — it was demeaning. It was in the delivery. COL (b)(7)(C) stated that Ms. Morrow made a person feel like a "piece of crap." The staff was extremely frustrated. However, COL (b)(7)(C) believed that the number of jobs Ms. Morrow was holding down might have contributed to the way she treated people, but she also believed that that was no excuse. She did not think Ms. Morrow was a good leader. She believed she was a good manager. She did not think Ms. Morrow worked well with people at all. She would not work for Ms. Morrow again.

(10) COL (b)(7)(C) (retired, former XO, AASA, from (b)(7)(C) testified his plan was to serve as XO for two to three years as his last assignment, but decided to retire early, after one year. Ms. Morrow was the worst leader he had in his (b)(7)(C). He believed that (b)(7)(C) — "You did not know how she was going to be day-to-day or even hour-to-hour." She was very passive/aggressive. She was "bitingly sarcastic without directly saying that she was disappointed or that she did not like the way a person accomplished the task." She was not very respectful of people in uniform, nor did she think a lot of them. He had to confront Ms. Morrow a couple of times because of the way she became bitterly sarcastic with the AXOs when they were trying to help her. She would "go at" them. Her treatment would vary week-to-week, day-to-day. She would automatically default to the conclusion that people were dumb or stupid. He would advise anyone to avoid working for Ms. Morrow. He could not leave the military personnel to be subjected to Mr. Morrow's treatment so he

SAIG-IN (ROI 12-006)

found MAJ (b)(7)(C) and Chief Warrant Officer 4 (CW4) (b)(7)(C) new assignments before he left. He would absolutely not work for Ms. Morrow again.

(11) CW4 (b)(7)(C) (b)(7)(C) (b)(7)(C) AASA, (b)(7)(C) testified Ms. Morrow did not treat people with dignity and respect. She left AASA because of the work environment. She did not think a team was built under Ms. Morrow. When Ms. Morrow was unhappy with something, it was almost like "you were invisible"; Ms. Morrow treated her employees as if they were not there. No matter what a person did, it was not good enough for Ms. Morrow. Once Ms. Morrow formed an opinion about a person, that person could expect to be treated a certain way. She believed that, by virtue of their position, Ms. Morrow respected military personnel; however, Ms. Morrow had more trust in civilians. In her opinion, Ms. Morrow created a hostile environment. She just did not want to go to work. She would definitely not work for Ms. Morrow again.

(12) MAJ (b)(7)(C) former AXO, AASA, (b)(7)(C) testified Ms. Morrow's leadership style was not direct, but more passive/aggressive. She was quick to say "that was stupid" or "what was this babble?" The staff knew to process things through Ms. Morrow depending on whether she had a good or bad day. If she was frustrated, she would say, "That was not it...I will do it myself." In other words, she would attempt to do your job instead of you doing it. Her demeanor could be considered offensive, but he did not believe that she did it to be malicious. She did not relate to the military personnel. She respected them, but the military aspect did not matter to her and was not really understood by her. He would not work for Ms. Morrow again.

(13) MAJ (b)(7)(C) former AXO, AASA, (b)(7)(C) testified that it was an abusive climate in AASA. The organization was not good. Ms. Morrow had a short fuse for everything. There were a lot of people who worked in the office who were displeased. There was a lot of backstabbing from the top down and not from the bottom up. He would not work for her again.

(14) Command Sergeant Major (CSM) (b)(7)(C) former Sergeant Major (SGM), AASA, (b)(7)(C) testified that it was a tense atmosphere. Everyone that worked for Ms. Morrow wanted out of the organization. The staff was very intimidated by Ms. Morrow. If a person did not get along with her and did not jump at everything that she said, you were not on her good side. She was looking for a "yes person." It was different with the people with whom she built trust. Ms. Morrow had very little experience with Soldiers and did not understand them. He would not work for Ms. Morrow again. She did not treat people with the dignity and respect that they deserved.

