

REPORT OF INVESTIGATION

Description of Investigation

Name and Location of Organization Involved in the Investigation:	USDA Forest Service, Law Enforcement, Region 9
Subject:	Allegations: Dangerously Low Morale Subject: (b) (6), Region 9 (b) (6)
Complainant(s):	unknown
Investigator:	(b) (6), Personnel Misconduct Investigator
Place(s) of Investigation:	Escanaba, Michigan and Milwaukee, Wisconsin
Date of Investigation Request:	Request received in ASC on March 15, 2011
Dates of Investigation:	March 21, 2011 – April 1, 2011
Date Report Submitted:	April 7, 2011

Synopsis

A complaint of dangerously low morale was made by an employee of the Law Enforcement group in Region 9. A request, date unknown, was submitted to Employee Relations at the Washington Office by (b) (6), (b) (6), Washington Office. (b) (6), (b) (6), contacted (b) (6), (b) (6), on March 15, 2011 to initiate an investigation into the allegation. (b) (6), Personnel Misconduct Investigator, travelled to Escanaba, Michigan on Sunday March 20, 2011 to begin the investigation process. (b) (6) then traveled to Milwaukee, Wisconsin to continue the investigation process. (b) (6) traveled back to (b) (6) duty station on March, 25, 2011 and continued the investigation process, taking statements and unsworn declarations through April 1, 2011. Signed sworn statements and unsworn declarations were requested to all be sent Fed Ex overnight by no later than April 4, 2011.

Summary of Findings

There were twenty (20) employees interviewed for this investigation.

Nineteen (19) employees (b) (6)
I, (b) (6)) state that there is low morale within the law enforcement group in Region 9. (b) (6) employee (b) (6) states there may be low morale within the law enforcement group in Region 9.

Eighteen (18) employees (b) (6)
(b) (6) R, (b) (6)) state that one of the reasons for the low morale is due to lack of communication from the Regional Office.

Fourteen (14) employees (b) (6)
(b) (6) state that another reason for the low morale is due to lack of or poor leadership from the Regional Office.

Eleven (11) employees (b) (6)
(b) (6)) state that they feel there is a difference in the treatment of Special Agents versus Law Enforcement Officers and/or how discipline is given out and/or how transfers are handled.

Details of Investigation

Investigator (b) (6) interviewed and obtained sworn statements from the following employees of the Region 9 Law Enforcement group:

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

Investigator (b) (6) interviewed and obtained unsworn declarations from the following employees of the Region 9 Law Enforcement group:

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

(b) (6)

(b) (6)
(b) (6) in (b) (6) sworn statement (Exhibit 1), states (b) (6) has worked for the Forest Service Since (b) (6). (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that there is poor leadership, apathy, unengaged chain of command and inaction on the part of the chain of command. (b) (6) states that there is a lack of accountability, mismanagement of financial and other resources.

(b) (6) states that the (b) (6) is unreachable, (b) (6) is not allowed to contact (b) (6) directly and employees are required to go through their chain of command.

(b) (6) states that are safety issues within the region that are not being addressed.

(b) (6) states that the Regional Office (RO) is known as a "black hole" because employees have trouble contacting (b) (6) and do not get answers to questions and work related items.

(b) (6) states that there is vindictive disciplining of employees.

(b) (6) states that (b) (6) has asked to conduct an employee survey among the Law Enforcement & Investigation (LEI) group to try to address issues without fear of retaliation. (b) (6) states that it took over (b) (6) years of working with (b) (6) and (b) (6) finally going to (b) (6) before (b) (6) was given permission.

(b) (6) states that there is a loss of confidence in leadership and (b) (6) has asked (b) (6) repeatedly to elevate field concerns to the Washington Office (WO). (b) (6) states that after receiving no response from (b) (6) and after checking with (b) (6), (b) (6) contacted (b) (6). (b) (6) states that (b) (6) was admonished by (b) (6) and told to not do that again.

(b) (6) states that (b) (6) has mismanaged the budget which has caused strain to efficiency, resources and ability of LE&I to do their job. (b) (6) states that (b) (6) is apathetic towards the Drug Trafficking Organizations (DTO) and puts LE&I in a position to be unprepared which puts employees and the public at risk. When (b) (6) brought this up to (b) (6) stated "Sometimes it takes a crisis like that before we react". (b) (6) states that for (b) (6) to be "willing to wait for someone to be killed or injured before (b) (6) would act is unacceptable".

(b) (6) states that (b) (6) needed a hardship transfer due to (b) (6) and that (b) (6) had been lead to believe it would happen. (b) (6) states that (b) (6) discussed (b) (6) concerns over lack of funding by (b) (6) for the DTO operations by with (b) (6) and District Ranger (b) (6). (b) (6) states that after that meeting (b) (6) denied (b) (6) requested hardship transfer. (b) (6) states in Attachment C, regarding this hardship request, that (b) (6) was told the organization chart would have to be changed

and was never done, but the organization chart was changed for a different employee to accommodate them.

(b) (6) in (b) (6) sworn statement (Exhibit 2), states (b) (6) has worked for the Forest Service since (b) (6). (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that lack of communication from the RO in one of the primary reasons.

(b) (6) states that (b) (6) receives no communication from the RO during incidents, such as a meth lab discovery last summer, in which (b) (6) could have been killed.

(b) (6) states that there is a lack of concern for safety for the LE&I employees by the RO.

(b) (6) also states the LE&I employees do not get needed information from the RO or assistance with what they need.

(b) (6) states that (b) (6) thinks that (b) (6) was retaliated against in (b) (6).

(b) (6) states that there is a double standard for the agents and that (b) (6) is treated differently than (b) (6). (b) (6) states that (b) (6) perceives (b) (6) is being treated differently because of (b) (6) close relationship with (b) (6).

(b) (6) in (b) (6) sworn statement (Exhibit 3), states (b) (6) has worked for the Forest Service (b) (6) years. (b) (6) states that (b) (6) absolutely feels there is low morale within the law enforcement group in Region 9. (b) (6) states that there is not enough pro-activeness and region 9 is not up to date because of (b) (6) says that there is a disconnect between the RO and the field.

(b) (6) states that there is a difference of treatment between agents and officers by (b) (6) states that (b) (6) will send information to the field to the Captains and the agents, but not the officers, even things like safety warnings. (b) (6) states that there is a definite understanding that employees do not skip the chain of command.

(b) (6) states that a (b) (6) (b) (6) states that when (b) (6) learned of it (b) (6) contacted (b) (6), who contacted (b) (6). (b) (6) states that in the ensuing year (b) (6) was either not contacted by (b) (6) or called on the carpet for (b) (6) concerns about the victims and (b) (6) having contacted the (b) (6). (b) (6) states that (b) (6) failed to contact (b) (6) as agreed, ignored the situation and failed to deal with the issue. (b) (6) states that (b) (6) had a previous (b) (6) issue as well. (b) (6) states that because of (b) (6) contact with the (b) (6) and (b) (6) (b) (6) was the only (b) (6) who did not receive an award last year, and that (b) (6) final performance rating (b) (6), even though (b) (6) midyear was fantastic. (b) (6) states (b) (6) received accolades from the victims (b) (6) has assisted throughout the process.

(b) (6) states that there is an employee in (b) (6) zone, (b) (6) who (b) (6) thinks doesn't work and it is affecting the workload as well as relations with cooperators. (b) (6) states that (b) (6) has repeatedly sent information to the RO about (b) (6) concerns. (b) (6) states that in spite of meetings with the RO, nothing has changed. (b) (6) states that this affects morale because other employees see (b) (6) not working and getting away with it.

(b) (6) brings up examples of actions not being taken by the RO which puts the employees in danger and are safety issues.

(b) (6) states that employees are fearful about retaliation, especially because they have seen what happened to (b) (6) and (b) (6) yet (b) (6) doesn't do (b) (6) job and is treated fine.

(b) (6) states that on disciplinary actions for (b) (6) employees (b) (6) supervises the (b) (6) does not listen to what (b) (6) suggests.

(b) (6) states that the RO does not respond to requests for information or requests for property and that it is like is gets lost down there, which causes a delay in getting things needed to do the job.

(b) (6) states that there are huge safety concerns regarding DTO.