(15) (b)(7)(C) GS-15, (b)(7)(C) AASA, (b)(7)(C) (b)(7)(C) testified Ms. Morrow was a brilliant person and expected

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quality work, but he personally did not believe she had the leadership skills to run an organization of about 2,000 people. If things were not up to her expectation, whatever that person brought in, she would just ignore him or her. She would express her unhappiness to the person right there. He did not work in her front office, but he heard that she may have said things to people that were inappropriate, although he never heard her say anything inappropriate firsthand. He heard that she could become a little mean spirited. He worked for five SESs before he retired from the military, and their leadership style was much more conducive to the staff, and people were willing to work harder because they were given freedom to work at the level expected of them. He believed that Ms. Morrow respected the military, but he did not know if she grasped the lifestyle and what it meant to achieve the rank. Although he believed that OAASA was productive, he believed that the work environment may have been harder, and the hours were longer, to get the same productivity. He would not want to work directly for Ms. Morrow. He would not want to work for someone who would not give him the freedom to do his job. She was a micromanager. If she did not look at an action and correct it, then it just was not right.

(16) (b)(7)(C) AASA, (b)(7)(C) testified Ms. Morrow was very harsh with a lot of people from SESs down. Instead of answering a question, Ms. Morrow often gave a snide comment. It was a horrible atmosphere. Ms. Morrow was like "Jekyll and Hyde," and everyone noticed it. There was an "A" list and a "B" list, and once you got on the "B" list, you never got back. (b)(7)(C) testified that Ms. Morrow treated her senior civilians better than she treated her and the military personnel. Within the first two years, Ms. Morrow had nine XO's and an additional four in the following three years. COL (b)(7)(C) would cry on a weekly basis. COL (b)(7)(C) had PTSD from his deployment and was "beat down by Ms. Morrow." COL (b)(7) told Ms. Morrow that she was absolutely horrible to her staff, that people did not want to come to work, and that he did not appreciate the way she treated the military personnel. COL (b)(7) moved the military personnel before he left. He was not going to leave them for Ms. Morrow to abuse. When staff members left the room, Ms. Morrow would talk about them to other staff members. She would belittle people and kill a person's self-esteem. The former Deputy said that OAASA "was like a house with children inside who are abused and beat with the shades down and Ms. Morrow was on the front porch waving." In September 2011, she was "treated colder" in the office after she informed (b)(7)(C) that she no longer wanted to get Ms. Morrow's lunch. Ms. Morrow would barely speak to her and made it obvious to everyone that she was no longer liked. Ms. Morrow never yelled or used profanity. When she was angry, she would give people the "cold shoulder." Her use of the silent treatment was vindictive.

b. The testimony of the remaining six employees (two current and four former) was generally favorable to Ms. Morrow personally, but still suggested Ms. Morrow's treatment of subordinates was unfavorable.

(1) [B7C and B7D] testified that he never heard Ms. Morrow say or do anything inappropriate. He believed that Ms. Morrow interacted with "most of her subordinates very well, but she has high standards." If something was not up to her standards, she would make sure it was redone. He believed that since Ms. Morrow worked on behalf of the SA, she was obligated to ensure that all correspondence was not only correct, but was in the style of the SA. He believed that some military personnel, especially the colonels, had a hard time doing administrative work. Most of the officers were former brigade commanders, and they could not just direct things to happen. They needed to be a part of the process to get things done. Ms. Morrow was extremely dedicated in terms of setting the example as a leader. When asked how he obtained his assessment of the former military XOs when he only worked with one XO (COL [b)(7)]) during his tenure, [B7C and B7D] testified that his assessment was through his conversation with Ms. Morrow. When asked whether she fosters a healthy command climate, [B7C and B7D] testified, "I don't think she fosters an unhealthy climate. . . . She could do more to foster a more positive climate."

(2) [b)(7)(C)] XO, AASA, [b)(7)(C)] testified that Ms. Morrow was very, very dedicated. There was no one who was more dedicated and tried to do his or her job better than Ms. Morrow. Ms. Morrow worked long hours and interacted with "most of the subordinates very well but she had high standards." Under Ms. Morrow, they attempted to achieve a level of excellence required in getting Department of the Army (DA) policy or signatures from SA. Ms. Morrow strived for 100 percent perfection and that caused frustration. Ms. Morrow wanted whatever came out of the OAASA to be a quality product. Ms. Morrow was demanding, and a person had to be prepared to meet her high expectations or "you were going to be disappointed." Ms. Morrow was not trying to make an example of a person by giving him or her harsh criticism. There was a mission to accomplish and some people's feelings would get hurt, but they were adults and this was a job.

(3) [b)(7)(C)] GS-15, [b)(7)(C)] AASA, [b)(7)(C)] [b)(7)(C)] testified that OAASA was a mostly civilian organization and sometimes it was hard for military personnel to work for a female civilian. She loved working in OAASA. It was a fast-paced, high-visibility work environment. Ms. Morrow was definitely not a micromanager. There was a lot of rework that was frustrating for the staff, but if it was done right the first time it would not have to be redone. She never heard Ms. Morrow raise her voice, but Ms. Morrow had a facial expression that would show her displeasure. She believed that Ms. Morrow was fair and consistent, but the perception was that she was not. She could see how some people would think that she was not. She lost count of the number of XOs, but she knew that they would not think that Ms. Morrow was fair and consistent.

(4) [b)(7)(C)] GS-14, [b)(7)(C)] AASA, [b)(7)(C)] testified that she had a strong relationship with Ms. Morrow, and she believed that

Ms. Morrow had a strong relationship with people in the office. Some people may not feel that way. Individual employees may read into Ms. Morrow's body language and may not interpret her body language accurately. People were intimidated by Ms. Morrow because she was the AA. She never observed Ms. Morrow getting angry. She believed Ms. Morrow was trying to foster a healthy climate. Ms. Morrow might have referenced something being stupid, and may have expressed that some of the AXOs were incompetent as a result of an action having errors. Ms. Morrow would show frustration if an action had to go back several times for corrections. She believed that Ms. Morrow was fair and consistent, but there were some who would not agree.

(5) COL (b)(7)(C) XO, AASA, (b)(7)(C) testified that the AASA staff attempted to achieve a level of excellence required in getting DA policy or signatures from SA – there needed to be a higher standard of ensuring that those things were absolutely solid. Ms. Morrow was tough. People had to be prepared to meet her high standards or "they were going to be disappointed." "If you did not have a tough approach to Ms. Morrow, she could be pretty hard on you." He did not see toxic leadership, but Ms. Morrow was very demanding. He never saw her lose her temper. When asked whether she treats people with dignity and respect, COL (b)(7)(C) testified, "I think yes, but when she is unhappy with an action she would just get quiet," and would not say anything to anybody on that one issue forever. He did not recall her calling the staff stupid or incompetent, but such comments may have been made in a private conversation with him. He testified that Ms. Morrow was not a great leader, but she was a great administrator. He believed that she was not trained to be a leader. When asked whether he would work for Ms. Morrow again, he responded, "I prefer not to." He stated that he spent too much time away from his family. He further stated that he would have liked Ms. Morrow to be more generous with her compliments to the staff.

(6) LTC (b)(7)(C) former Acting XO, AASA, (b)(7)(C) (b)(7)(C) testified that the climate in AASA was good. Some people had a hard time dealing with Ms. Morrow. It was how they perceived her. "She is very analytical; she is very straightforward and does not hide her emotions when she is upset with something." "You're going to see it on her face." That could be frustrating for some people. Ms. Morrow could be direct. Sometimes she would say, "Well that's just stupid." He never heard her call anyone stupid or incompetent. He enjoyed being the XO but he would not have adopted her style. He would not be so quick to say something was stupid. Ms. Morrow was a very good manager and was an okay leader. If Ms. Morrow was frustrated with someone, she would have a difficult time communicating with them without showing her frustration. At times she just would not speak to them. He would work for her again. When asked whether Ms. Morrow treated subordinates with dignity and respect, LTC (b)(7)(C) testified that she "treated people with dignity." He later added respect only after being questioned about his odd response.