(b) (6)

(b) (6), (b) (6), in (b) (6) sworn statement (Exhibit 4), states (b) (6) has worked for the Forest Service since (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that the supervision from the (b) (6), (b) (7)(c) on up to the RO causes low morale.

(b) (6) states that (b) (6) has made it clear that employees are to follow the chain of command and not call (b) (6) directly.

(b) (6) states that LE&I does not receive good communication or direction from the RO.

(b) (6) states that a hardship transfer was approved for (b) (6) but not for (b) (6) (b) (6) says that the reasons given in to (b) (6) person were totally different than the reasons given in the letter from (b) (6) (b) (6) states that they filled the position less than six months later with a person they had to transfer. (b) (6) states that (b) (6) wondered if (b) (6) was not the golden child and still under a cloud for previous requests to (b) (6) in (b) (6) career.

(b) (6) states that (b) (6) was disciplined for something that other employees do and in fact (b) (6) also did, going to a retirement party for a fellow employee. (b) (6) states that (b) (6) conducted business the same day at the location where the party was held, but was still disciplined.

(b) (6) states that (b) (6) worked with (b) (6) on the DTO issue and that (b) (6) had told (b) (6) about the meeting (b) (6) had with the (b) (6) and that (b) (6) had said "sometimes it takes a crisis to get more money". (b) (6) states that is a moral issue that the (b) (6) would be willing for an officer or someone else to probably be killed.

(b) (6) states that (b) (6) is pompous and arrogant and not available to take calls, texts, etc. (b) (6) has heard that (b) (6) "is fishing".

(b) (6)

(b) (6), (b) (6), in (b) (6) sworn statement (Exhibit 5), states (b) (6) has worked for the Forest Service since (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9.

(b) (6) states that (b) (6) rarely gets direct communication from the RO. (b) (6) states that low morale is caused by the inconsistent use of rules and policies. (b) (6) states that Region 9 is more strict than other regions, like in how AUO is used.

(b) (6) states that (b) (6) was disciplined for going to a retirement party, yet (b) (6) had taken equipment to the location for work purposes. (b) (6) states that (b) (6) was there and did

the same thing. (b) (6) states that there are many experienced officers in the region who had no disciplinary actions to half the zone having them.

(b) (6) states that safety is an issue and that DTO is not being dealt with in the Region. (b) (6) states there is a lack of trust.

(b) (6)
(b) (6), (b) (6), in (b) (6) sworn statement (Exhibit 6), states (b) (6) has worked for the Forest Service since (b) (6). (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that the main cause is lack of leadership.

(b) (6) states that the stovepipe situation makes it difficult.

(b) (6) states that one reason for (b) (6) low morale was caused by (b) (6) being hired into a LE position, then fired, then rehired and having to wait for a waiver from the (b) (6) to be placed back into a LE position.

(b) (6) states that another issue is that the District Ranger (b) (6) worked with was difficult and did not accept LE&I, yet (b) (6) did not receive support and assistance from (b) (6) superiors so was left to deal with the issues on (b) (6) own.

(b) (6) states that (b) (6) was charged with (b) (6), not allowed into the office and placed on admin leave for 2 to 3 months. (b) (6) states that the charges were dropped by the county, but that (b) (6) had told the District Ranger about the charges, who in turn had told the whole East side group so (b) (6) was placed in a poor light. (b) (6) states that (b) (6) got no support from (b) (6) or above.

(b) (6) states that (b) (6) has asked (b) (6) supervisor, (b) (6) for support but it was (b) (6) months before (b) (6) finally came to the district and that (b) (6) had not called during that time.

(b) (6) states that (b) (6) is big on LEO's writing tickets and goes for the numbers. (b) (6) states that (b) (6) has heard that if your numbers aren't high, you could be relocated.

(b) (6) states that (b) (6) did not receive a final performance rating last fall and just got it on March 3, 2011. (b) (6) states that (b) (6) is rated (b) (6) and (b) (6) has been threatened with them taking (b) (6) from (b) (6) or firing (b) (6) (b) (6) is supposed to be doing a Performance Improvement Period plan but (b) (6) has not received it yet. (b) (6) states that if (b) (6) is such a poor employee why is (b) (6) getting (b) (6) evaluation 5 months late and not getting support?

(b) (6) states that (b) (6) has been under stress from the things that have happened to (b) (6) in the agency since (b) (6) started work. (b) (6) states that (b) (6) has claimed a disability.

(b) (6) states that on a case where a contractor (b) (6) FS employee (b) (6) had made a threat that (b) (6) was handling it. (b) (6) states that (b) (6) was told to not write (b) (6) a ticket. (b) (6) states that (b) (6) talked to the employees who had been threatened and was told there may be other improprieties going on with (b) (6) internal things.

(b) (6) states that (b) (6) was caught in the middle of a case that wasn't handled right and that (b) (6) is not held to a standard like the officers are. (b) (6) states that (b) (6) does not take care of cases or follow through on them so (b) (6) gets the blame from the district since (b) (6) is the local LEO.

(b) (6) states that morale is worse because of lack of communication, lack of support, lack of direction and fear of retaliation.

(b) (6)
(b) (6), in (b) (6) sworn statement (Exhibit 7), states (b) (6) has worked for the Forest Service about (b) (6) years. (b) (6) OTT states that it depends on who you talk to if there is low morale within the law enforcement group in Region 9. (b) (6) states that (b) (6) knows some people in the region who are frustrated and have low morale but (b) (6) doesn't know if it is legitimate or just their personality.

(b) (6) states that most people in the LE group feel there is a lack of communication and that they are not being heard or responded to. (b) (6) states that responses from (b) (6) (although (b) (6) is available since (b) (6) is onsite more often) seems slower because they are gone from the office so much. (b) (6) states that (b) (6) thinks the field feels that things go into space and that they aren't heard. (b) (6) states that the frustration from the field is that they can't get answers.

(b) (6) does not know if (b) (6) has a work at home agreement and does not know if (b) (6) is actually working or not, but that (b) (6) is gone a lot.

(b) (6) states that (b) (6) rolls through things and that (b) (6) is wavy about interpretations or answers to things. (b) (6) states that (b) (6) changes (b) (6) mind from day to day, that it is like a process of elimination and (b) (6) changes (b) (6) mind so much that is part of the frustration from the field.

(b) (6) states that (b) (6) is not even sure if (b) (6) is connecting to reality, whether (b) (6) is even attached or involved, or if (b) (6) would be able to provide true leadership or know an answer to something. (b) (6) states that (b) (6) thinks (b) (6) is being clear about issues but never comes to a conclusion.

(b) (6) states that changes are coming with (b) (6) retiring and (b) (6) leaving and that (b) (6) has concerns they will put people in those positions and it will be more of the same and be a disaster.

(b) (6)
(b) (6) (b) (6) (b) (6) in (b) (6) sworn statement (Exhibit 8), states (b) (6) has worked for the Forest Service for (b) (6) years. (b) (6) states that to some degree there is low morale within the law enforcement group in Region 9.

(b) (6) states that (b) (6) doesn't know the specific reasons for the low morale but that (b) (6) direct reports and other employees have expressed concerns about leadership. (b) (6) states it is dissatisfaction with leadership from (b) (6) and the WO.

(b) (6) states that one employee believes that the enforcement side is held accountable but not the investigation division. (b) (6) states that (b) (6) brought this forward to (b) (6) and (b) (6) but that issues are not handled timely or efficiently.

(b) (6) states that (b) (6) holds the enforcement side to a standard, but when the investigative side doesn't perform or fails to communicate and it is passed up to those that supervise it is not handled efficiently. (b) (6) states an example (b) (6) bringing forward a 36 point letter on March 11, 2011 regarding an agent, (b) (6) (b) (6) states that (b) (6) has been bringing forward problems with (b) (6) for about three years. (b) (6) states that (b) (6) said it was a joint issue between (b) (6) and (b) (6) (b) (6) states that the issues have been going on for years, (b) (6) has been sharing documentation, they had a meeting with (b) (6) last year and that (b) (6) has told (b) (6) (b) (6) must work with (b) (6) (b) (6) states that (b) (6) had told (b) (6) (b) (6) had to work with a female employee. (b) (6) states that (b) (6) doesn't work well with or communicate with cooperators, which affects working

relationships so that, according to the (b)(6), (b)(7)(c) other employees are upset at (b)(6) for not holding (b)(6) accountable. (b)(6) states that (b)(6) has done the same things as some of (b)(6) employees who got disciplined for the same actions and they are waiting to see what happens to (b)(6)

(b)(6) states that some of the LEO's think (b)(6) is hard, but they have surrounded themselves with people who may have had disciplinary actions.