5. In a written statement and testimony, Ms. Morrow indicated:

a. She maintained high standards for both herself and OAASA and was firmly committed to doing the best job possible. If a problem was presented to her, she took the time to get the facts before she made a decision. There were several statements provided by the witnesses that were not true. Specifically, witness testimony indicated that Ms. Morrow was a micromanager and would not delegate actions to others that were qualified to work those actions on her behalf. Ms. Morrow testified that assessment of her was not true. She testified that she would not be able to accomplish the vast array of missions assigned to the OAASA if she did not delegate and empower subordinates. She relied heavily on members of her team. Given the scope of her responsibilities, she delegated and empowered employees, but also remained accountable.

b. She stated that five percent of the AASA team is military and she valued their contributions immensely. For some, particularly XO's, coming to AASA was a difficult transition. She believed that the following witness statements captured it well: "Some folks had a hard time, especially military, grappling with the fact that everybody really needed to work. They needed to be part of the process to help get things done. . . . The colonels who had command positions and had combat experience had a hard time coming in and adjusting to the fact that they really needed to roll up their sleeves and do a lot of administrative work." She stated that in hindsight, she was probably too open with individuals in her inner circle, including her military XO and AXO. She believed that she should have been more selective in the information that she shared with them, but she was attempting to build a strong working relationship with them. She further noted that three of her SESs were retired military officers.

c. She stated that other witness statements were either misleading or not true. She denied making disparaging comments or being abusive. She testified that she may have said that something was stupid, but she never stated that someone was stupid. Lazy was not a word that she used. She did not intentionally give anyone the "silent treatment." She may have walked between the offices without stopping to talk to everyone along the way. She was focused and generally she did not want to disrupt people.

d. When asked, "Did you see any need to change your way of doing business?" Ms. Morrow testified that, other than the use of staff for personal services, she did not see a need to change. She believed that she empowered subordinates, strove to build a cohesive team, and did an enormous amount of work for her organization.

6. In an e-mail, dated 11 July 2012, Ms. Morrow requested DAIG interview [B7C and B7D] [B7C and B7D] who she believed could provide "valuable insight/perspective." On 16 July 2012, [B7C and B7D] was interviewed and testified that she periodically visited the OAASA to check on

Ms. Morrow and her staff, especially [B7C and B7D] because of the late hours that the OAASA staff worked. She believed the command climate under Ms. Morrow's leadership was good. Ms. Morrow's staff was very supportive and professional. She did not know what the organizational climate was when she was not there. She testified that the climate could have been different when she was not there, but she did not know. Her primary interaction was with Ms. Morrow. She was not aware of any concerns voiced to the senior Army leadership regarding Ms. Morrow's leadership or her management style. She spoke to [B7C and B7D] regarding the work hours, but she did not recall the specifics of their conversation. She further testified that she did not recall any concerns with the office environment, and/or Ms. Morrow's management/leadership style. She believed that Ms. Morrow was very detailed and a dedicated civilian. She testified that Ms. Morrow was "by the book" but had to be because of the nature of her position.

7. The preponderance of the evidence established that Ms. Morrow held many duties while assigned as the AASA. From May 2009 to January 2011, Ms. Morrow served as the DUSA while maintaining high standards as the AASA and managing a workforce of about 3,000 personnel. Witness testimony indicated that Ms. Morrow always produced high quality work products and achieved a level of excellence required in getting DA policy or signatures from SA. As a perfectionist, witnesses testified that all staff actions produced by Ms. Morrow were "top notch." To achieve such level of perfection, witnesses testified that Ms. Morrow and/or her staff often worked very late hours. These late hours and the way Ms. Morrow went about achieving this level of perfection took a toll on employees. Witnesses described Ms. Morrow's leadership style and the work environment as "toxic." They attribute her toxic leadership to the way she treated and talked to subordinates. Three witnesses testified that Ms. Morrow was passive/aggressive and never gave them constructive criticism in order to help them meet her expectations. Testimony established that she frequently referred to staff members as "stupid" or "incompetent" to others. Ten witnesses testified that Ms. Morrow would talk about subordinates to other subordinates and/or would make comments about a person so that others in the office could hear her negative assessment of that person.

a. Witnesses testified that Ms. Morrow created a climate of employee-to-employee conflict through dual-assignment of actions as a means to foster competition among the employees. This action contributed to a chaotic and unhealthy work environment. When the military XOs attempted to organize, move, or encourage Ms. Morrow to make decisions regarding staff actions, the evidence established that they were treated poorly. These staffing challenges and responses exhibited by Ms. Morrow directly contributed to a sense of frustration among the staff and undermined the cohesiveness and teamwork within the organization.

b. Thirteen witnesses testified that Ms. Morrow was not a leader. Witnesses testified that there was no teaching, training, coaching, or mentoring. Witness testimony

established that Ms. Morrow did not give constructive guidance or address alleged shortfalls with employees, which further degraded their standing with her. Fourteen witnesses testified that Ms. Morrow would display her displeasure with an employee by not speaking to them. Witness testified that no matter what needed to be accomplished, Ms. Morrow would simply stop talking to employees. The evidence further established that instead of allowing the staff to do their job, Ms. Morrow would attempt to do their jobs for them, or would bypass them and work actions directly with their subordinates. Twelve out of sixteen former employees testified that they would not work for Ms. Morrow again, further illustrating the poor organizational climate and work environment that Ms. Morrow created.

c. Nine witnesses testified that Ms. Morrow lacked a general understanding of the capabilities of her military personnel, which directly contributed to a sense of frustration among the staff and affected the cohesiveness within the organization. Witness testimony indicated that staff actions halted when there was an impasse between Ms. Morrow and her XO. The evidence indicated that Ms. Morrow had 9 XOs in her first two years as the AASA and a total of 13 during her tenure. Mr. Stubblefield and Lieutenant General James Campbell, former DAS, testified that the military personnel selected as the permanent XOs and AXOs for Ms. Morrow were "Black Book" candidates. LTG Campbell testified that he was provided a list of "top candidates" in a binder, or a "Black Book." The list was screened and voted on by him, the Vice Chief of Staff, the Chief of Staff, and, if necessary, the Secretary of the Army before it was provided to the staff principal for consideration. Witness testimony indicated that all of the military personnel were personally interviewed by Ms. Morrow for the position. Although, all of the military personnel were interviewed by Ms. Morrow, only the permanent XOs were black book candidates. Several of the 13 XOs that Ms. Morrow had during her tenure were "acting" in that capacity until Ms. Morrow secured a permanent replacement; however, three military personnel (two permanent and one temporary XO) elected to end their tour early.

8. The preponderance of the evidence established that Ms. Morrow maintained a level of perfection and held many duties as the AASA and acting DUSA. While attempting to achieve the level of perfection needed as the AASA, witness testimony indicated that Ms. Morrow did not provide a workplace environment that fostered the development of others, or facilitated cooperation and teamwork. Further, by her frequent use of the silent treatment towards subordinates, she failed to support constructive resolution of conflicts. These actions by Ms. Morrow created an unhealthy work environment. The unhealthy climate was fostered by the deliberate peer-to-peer conflicts by dual tasking, public displays of maltreatment and ostracizing of employees, the lack of organization due to the inability to empower subordinates to work at the level commensurate with their expertise, and a reluctance to accept certain work products after forming an initial impression of an employee. The totality of these actions supported the allegation that Ms. Morrow failed to foster a healthy organizational climate.

SAIG-IN (ROI 12-006)

(b)(7)(C)



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SAIG-IN (ROI 12-006)