(b)(6) states that (b)(6) has said "That Michigan zone is something else". (b)(6) states that (b)(6) has heard statements from employees like "If you are going to Milwaukee you are going to the Principal's Office".

(b)(6) states that communication is usually sent out to direct reports and that LEO's had been told to not contact the RO, to use the chain of command, so some may still think that.

(b)(6) states that (b)(6) questions (b)(6) workload. (b)(6) states that (b)(6) wishes that (b)(6) would call and let them know if (b)(6) wasn't coming in or would be late, that the briefing starts at 8:30 and (b)(6) would call at 8:25 to say (b)(6) wasn't coming in. (b)(6) says (b)(6) has improved.

(b)(6)
(b)(6) (b)(6) (b)(6), in (b)(6) sworn statement (Exhibit 9), states (b)(6) has worked for the Forest Service since (b)(6). (b)(6) states that there is some low morale within the law enforcement group in Region 9. (b)(6) states there are pockets of low morale brought on by the employee's conduct or past disciplinary action which leads them to believe management is incompetent and uncaring.

(b)(6) states that employees coming into the agency from outside have a mistrust of leadership. (b)(6) states that (b)(6) has that frustration from trying to generate work without guidance or direction from (b)(6) supervisor.

(b)(6) states that the field has the perception that the RO is out of touch and doesn't understand what the field deals with on the ground, and in some respects, (b)(6) thinks that is true. (b)(6) says (b)(6) has heard comments from (b)(6) that makes (b)(6) think (b)(6) knows where the employees are coming from.

(b)(6) states that a Regional Leadership Meeting happened recently and that field employees were questioning why that happened with the budget situation. (b)(6) states that (b)(6) agrees the meeting could have been done over the phone.

(b)(6) states that communication between the RO and the field is poor. (b)(6) states that (b)(6) evades things and that the field calls the RO a "black hole".

(b)(6) states that concerning the (b)(6) doesn't take ownership of the program and overextends our cooperators. (b)(6) states that the WO sent out talking points in Dec. 2010 to (b)(6)s but (b)(6) didn't receive that information or know about it until (b)(6) attended training in California. (b)(6) states that (b)(6) felt blindsided, but that (b)(6) will say (b)(6) supposedly had trouble with (b)(6) computer and email and that is why (b)(6) doesn't give out information.

(b)(6) states that some procedures need to be dealt with on a local level, such as arrest procedures.

(b)(6) states that (b)(6) had a meeting with (b)(6) and (b)(6) regarding the hardship case (b)(6) had submitted. (b)(6) says that even though (b)(6) had the right to deny it, (b)(6) should have been open to other options. (b)(6) states that (b)(6) would tell (b)(6)

to pursue an option, but when (b) (6) got back to (b) (6) with that option, (b) (6) would come up with reasons why not to do it and say (b) (6) had talked to (b) (6) but that (b) (6) doesn't believe (b) (6) ever really did talk to (b) (6). (b) (6) states that it was a series of "carrots dangled" to (b) (6) then taken away. (b) (6) states that (b) (6) had a meeting with a forest over funding and that (b) (6) doesn't like LE&I employees talking negatively about LE&I outside the ranks, so (b) (6) doesn't know if (b) (6) case was denied based on the fact that (b) (6) had talked to the forest. (b) (6) says that the reason for the meeting between (b) (6) and (b) (6) was that (b) (6) could not get a response from (b) (6) or (b) (6) puts the responsibility on someone else. (b) (6) states that at the meeting (b) (6) was a strong based, skilled interviewer, which put (b) (6) on the defensive. (b) (6) states (b) (6) did not have answers to the questions that (b) (6) asked (b) (6). (b) (6) states that the questions (b) (6) asked were valid and warranted valid answers from (b) (6) that (b) (6) didn't get. (b) (6) states that (b) (6) got red faced and upset, stood up, was agitated, lost (b) (6) cool and pointed (b) (6) finger at the table and said "I will not stand here and listen to this inquisition. This meeting is over" and (b) (6) stormed out. (b) (6) states that both (b) (6) and (b) (6) were taken aback and surprised by the actions of (b) (6). (b) (6) states that (b) (6) does believe there are options for (b) (6) with (b) (6) hardship case (it was a very serious thing (b) (6)) but that (b) (6) has burned bridges with (b) (6) or with (b) (6) and that (b) (6) has lost credibility.

(b) (6) says that makes employees feel that (b) (6) is incompetent, unengaged and that (b) (6) doesn't care, which (b) (6) says in some respects is true. (b) (6) states that (b) (6) is intelligent and has a lot of corporate knowledge, but that (b) (6) is noncommittal and doesn't make decisions. (b) (6) states that with (b) (6) retiring there is talk from the field about who might replace (b) (6) and (b) (6) says that many feel that (b) (6) is a carbon copy of (b) (6) maybe a little better, but still from the same ship.

(b) (6) states that (b) (6) morale has been affected somewhat, that (b) (6) is gone a lot and many question the validity of (b) (6) being gone so much. (b) (6) states that (b) (6) talked to (b) (6) about (b) (6) concerns with (b) (6) avoiding issues and not dealing directly with them. (b) (6) says that (b) (6) has been more engaged the past week which (b) (6) thinks it is because of (b) (6) talk to (b) (6) and the fact that an investigator was coming for this investigation.

(b) (6) states that two things came to light recently: a theft of lumber from Grey Towers and an allegation that an (b) (6) had raped an R4 employee during the 2010 fire season. (b) (6) states that (b) (6) sent (b) (6) a message regarding it but that (b) (6) was hot on wanting to know about the lumber case (worth about \$300) and did not seem to be interested in the possible rape case. (b) (6) states that even when the WO sent (b) (6) an email about the rape case (b) (6) replied "Why are you sending this to me?" (b) (6) states that when the (b) (6) in Region 4 called the (b) (6) in R9 then (b) (6) called (b) (6) wanting to know where we are on the possible rape case and that only since it was brought to the forefront did (b) (6) get concerned.

(b) (6) states that (b) (6) feels the morale issue is centered in Michigan and that the LEOs have (b) (6) as upper level supervisor and see (b) (6) as distant as (b) (6) and it is "(b) (6) way or the highway". (b) (6) states that (b) (6) was gone to (b) (6), going (b) (6), on a district that doesn't support (b) (6) and has (b) (6) (b) (6) states that they just gave (b) (6) performance appraisal this month and they are talking of putting (b) (6) on a Performance Improvement Plan, but no one has helped (b) (6) or

tried to give (b) (6) assistance. (b) (6) feels (b) (6) would have a good case if (b) (6) went to the Union and states that (b) (6) doesn't feel the FS has given him any kind of direction, support or caring since (b) (6). (b) (6) states that (b) (6) tried to talk to (b) (6) but that (b) (6) feels (b) (6) way is the only correct way.

(b) (6) states that employees have asked (b) (6) if (b) (6) will put in for the (b) (6) job, but (b) (6) doesn't know if (b) (6) would want to work directly under (b) (6). (b) (6) states that (b) (6) is a micro-manager, very controlling, gets in the weeds about things that should be handled at the lower level. (b) (6) also says that (b) (6) leadership style is intimidating, coercing, demanding, and (b) (6) personality is odd. (b) (6) also states that (b) (6) has seen Ferrell bring (b) (6)

(b) (6) on government time.

(b) (6) also states that (b) (6) has had every female staffer in the WO in tears at one time or another. (b) (6) says that the field hears these things and there is no support above the Regional level because of it.

(b) (6) states that some Region 9 LE&I employees feel that the RO is egocentric and more concerned with staying in the good graces at the WO instead of seeing that the Region gets what it needs on the ground to do the job.

(b) (6) states the employees look at leadership and what happens and that an example is that the (b) (6) at FLETC, who had been a (b) (6) in Region 8, took a witness statement and altered it into an admission of guilt and presented it to the US Attorney's office. (b) (6) states this was in the (b) (6) and (b) (6) only got a (b) (6), even though it is a crime to alter a statement. (b) (6) says they allowed that person to remain in the FS as gun toting over training and that is egregious and the field knows it.