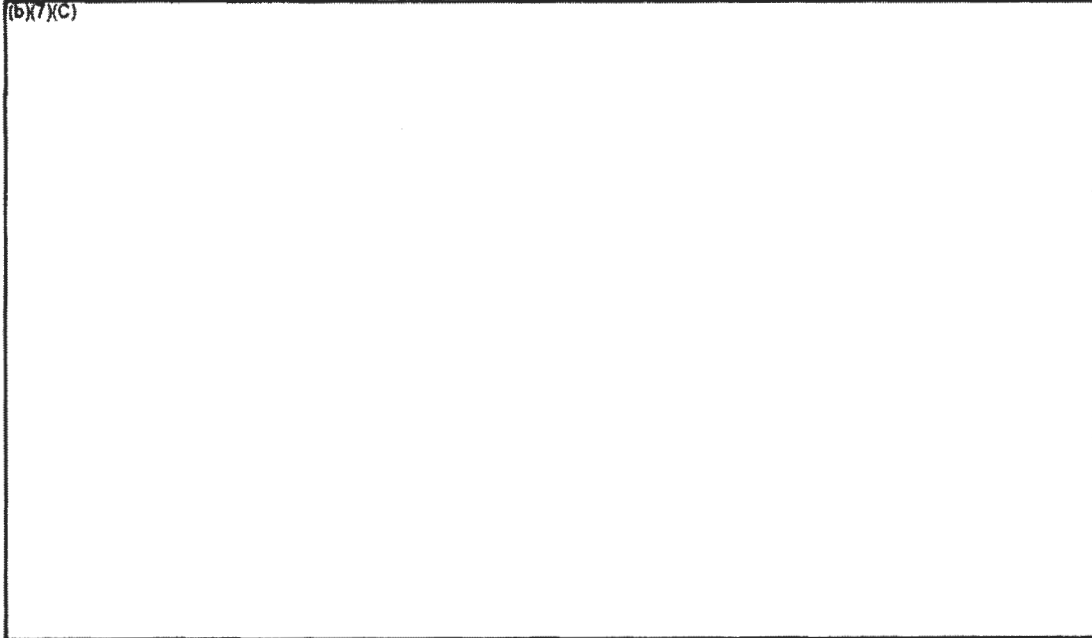
(b)(7)(C)



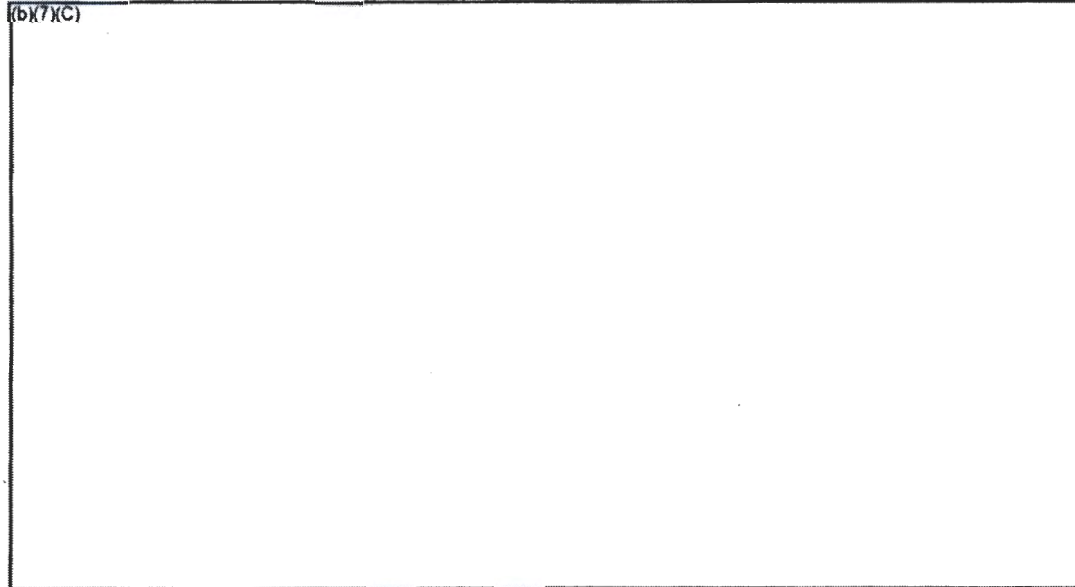
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SAIG-IN (ROI 12-006)

(b)(7)(C)



(b)(7)(C)



4. (b)(7)(D)  
(b)(7)(D)



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SAIG-IN (ROI 12-008)

(b)(7)(C)



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SAIG-IN (ROI 12-006)

(b)(7)(C)

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SAIG-IN (ROI 12-006)

**RECOMMENDATIONS:**

1. This report be approved and the case closed.
2. Refer this report to the Civilian Senior Leader Management Office for appropriate action.

(b)(7)(C)

Investigator

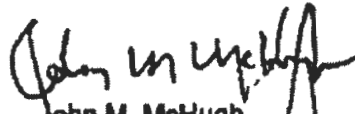
(b)(7)(C)

Investigator

**CONCUR:**

  
PETER M. VANGJEL  
Lieutenant General, USA  
The Inspector General

**APPROVED:**

  
John M. McHugh  
Secretary of the Army

Encls

ROI Abbreviations and Acronyms

|          |   |
|----------|---|
| AA       | Administrative Assistant  |
| AASA     | Administrative Assistant to the Secretary of the Army               |
| AR       | Army Regulation   |
| ASA M&RA | Assistant Secretary of the Army Manpower & Reserve Affairs          |
| AXOs     | Assistant XOs   |
| CFR      | Code of Federal Regulations   |
| COL      | Colonel   |
| CPT      | Captain   |
| CSM      | Command Sergeant Major  |
| CW4      | Chief Warrant Officer 4   |
| DA       | Department of the Army  |
| DAIG     | Department of the Army Inspector General Agency                     |
| DAS      | Director of Army Staff  |
| DODD     | Department of Defense Directive                                     |
| DTS      | Defense Travel System   |
| DUSA     | Deputy Under Secretary of the Army                                  |
| EA       | Executive Assistant   |
| ECQ      | Executive Core Qualifications                                       |
| EEO      | Equal Employment Opportunity  |
| EO       | Equal Opportunity   |
| FLSA     | Fair Labor Standards Act  |
| JER      | Joint Ethics Regulation   |
| LTC      | Lieutenant Colonel  |
| MAJ      | Major   |
| NATO     | North Atlantic Treaty Organization                                  |
| OAA      | Office of the Administrative Assistant                              |
| OAASA    | Office of the Administrative Assistant to the Secretary of the Army |
| PI       | Preliminary Inquiry   |
| PTSD     | Post Traumatic Stress Disorder                                      |
| RDO      | Required day off  |
| SA       | Secretary of the Army   |
| SES      | Senior Executive Service  |
| SGM      | Sergeant Major  |
| TDY      | Temporary duty  |
| XO       | Executive Officer   |

SAIG-IN (ROI 12-008)

**ROI Personnel Listing**

(b)(7)(C) GS-14, (b)(7)(C) AASA

(b)(7)(C) MAJ, (b)(7)(C)  
(b)(7)(C) and former AXO, AASA

Campbell, James, L., LTG, retired, former DAS

(b)(7)(C) GS-15, (b)(7)(C) AASA, (b)(7)(C)  
(b)(7)(C) AASA

(b)(7)(C) MAJ, (b)(7)(C) and former AXO,  
AASA

Condon, Kathryn, SES, former Special Assistant to the Under Secretary of the Army

(b)(7)(C) GS-15, Retired, (b)(7)(C) AASA

(b)(7)(C) GS-11, Acting AXO

(b)(7)(C) COL, (b)(7)(C) and former XO, AASA

(b)(7)(C) MAJ, (b)(7)(C)  
and former AXO, AASA

(b)(7)(C) CW4, (b)(7)(C)  
(b)(7)(C) AASA

(b)(7)(C) GS-11, (b)(7)(C) AASA

(b)(7)(C) COL, (b)(7)(C)  
(b)(7)(C) and former XO, AASA

O'Keefe, Gerald, SES, Deputy AASA

(b)(7)(C) COL, (b)(7)(C)  
(b)(7)(C) and former XO, AASA

Randon, Diane, SES, Director, Installation Services, and former Director of Resources  
and Programs, AASA

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

SAIG-IN (ROI 12-008)

(b)(7)(C) GS-12, (b)(7)(C) AASA

(b)(7)(C) GS-15, (b)(7)(C) AASA

(b)(7)(C) GS-15, (b)(7)(C) AASA, and (b)(7)(C)  
AASA

(b)(7)(C) COL, (b)(7)(C) and former  
Acting XO, AASA

(b)(7)(C) COL, (b)(7)(C) former Acting XO, AASA

(b)(7)(C) SGM, AASA

(b)(7)(C) COL, (b)(7)(C) former XO, AASA

Stubblefield, Larry, SES, Deputy Assistant Secretary of the Army for Diversity and  
Leadership at ASA (M&RA), and former Deputy, AASA, AASA