(b) (6) states that upper management turns a blind eye about things like that, but the field sees it. (b) (6) says they have a Chief's Cultural Transformation group, but that group was handpicked, so they aren't going to talk out of school.

(b) (6) (b) (6) in (b) (6) sworn statement (Exhibit 10), states (b) (6) has worked for the Forest Service for (b) (6) years. (b) (6) states that there are some employees in law enforcement in Region 9 who would say that morale is low, but (b) (6) states no more than other FS employees. (b) (6) states that there may be other issues causing the problems.

(b) (6) states that issues with the Albuquerque Service Center (ASC) onboarding caused employees to have a negative experience.

(b) (6) states that new employees who did not come up through the FS can't always adjust or assimilate well.

(b) (6) states that when employees want something and they don't get them, like a (b) (6) then they aren't happy with (b) (6). (b) (6) states that just because someone has a (b) (6)

(b) (6) states that (b) (6) has had employees take (b) (6) all the way to federal court over hardship requests and they did not prevail. (b) (6) states (b) (6) has approved a couple of hardship requests that lined up so (b) (6) was able to grant them.

(b) (6) states that if someone doesn't get a job or get promoted in place they are unhappy.

(b) (6) states that some employees don't think (b) (6) acts fast enough or gets resources, but (b) (6) doesn't have the resources and it needs to be worked on. (b) (6) states that (b) (6) had an employee, (b) (6), who appreciated (b) (6) leadership style and called others "whiners", and that maybe it is "generational issues".

(b) (6) states that employees complain about communication, but (b) (6) has a website that (b) (6) posts information on and that (b) (6) is more transparent than (b) (6) peers and has been asked how to set a website like that up. (b) (6) states that (b) (6) has a plan on the site which (b) (6) supervisor found to be adequate.

(b) (6) states that (b) (6) expects employees to follow the directions of their supervisor, but sometimes they want to press their issues so will bypass the chain of command and write to the (b) (6)

(b) (6) states that employees will say (b) (6) is just not listening and that (b) (6) moves on things but they don't think it is fast enough. (b) (6) states that (b) (6) has limited resources and that employees who come from other agencies think LE&I should be able to do everything, but they can only do what they can do.

(b) (6) states that no means no and that in many cases (b) (6) considers their issues way too much.

(b) (6) states that (b) (6) does not want to take no for an answer and has new issues every month. (b) (6) states that in a meeting with (b) (6) (b) (6) got frustrated and told (b) (6) (b) (6) wasn't going to perform an inquiry on (b) (6) (b) (6) states that (b) (6) was optimistic about granting (b) (6) (b) (6) request, but in the reality of the budget (b) (6) couldn't create a new position.

(b) (6) states that because of (b) (6) experience and skill (b) (6) gets pulled by (b) (6) supervisor to do tasks for the WO and that the (b) (6) called (b) (6). (b) (6) states that because (b) (6) has done this it could be perceived by LE&I in Region 9 that (b) (6) or (b) (6) direct reports are not available to them.

(b) (6) states that personal reasons have pulled him and (b) (6) away from the office the last year so from the employee's perspective (b) (6) was gone.

(b) (6) states that 2010 was a challenging year work wise with two new people, Rainbow gathering, a major DTO and the new national local for law enforcement. (b) (6) states that (b) (6) was looked at as the face of management in negotiations and (b) (6) felt the employees were overpaid, so now they are getting less pay and feel management is not helping them. (b) (6) states this took (b) (6) away from business at hand.

(b) (6) states that (b) (6) is currently dealing with a disciplinary matter which is a proposed removal. (b) (6) states that when (b) (6) asked (b) (6) for an investigation it was declined and (b) (6) was told (b) (6) had sufficient information to propose removal. (b) (6) states that now the Union has said (b) (6) didn't do a proper inquiry and it put (b) (6) in a bad light.

(b) (6) states that (b) (6) didn't give (b) (6) the help (b) (6) needed and now employees are accusing (b) (6) of being a poor manager, talking about it and facing low morale because of it.

(b) (6) states that the complaint (b) (6) hears is that things come to the RO and go into a hole. (b) (6) states that the Southern region gets more budget and resources and that (b) (6) does push things to the field, but some things at the RO get missed because of it.

(b) (6) states that (b) (6) has made right decisions on targeting money for DTO.

(b) (6) states that there has been turnover in (b) (6) office and (b) (6) is learning but (b) (6) is gone a lot which doesn't help. (b) (6) states that there has been a new (b) (6) every one to two years and it is not that (b) (6) is difficult, they have left for promotions. (b) (6) states that two people in the position were problems and that one got the job based on discrimination and the other essentially the same thing so it impacted the workforce.

(b) (6) states that (b) (6) has received feedback regarding (b) (6) management style being intimidating and difficult. (b) (6) states (b) (6) has outstanding ratings and no one can produce specifics or has filed a grievance on (b) (6) (b) (6) states they are both leaving and that (b) (6) has told (b) (6) to dial it back and look at different ways to do things.

Investigator Note: (b) (6) was interviewed on (b) (6) and received, that day via email, (b) (6) sworn statement to print out and make corrections. The investigator requested that (b) (6) return the statement to (b) (6) via Fed-Ex by (b) (6). It took follow up emails from the investigator and phone calls before the statement was finally received via UPS on (b) (6). In one phone call (b) (6) in the investigators opinion, made it clear to (b) (6) that the second version was (b) (6) statement, not the first. (b) (6) had 11 days from the date (b) (6) sworn statement was taken to make drastic changes to the original. (b) (6) original statement was 10 pages long, however, (b) (6) corrected statement is 17 pages and includes statements not stated or discussed with the investigator. Therefore, both the original draft and the corrected version (b) (6) submitted are included.

(b) (6) (b) (6) in (b) (6) unsworn declaration (Exhibit 11), states (b) (6) has worked for the Forest Service since (b) (6). (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that it is not just one thing that causes low morale but a number of them, as well as the amount of work they have to do and that the framework of the LE system is broken.

(b) (6) states that they get very little guidance from the RO and what they do get is negative or only if there is a problem. (b) (6) states there is inconsistency throughout the region and they do not get guidance or directives from the RO.

(b) (6) states that arrest procedures are an example and that they get put on the ground with very little resources, backup or direction to do the job, yet are expected to produce numbers and that they do not have the guidance or procedures to safely do the basic functions of their jobs.

(b) (6) states that another issue is Motor Vehicle Map Use and that those aggravations and concerns have been taken to the RO to resolve, through (b) (6) but the RO does not respond, leaving the LEO's to fend by themselves with the issue.

(b) (6) states that there is disconnect between LE and the Forests/Districts and they do not get support from the RO to correct the issues.

(b) (6) states that the DTO issue is at an epidemic level but the RO does not provide support for this major problem.

(b) (6) states that LE is a broken system from the top down but they are trying to fix it from the bottom up. (b) (6) states that when (b) (6) went to California they had leadership from the top down.

(b) (6) states that hiring practices in the region are bad for morale, because they hire from the outside people with no experience or won't select someone for a transfer, then later select someone else and do a transfer for them. (b) (6) states that (b) (6) understands that (b) (6) picks who (b) (6) wants, in spite of a selection group recommendation.

(b) (6) (b) (6) in (b) (6) unsworn declaration (Exhibit 12), states (b) (6) has worked for the Forest Service since (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9. (b) (6) states that the level of low morale is higher than when (b) (6) worked for the (b) (6) and that (b) (6) level of low morale is as low as it has ever been in (b) (6) career.

(b) (6) states that there is a distrust and lack of faith with management at the RO. (b) (6) states that the Captains are not allowed to run their operations themselves and have to run things up to the RO level, which gives the impression that the RO doesn't have faith in the Captains to run their operations (within policy).

(b) (6) states that (b) (6) (b) (6) (b) (6) states that other captains have forwarded up their top three candidates to the RO, but then never get called and the RO chooses who they want, which it causes low morale in the supervisor ranks when they don't have input into hiring the people they will supervise.

(b) (6) states that (b) (6) had a good career with the (b) (6) but was attracted to the FS based on (b) (6) experiences with LE in Region 8. (b) (6) states that Region 8 had a get the job done attitude, high morale and professionalism, but that isn't the case with Region 9. (b) (6) states that (b) (6) is looking for jobs in (b) (6)

(b) (6) states that they don't get a lot of direction and policy from the RO. (b) (6) states the captains are afraid to make decisions without first getting approval from the RO because if they do they get slapped on the hand. (b) (6) states the RO acts like they told the field something, when they actually hadn't. (b) (6) states that (b) (6) has to go through the chain of command, (b) (6) (b) (6) states that the captains are caught in the middle, are competent but can't do their jobs and can't tell the employees it is because they have problems with the RO who is their bosses.

(b) (6) states that employees have a distrust of management and that management is out to get them or is looking for any misstep from them, which causes low morale.

(b) (6) states that (b) (6) proposed a suspension for a disciplinary action (b) (6) is dealing with, but the RO proposed removal. (b) (6) states that (b) (6) feels the process and ball was dropped, that there was poor preparation, lack of follow through and indecisiveness from the RO. (b) (6) states it was handled at the (b) (6) level and (b) (6) is again stuck in the middle and there is low morale from his group. (b) (6) states that when (b) (6) came down to issue the letter it hadn't even been proofread or the Douglas Factors considered.

(b) (6) states that (b) (6) has a strong reputation for running a good organization, but that it is almost impossible because of the low morale.

(b) (6) states that (b) (6) relationship with (b) (6) has been good, but that (b) (6) thinks (b) (6) plays a large part in the micromanagement with the RO making decisions and every little thing being corrected. (b) (6) states that (b) (6) thinks that (b) (6) is indecisive and unprepared.

(b) (6) states that there has been indecisiveness on dealing with DTO's by the RO.

(b) (6) (b) (6) in (b) (6) unsworn declaration (Exhibit 13), states (b) (6) has worked for the Forest Service since (b) (6). (b) (6) states that there is extremely low morale within the law enforcement group in Region 9. (b) (6) states that this is caused by poor management at the RO level. (b) (6) states that they are disengaged and not held accountable. (b) (6) states that (b) (6) is the primary problem and has not been held accountable up the chain.

(b) (6) states that there are limited to no goals and objectives or direction given to field personnel by the RO and they do not follow up, so the field is left to figure things out on their own. (b) (6) states that the information they do get is fragmented, inconsistent, and incomplete and lacks any guiding documentation or direction. (b) (6) states that the RO will say they have a Regional bulletin board but (b) (6) feels this like giving someone a dictionary, not clarification of policies. (b) (6) states that (b) (6) cannot call or email (b) (6) directly.

(b) (6) states that if an employee brings anything up they are immediately ostracized and made to be a scapegoat. (b) (6) states that (b) (6) is a victim too and that it is (b) (6) and (b) (6) who cause the problems. (b) (6) states that (b) (6) has brought this morale issue and poor management issue to the attention of two (b) (6) verbally, via email and in person.

(b) (6) states that when (b) (6) worked in the RO with (b) (6) and (b) (6) that (b) (6) saw and lived the problems and that (b) (6) would assert (b) (6) as the one in power. (b) (6) states that when (b) (6) tried to talk to them (b) (6) would be dismissed or told to talk to someone else, or that they had it under control. (b) (6) states that it was clear to (b) (6) (b) (6) and (b) (6) did not have an understanding of running a Regional LE program.

(b) (6) states that they would reprimand anyone who questioned them and that (b) (6) has exhibited vindictive, hostile behavior and is a master at it, almost sinister. (b) (6) states that (b) (6) knows how to leverage (b) (6) power and do it effectively. (b) (6) states that (b) (6) changes things, like open door policy then being told to not contact (b) (6) directly.

(b) (6) states that on three separate occasions (b) (6) grossly interfered with ongoing criminal investigations, which (b) (6) reported up the chain and also to the Inspector General.

(b) (6) states that this is as dysfunctional an environment as (b) (6) has ever worked in and wonders why this has been allowed to continue since the (b) (6) now and the previous one have been informed and made aware of it for awhile.

(b) (6) states that it is malfeasance from (b) (6) to not deal with DTO.

(b) (6) states that (b) (6) which (b) (6) says shows zero leadership and no accountability from the WO as well. (b) (6) states that (b) (6) was nominated for (b) (6) and (b) (6) got it, which

since (b) (6) had brought up many issues, made it seem like (b) (6) was being paid off. (b) (6) states that this was at the same time that (b) (6) was going through (b) (6) with (b) (6). (b) (6) states that it is disgusting that this lack of support, poor morale and not being provided the most basic tools to do the job has been allowed to continue in spite of reporting by many employees.

Investigator Note: (b) (6) was interviewed on (b) (6) and received, that day via email, (b) (6) unsworn declaration to print out and make corrections. The investigator requested that (b) (6) return the statement to (b) (6) via Fed-Ex by March, 31, 2011. In a follow up email on April 4, 2011 the investigator requested (b) (6) to send the declaration that day via overnight Fed-Ex. (b) (6) replied that (b) (6) would send it out overnight express on April 5, 2011. As of today, April 7, 2011 the investigator requested (b) (6) to scan and send (b) (6) changes to (b) (6) to be included in the report. (b) (6) did not comply and the corrected and signed declaration was not received, either by email or any other mailing method. Therefore, only the unsigned declaration is included.

(b) (6)
(b) (6), (b) (6), in (b) (6) unsworn declaration (Exhibit 14), states (b) (6) has worked for the Forest Service for (b) (6) years. (b) (6) states that there is low morale, the worst (b) (6) has seen in his career, within the law enforcement group in Region 9. (b) (6) states that this is caused by a combination of things.

(b) (6) states that the first cause is a lack of interest by the RO in developing the program to make it work. (b) (6) states that (b) (6) had (b) (6) years experience when (b) (6) came to the FS and was shocked to see what appeared to be no interest by management on what was done in the field. (b) (6) states that there was interest in getting things like Ag-learn training completed, but not operations. (b) (6) states there was little interest in what was happening in the field, like lack of evidence storage and that it took evidence being broken into twice before something was done. (b) (6) also states that (b) (6) was directed to take evidence to a crime lab, refused and contacted (b) (6) who undermined the supervisor's authority and told (b) (6) to back off on (b) (6).

(b) (6) states that trying to get approval for even free things, like National Guard drug flights, took six years and that getting a police portable radio took close to three years.

(b) (6) states that (b) (6) has only seen the (b) (6) (b) (6) twice in six years and that there is turnover in that position because they have to work with crazy people (b) (6).

(b) (6) states that (b) (6) assigns work that isn't important because (b) (6) gets satisfaction from overloading employees, without checking with their supervisors.

(b) (6) states that previous supervisors were interested in what (b) (6) was doing in the field, but in Region 9 they do not get contact back from the RO. (b) (6) states that an example was a lab that was bombed and other agencies were very interested and wanted to know what was going on, but the RO would not reply to emails or phone calls and showed no interest in a very important case.

(b) (6) states that the second big problem that undermines morale is a pattern of picky investigations of employees. (b) (6) states that the RO does it based on interpretation

of policies that employees were never told. (b) (6) states that it seems there are employees who could do anything and nothing happened to them and others that were constantly intimidated. (b) (6) states that (b) (6) became (b) (6)

(b) (6) states that (b) (6) was on a hiring panel review and that (b) (6) handed out an example to the panel which had actual names of applicants from a previous panel. (b) (6) states that (b) (6) knew one of the them, (b) (6) and there was disparaging information shown on the example. (b) (6) states that (b) (6) told (b) (6) that was unprofessional to pass out that information to the people on the panel. (b) (6) states that the next day a job was offered to (b) (6)

(b) (6) states that the RO started doing disciplinary actions that were uncalled for and not looked into. (b) (6) states that (b) (6) had put higher grade gas in a vehicle since it was cheaper than the lower octane gas, yet got written up for it and a letter placed into (b) (6) file and in another case (b) (6) was ordered to be in (b) (6) office in five minutes, but didn't have a key so (b) (6) got into the office and was disciplined for that. (b) (6) states that due diligence would have avoided these issues, instead of employees being off work on administrative leave or waiting to see what will happen to them.