(b)(7)(C) COL, (b)(7)(C) former XO, AASA

LIST OF EXHIBITS

EXHIBIT ITEM

**A Directive, Expanded Investigation, and Legal Reviews**

**B Standards:**

- B-1 The Guide To SES Qualifications, dated June 2010
- B-2 Title 29 USC § 201
- B-3 Title 5 CFR § 551.401
- B-4 DOD Financial Management Regulation, DOD 7000.14-R, Volume 8, dated June 2010

**C Documents:**

- C-1 Biographical summary, Ms. Morrow
- C-2 Organizational chart, duty descriptions
- C-3 OAASA Front Office Organizational Chart
- C-4 E-mails regarding personal errands required of (b)(7)(C)
- C-5 Memorandum, dated 16 January 2012, subject: Realignment of SES Positions Within OAASA, with enclosure, memorandum, dated 8 September 2008, subject: Restoration of SES Position for US Information Technology Agency
- C-6 Daily log from COL (b)(7)(C)
- C-7 E-mail, dated 27 March 2012, subject: Official Matter, with attachment (witness comments) from DAIG to Ms. Morrow
- C-8 E-mail, dated 2 April 2012, subject: Witness Comments Part 2, from DAIG to Ms. Morrow
- C-9 E-mail, dated 1 May 2012 subject: Witness Comments Part 2, with attachment (response to witness comments) from Ms. Morrow to DAIG
- C-10 List of XOs from March 2008 to present
- C-11 E-mail, dated 11 July 2012, subject: Morrow
- C-12 Position Descriptions: Management Analyst (b)(7)(C), Supervisor Management Analyst (b)(7)(C), Supervisor Management Analyst (b)(7)(C) and Management and Program Analyst (b)(7)(C)
- C-13 DIG 12-0009, approved 3 February 2012

**D Testimony:**

- |     |               |           |
|-----|---------------|-----------|
| D-1 | Ms. Morrow    | FOIA: NO  |
| D-2 | (b)(7)(C)     | FOIA: NO  |
| D-3 | (b)(7)(C)     | FOIA: NO  |
| D-4 | (b)(7)(C)     | FOIA: NO  |
| D-5 | (b)(7)(C)     | FOIA: NO  |
| D-6 | COL (b)(7)(C) | FOIA: YES |

SAIG-IN (ROI 12-006)

|      |                                    |           |
|------|------------------------------------|-----------|
| D-7  | (b)(7)(C)                          | FOIA: NO  |
| D-8  | Mr. Stubblefield                   | FOIA: YES |
| D-9  | Ms. Randon                         | FOIA: NO  |
| D-10 | (b)(7)(C)                          | FOIA: NO  |
| D-11 | MAJ (b)(7)(C)                      | FOIA: YES |
| D-12 | COL (b)(7)(C)                      | FOIA: YES |
| D-13 | COL (b)(7)(C)                      | FOIA: NO  |
| D-14 | COL (b)(7)(C)                      | FOIA: NO  |
| D-15 | COL (b)(7)(C)                      | FOIA: NO  |
| D-16 | CW4 (b)(7)(C)                      | FOIA: YES |
| D-17 | MAJ (b)(7)(C)                      | FOIA: NO  |
| D-18 | MAJ (b)(7)                         | FOIA: NO  |
| D-19 | (b)(7)(C)                          | FOIA: NO  |
| D-20 | CSM (b)(7)(C)                      | FOIA: YES |
| D-21 | Mr. O'Keefe                        | FOIA: NO  |
| D-22 | (b)(7)(C)                          | FOIA: NO  |
| D-23 | (b)(7)(C)                          | FOIA: NO  |
| D-24 | COL (b)(7)(C)                      | FOIA: NO  |
| D-25 | LTC (b)(7)(C)                      | FOIA: YES |
| D-26 | LTG James Campbell (R), former DAS | FOIA: NO  |
| D-27 | COL (b)(7)(C)                      | FOIA: NO  |
| D-28 | Ms. Condon                         | FOIA: YES |

**E Notifications:**

|     |                      |
|-----|----------------------|
| E-1 | Ms. Morrow (subject) |
| E-2 | (b)(7)(C)            |