(b) (6) states that one time (b) (6) was told to use travel compensation, then told to use a different code and also that (b) (6) would send (b) (6) petty emails about admin things and (b) (6) wondered why (b) (6) is concerned over (b) (6) timesheet. (b) (6) states that (b) (6) but (b) (6) was ordered by (b) (6) to redo (b) (6) timesheet, even though (b) (6) had coded it to (b) (6). (b) (6) states that (b) (6) was rude, condescending and demeaning to (b) (6) and (b) (6) had to change the timesheet multiple times for (b) (6) (b) (6) states that later a (b) (6), (b) (7)(c) position came up but (b) (6) refused it because (b) (6) would have had (b) (6) for (b) (6) boss.

(b) (6) states that (b) (6) had made some respectable complaints to the RO and that (b) (6) flew out on the pretense of firearms qualification, but talked to (b) (6) and told (b) (6) that the (b) (6) had asked (b) (6) why (b) (6) had hired someone like (b) (6) (b) (6) states that the intent of the conversation was that (b) (6) was saying the (b) (6) wasn't happy with (b) (6) (b) (6) states that (b) (6) followed up with emails to (b) (6) but that (b) (6) said (b) (6) hadn't said that, that the (b) (6) was happy with (b) (6) work. (b) (6) states that (b) (6) filed a complaint directly to (b) (6) and didn't hear anything back for awhile but finally heard that the WO had talked to (b) (6) and counseled (b) (6) (b) (6) states that with a bombing incident that (b) (6) caused some issues that jeopardized the operation and was unprofessional, which (b) (6) included in (b) (6) complaint to the (b) (6)

(b) (6) states that some employees requested to go to free training on the DTO but was denied by (b) (6) and that (b) (6) was rude and unprofessional. (b) (6) states that the employee requested (b) (6) to put it in writing and (b) (6) refused.

(b) (6) states that (b) (6) because (b) (6) treated (b) (6) like a dog. (b) (6) states that it got so bad that (b) (6) asked to take a change to lower grade and paid for (b) (6) own move so (b) (6) would not have to report to (b) (6) anymore. (b) (6) states that (b) (6) would not support a good employee like (b) (6) and undermined (b) (6) supervisory authority by favoring (b) (6) yet (b) (6) ended up in prison and put a black eye on the agency.

(b) (6) states that (b) (6) has been on several hiring panels, yet rarely does the RO select the employees they send forward as the best candidates and that it seems like every

decision is made by (b) (6) or (b) (6) without looking at the information that the panel provides to them.

(b) (6) states that when (b) (6) worked for the (b) (6) they were frugal with funds but still got employees the training and items needed to do the job, but the RO does not do that. (b) (6) states that the RO had a (b)(6), (b)(7)(c) meeting a couple of weeks ago but the money could have been used for the field to get the job done and the meeting held over the phone instead of them all going to the RO. (b) (6) states they lack needed items to do their jobs.

(b) (6) states that (b) (6) has been told (b) (6) says (b) (6) has an open door policy, but then was told to not contact (b) (6) directly, but (b) (6) does sometimes (b) (6)

(b) (6)

(b) (6) in (b) (6) unsworn declaration (Exhibit 15), states (b) (6) has worked for the Forest Service for (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9, but there is low morale in the FS across the nation. (b) (6) states that one thing that causes frustration in the region is being managed very conservatively and that new ideas are not embraced by the region.

(b) (6) states that (b) (6) thinks that employee discipline is not handled consistently across the region. (b) (6) states that (b) (6) had an employee who had to travel to Milwaukee to receive (b) (6) disciplinary letter, instead (b) (6) being able to give it to (b) (6) at a cost of almost \$1000 for the employee to travel there, a waste of government funds.

(b) (6) states that communication from the RO could be better and that sometimes when (b) (6) asks for direction it is not clear and (b) (6) has to go back for clarification. (b) (6) states that the RO does not get information out in a timely manner to the field or answer requests in a timely manner. (b) (6) states that (b) (6) goes through (b) (6) but does call (b) (6) directly if necessary.

(b) (6) states that the (b)(6), (b)(7)(c) meeting (b) (6) attended a couple of weeks ago was valid but that they are underfunded and not where they need to be in meeting the requirements to do the job. (b) (6) states that there are decisions that are made that (b) (6) doesn't agree with.

(b) (6)

(b) (6) in (b) (6) unsworn declaration (Exhibit 16), states (b) (6) has worked for the Forest Service since (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9.

(b) (6) states that (b) (6) worked for the (b) (6) and has a different perspective and was exposed to multiple supervisors. (b) (6) states (b) (6) exposure to the FS in Region 22 was great, that (b) (6) felt welcomed, had a good supervisor and was treated as a valuable individual and part of the team from the RO level down. (b) (6) states that when (b) (6) started with Region 2 (b) (6) had no uniform but that the Patrol Commander drove about two hours to introduce (b) (6) talk about the job, ask about (b) (6) family and welcome (b) (6) (b) (6) states that the (b) (6) called (b) (6) personally to welcome (b) (6) to the region, and that they were a presence at patrols and meetings. (b) (6) states that (b) (6) applied to Region 9 because it was closer to family and when (b) (6) mentioned to fellow employees that (b) (6) was applying to R9 they warned (b) (6) that it was not the place to go, that the (b) (6) was not great, there was terrible leadership and that (b) (6) would stab (b) (6) in the back.

(b) (6) states that (b) (6) thought it can't be that bad. (b) (6) states that when (b) (6) got to Region 9 (b) (6) had no welcome and never saw (b) (6) come for meetings. (b) (6) states that the only time (b) (6) saw (b) (6) and (b) (6) was about 1 ½ years ago at a training after (b) (6) had been in Region 9 about 1 ½ years. (b) (6) states that (b) (6) was sitting in the lobby of the hotel and didn't have a clue who (b) (6) was and that (b) (6) sat right next to (b) (6) during the meeting and (b) (6) never spoke to (b) (6).

(b) (6) states that there is no real communication from the RO and (b) (6) cannot call the RO, that (b) (6) must go through (b) (6), (b) (6), (b) (7)(c), (b) (6). (b) (6) states that (b) (6) issues are with (b) (6) and (b) (6). (b) (6) states that communication is disorganized and they get no direction so they are left to learn things on their own. (b) (6) states that arrest procedures aren't clear in the region so sometimes (b) (6) doesn't know where to take a prisoner and that hesitation can get you hurt or killed. (b) (6) states that it is an ongoing battle to try to get an MOU for arrest procedures and to get cross deputized, that (b) (6) is limited in what (b) (6) can do on the job, that the RO is unengaged and there is a total disconnect. (b) (6) states that (b) (6) has the badge, vest and firearm but can't arrest people the way (b) (6) should be able to and that (b) (6) needs the tools to do (b) (6) job proficiently.

(b) (6) states that it is hard to get the necessary equipment to do the job and they have to write justifications for things that are set in policy already. (b) (6) states that they have a hard time getting approval for backup weapons. (b) (6) states that one officer requested approval in 2008 and policy says the (b) (6) or (b) (6) is supposed to reply within 10 days but (b) (6) still hasn't heard a reply.

(b) (6) states that there are inconsistencies between what happens to Agents versus LEO's and that disciplinary actions are handled by the RO when sometimes they are a simple matter that could be dealt with by the supervisor, but the RO takes a simple matter and takes it way out of context. (b) (6) states that an example was that a hunter reported a marijuana grow to an agent, who had the hunter take (b) (6) to the location, which is unsafe and not in procedures. (b) (6) states that the agent should have gotten directions and called for backup instead of taking a member of the public into a possibly dangerous site. (b) (6) states that the agent got slapped on the wrist but if it had been a LEO they would have been suspended without pay. (b) (6) states that the LEO's are in constant fear because disciplinary actions towards them are more extreme than towards the agents. (b) (6) states that they do not hear from the RO unless there is a problem.

(b) (6) states that when (b) (6) has gone to meetings with LE from other regions and they hear (b) (6) is from Region 9 they will comment on how they have heard how bad the leadership is in Region 9 and tell (b) (6) they are sorry for (b) (6) that (b) (6) works there. (b) (6) states that (b) (6) hopes things change when (b) (6) and (b) (6) leave and that they get top leadership and trustworthiness behind them.

(b) (6) states that during a (b) (6) did not feel it was a major issue and (b) (6) has heard that (b) (6) has said it will take an accident or fatality to wake up the agency. (b) (6) states that they were not properly trained to deal with that big DTO and it was fortunate that no one got hurt. (b) (6) states that (b) (6) was a true leader during the operation and lead by example, but that the RO does not lead by example, which is why morale is low. (b) (6) states that the RO has tunnel vision, does not think outside the box and there is a lack of trust of (b) (6) and (b) (6) and that they don't care about the employees concerns.

(b) (6) states that they present safety concerns to the RO and get the door shut in their face, that nothing gets done and they call the RO "the black hole". (b) (6)

states that (b) (6) is vindictive and not a good leader and they feel that if they speak up they will face retaliation. (b) (6) states (b) (6) thinks it is a control issue and the RO treats them like 12 year olds, not respected officers.

(b) (6) has only heard of (b) (6) going to the field once and it was because (b) (6) was trying to find out what an officer was doing wrong.

(b) (6) states that you hear the FS is a family but Region 9 is not a family and that many of the LE in Region 9 are applying to get out of the region. (b) (6) states they don't appreciate Region 9 being called the joke across the nation.

(b) (6) (b) (6) in (b) (6) sworn declaration (Exhibit 17), states (b) (6) has worked for the Forest Service since (b) (6) (b) (6) states that there is low morale within the law enforcement group in Region 9.

(b) (6) states that (b) (6) causes many morale problems. (b) (6) states that (b) (6) detailed to the (b) (6) position (b) (6) years ago and (b) (6) didn't see (b) (6) in the office much to make decisions or get any direction from (b) (6) (b) (6) states that (b) (6) wasn't engaged and (b) (6) didn't know what (b) (6) did or where (b) (6) went and that (b) (6) did not get involved in LE matters. (b) (6) states that (b) (6) was also gone so (b) (6) had to deal with issues from both the investigative and enforcement sides.

(b) (6) states that (b) (6) has been ordered to not contact (b) (6) directly and must submit everything through (b) (6) (b) (6) states that (b) (6) had wanted to be an (b) (6) for years but after the detail (b) (6) knew there was no way (b) (6) wanted to work with (b) (6) and (b) (6)

(b) (6) states that (b) (6) leadership style is incompetent and obstructive and that (b) (6) doesn't deal with things or respond to requests. (b) (6) states that (b) (6) comes up with policy (b) (6) makes up off (b) (6) head with no justification and that (b) (6) goes along with whatever (b) (6) comes up with. (b) (6) states that some of the LEO's and Captains are terrified of (b) (6) because of (b) (6) personality and that (b) (6) targets LEO's by race. (b) (6) states that if LEO's are (b) (6) same race and involved in incidents (b) (6) covers for them so they won't get in trouble. (b) (6) says an example is (b) (6) applied for a job and didn't make the list of eligible so (b) (6) questioned it and somehow (b) (6) called (b) (6) directly and offered (b) (6) a job. (b) (6) states that (b) (6) was (b) (6)

(b) (6) to save the government money but (b) (6) got mad and disciplined (b) (6) for it, which (b) (6) fought it and won. (b) (6) states contrast that with (b) (6) same race as (b) (6) who committed criminal actions, yet the RO covered up for (b) (6) until they no longer could and (b) (6) was allowed to resign instead of being terminated. (b) (6) states that (b) (6) was allowed to remain on the payroll until they allowed (b) (6) to resign, when (b) (6) was an unproductive employee to start with and had a previous incident with an intern, but they gave (b) (6) a job to keep (b) (6) from testifying against (b) (6) (b) (6) states the victims in the incident for which (b) (6) was criminally charged were treated atrocious and the RO did not tell the field anything, putting their head in the sand hoping things will go away.

(b) (6) states that media requests, resource requests and checkpoint policy are ignored by (b) (6) and that only recently has (b) (6) made any decisions which (b) (6) feels is due to agents going outside the chain of command to the WO, (b) (6) or

Forest Supervisors for help. (b) (6) states that (b) (6) has asked (b) (6) for assistance to contact the US Attorney's office and other offices to deal with prosecution cases but (b) (6) ignores it. (b) (6) states that (b) (6) will not get MOU's for enforcing state laws which prevents them from doing their job and that just recently (b) (6) sent out a letter saying (b) (6) would approve them so everyone sent in their request but no one has gotten an approval back from (b) (6)

(b) (6) states that a lot of LE employees in Region 9 are scared to do anything for fear of being reprimanded which affects how they do their job.

(b) (6) states that the field folks are told there is no budget to get them what they need for their job, but (b) (6) drives around in a \$50,000 car loaded with lights, etc. when (b) (6) isn't even close to a forest and doesn't need that kind of vehicle.

(b) (6) states that the LEO's and Agents are not complaining for personal gain, but because they have insufficient ability to do their jobs. (b) (6) states that (b) (6) has no leadership style and that employees are scared of retribution, which could affect how they act in the field and could get them hurt.

(b) (6)
(b) (6), (b) (6), in (b) (6) unsworn declaration (Exhibit 18), states (b) (6) has worked for the Forest Service since (b) (6). (b) (6) states that there is some low morale within the law enforcement group in Region 9.

(b) (6) states that there is never enough money to do what they need to do, that it seems to take longer to get things done at the higher level and (b) (6) would like quicker answers from the RO.

(b) (6) states that (b) (6) was brought up to use the chain of command but doesn't have a problem in calling (b) (6) directly.

(b) (6)
(b) (6), (b) (6), in (b) (6) unsworn declaration (Exhibit 19), states (b) (6) has worked for the Forest Service since (b) (6).

(b) (6) states that (b) (6) feels there is absolutely low morale within the law enforcement group in Region 9. (b) (6) states that it is worse than (b) (6) has ever seen in (b) (6) career.

(b) (6) states that the cause of the low morale is (b) (6) and (b) (6). (b) (6) states that (b) (6) lets (b) (6) run amok, witch hunt and retaliate against (b) (6) employees. (b) (6) states that (b) (6) has "the goods" on (b) (6) and that it goes back to (b) (6) when one of (b) (6) classmates had an affair with (b) (6). (b) (6) states that (b) (6) was misusing government funds and time to go see the classmate and that (b) (6) got caught but got promoted and came to Region 9. (b) (6) states that (b) (6) brought (b) (6) to Region 9 and fast tracked (b) (6) to (b) (6) current position. (b) (6) states that (b) (6) is racist. (b) (6) states that (b) (6) knows (b) (6) has been duped by (b) (6) but doesn't want to hold (b) (6) accountable. (b) (6) says that (b) (6) is gone all the time and does not come to the field, except for discipline.

(b) (6) states that (b) (6) got mad about some safety items that were needed for the job and made them return the items.

(b) (6) states that (b) (6) applied for a job with Region 9 LE and was told (b) (6) was being considered for it, but (b) (6) heard an offer had been made and accepted. (b) (6) states

that after (b) (6) heard that (b) (6) called back 5 days later and was again told (b) (6) was being considered. (b) (6) states that (b) (6) was told that (b) (6) had made the selection and that (b) (6) was not happy about it because (b) (6) had someone else in mind for the position.

(b) (6) states that (b) (6) applied for another job, made the final cut and was interviewed by (b) (6) but then (b) (6) heard that the job was wired for (b) (6) who was (b) (6) golden boy. (b) (6) states that (b) (6) got the job and (b) (6) got a direct call from (b) (6) telling (b) (6) (b) (6) competed well but that (b) (6) had decided to do a "career development" hire. (b) (6) states that a friend of (b) (6) was in Milwaukee after that and saw paperwork from that cert and (b) (6) had written on the paperwork next to B (b) (6) name things like "appears overconfident, cocky, arrogant". (b) (6) states that (b) (6) friend told (b) (6) those things weren't true and asked (b) (6) if (b) (6) had done reference checks. (b) (6) states that within days (b) (6) got a direct call from (b) (6) offering (b) (6) a job that hadn't existed before. (b) (6) states that (b) (6) was also a person whose name disappeared from the cert who later got a LE job that hadn't been announced. (b) (6) states that when (b) (6) accepted the job (b) (6) told (b) (6) that (b) (6) taught F (b) (6) and also (b) (6) and wanted to continue it, which (b) (6) told (b) (6) could continue to do that with FS.

(b) (6) states that (b) (6) got to Ohio and was (b) (6) (b) (6) g to which (b) (6) responded that (b) (6) wasn't ready and didn't have (b) (6) m, which are the type of things you get (b) (6). (b) (6) states that (b) (6) had (b) (6) and asked to delay (b) (6) but that (b) (6) told (b) (6) (b) (6) wouldn't do it. (b) (6) states they called (b) (6) to ask and (b) (6) said (b) (6) had to go to the training now. (b) (6) states that (b) (6) was not given any manuals, directives or anything and had to pay out of (b) (6) own money to fly back and forth to see (b) (6) family over the holidays. (b) (6) states that (b) (6) had to get (b) (6) snowmobile certification from (b) (6) previous job, but that (b) (6) took an unreasonable amount of time to sign off on it. (b) (6) states that (b) (6) did not have a government driver's license so that caused (b) (6) to violate policies and (b) (6) had to use (b) (6) personal credit card which caused (b) (6) personal issues.

(b) (6) states that (b) (6) had put higher octane gas in the government car, because (b) (6) had always put the cheapest gas in government vehicles when (b) (6) worked for the (b) (6), but that (b) (6) called (b) (6) and told (b) (6) (b) (6) had violated policy and was being investigated for it. (b) (6) states that (b) (6) told (b) (6) to write a justification and then (b) (6) yelled at (b) (6) and told (b) (6) the justification wasn't good enough so (b) (6) had to write another one. (b) (6) states that they wrote (b) (6) up, put a letter in (b) (6) file and told (b) (6) (b) (6) might get fired for further actions. (b) (6) states (b) (6) always had a clear record with (b) (6) previous (b) (6) years with the (b) (6). (b) (6) states that (b) (6) saw a regional fleet usage report and that about 30 employees used the wrong octane fuel in their government vehicles, including (b) (6) but were not disciplined.

(b) (6) states that (b) (6) was returning to Ohio and had two days in between so (b) (6) asked (b) (6) Phase 1 and Phase 2 supervisors, as well as the (b) (6) in Vermont if (b) (6) could stop at (b) (6) place on (b) (6) own time on the way. (b) (6) states that they said (b) (6) could do that, but the RO investigated (b) (6) again and (b) (6) was only on (b) (6) (b) (6) month on the job. (b) (6) states that (b) (6) saved the government money by staying at (b) (6). (b) (6) states that he was told by other employees that (b) (6) had a bull's eye on (b) (6) back and the RO was trying (b) (6) get (b) (6) to quit or at least make (b) (6) realize that the RO is in charge and not

question them. (b) (6) states that it took months to get that investigation cleared and all letters from (b) (6) file removed. (b) (6) states that (b) (6) did the same thing during travel, veering off course, and never got investigated.

(b) (6) states that when (b) (6) started (b) (6) was (b) (6) supervisor and that (b) (6) didn't like (b) (6) holding (b) (6) accountable so (b) (6) messed with (b) (6) constantly and made (b) (6) life so terrible that (b) (6) gave up the (b) (6), (b) (7)(c) job and took a lower grade back to a LEO job.

(b) (6) states that (b) (6) knew (b) (6) Phase 2 instructor was retiring but sent (b) (6) to training with (b) (6) anyway, so (b) (6) was only there for one week, then had to leave and go to Oklahoma for the rest of the training. (b) (6) states that (b) (6) told (b) (6) (b) (6) didn't like sending employees out of region for training because when employees came back (b) (6) had to break their bad habits. (b) (6) states that Region 8 was better. (b) (6) says that (b) (6) field officer stopped to get gas and there were bags over the 87 octane pumps so (b) (6) told the field officer (b) (6) couldn't put the higher grade gas in the vehicle because (b) (6) had already been written up for it. The field officer said they were not going to drive around hunting for gas stations with lower octane gas and to fuel up. (b) (6) states that (b) (6) did get written up for it and that the field officer had to write a thorough justification of exactly what happened and submitted it through Region 8 to go to (b) (6) (b) (6) states that (b) (6) (b) (6) looked like idiots to Region 8 and anyone who knew about it.

(b) (6) states that a lot of the morale issues are because the captains can't do the job the way they should and are living in fear of (b) (6) that (b) (6) gets involved in disciplinary actions and says things that aren't true, keeping employees off the roles on administrative leave.

(b) (6) states they do not get clear direction from the RO and that (b) (6) has misquoted policy. (b) (6) states (b) (6) (b) (6) come up with petty things against employees so the employees live in fear of retaliation and worry about what they will be in trouble for.

(b) (6) states that you send something to the RO for approval and it can take years, such as (b) (6) request to do the training (b) (6) had asked to continue doing when (b) (6) was offered the job, which took over a year to be approved. (b) (6) states that employees ask and ask for things to do their jobs, but don't get answers.

(b) (6) states that if you are one of (b) (6) "special employees" (b) (6) will protect you, like (b) (6) who ended up going to prison and had done previous things that (b) (6) covered up or gave minimal discipline for, when if it was someone who wasn't in (b) (6) special group (b) (6) would have fired them, so that brings down morale.

(b) (6) states that as a (b) (6) (b) (6) is working with a (b) (6) (b) (6) who has received a proposal to remove (b) (6) and that the initial charges included a lot of things that didn't even relate to the incident. (b) (6) states that (b) (6) and (b) (6) have gone back and forth on it but that (b) (6) wants the employee to admit to something just so (b) (6) can back (b) (6) up. (b) (6) states thousands of \$\$ have been spent on this, the employee is off on admin leave, they took (b) (6) away and made (b) (6) go to Milwaukee to pick up (b) (6) letter directly from (b) (6) (b) (6) states they gave (b) (6) to an untrained officer with (b) (6) (b) (6) states that (b) (6) said the employee could not be rehabilitated.

(b) (6) states that W(b) (6) has always been more interested in employees doing Ag-learn and reports than having them do their jobs.

(b) (6) states that (b) (6) hopes (b) (6) doesn't suffer repercussions because of (b) (6) statement.

(b) (6)
(b) (6), (b) (6), in (b) (6) unsworn declaration (Exhibit 20), states (b) (6) has worked for the Forest Service for (b) (6) years. (b) (6) states that (b) (6) absolutely feels there is low morale within the law enforcement group in Region 9. (b) (6) states that it is without a doubt due to mismanagement or lack of management by (b) (6).

(b) (6) states that (b) (6) had (b) (6) years previous LE experience when (b) (6) came to the FS. (b) (6) states that a group of LE employees were in Ohio staying at a hotel and (b) (6) smelled marijuana on a fellow officer. (b) (6) states that (b) (6) was set back to see that, was very bothered by it and asked a fellow officer for advice on what to do. (b) (6) states that (b) (6) reported it to (b) (6) supervisor, (b) (6) the next day and wrote up a written statement which (b) (6) told (b) (6) had been forwarded to (b) (6). (b) (6) states that no one from the RO called (b) (6) about it and that when (b) (6) asked (b) (6) several months later (b) (6) was told that (b) (6) said there wasn't strong enough information to investigate. (b) (6) states that the employee is still in the region and when they are at meetings together the employee goes out on (b) (6) own in the evenings, instead of with the group, and comes to the meetings the next morning looking hung over. (b) (6) states that (b) (6) heard that the same employee was involved in allegations of buying alcohol for minors. (b) (6) states (b) (6) expected the RO to at least call (b) (6) over (b) (6) report but (b) (6) has since learned that if you are in (b) (6) "click" you are in and that employee is in (b) (6) click so nothing happened to (b) (6).

(b) (6) states that (b) (6) left the (b) (6) job to not have to work with (b) (6). (b) (6) states that there is a lack of response from (b) (6) and (b) (6) and that when requests are submitted they are not responded to and employees can't get equipment for the job. (b) (6) states that (b) (6) had submitted a five page request for equipment. (b) (6) states that (b) (6) came to the office for taser training and (b) (6) had been told you had to have permission to talk to (b) (6) or (b) (6) so (b) (6) asked (b) (6) (b) (6) for permission. (b) (6) states that (b) (6) (b) (6) met in (b) (6) hotel room and (b) (6) told (b) (6) (b) (6) had never seen the five page request, even though the original had been addressed to (b) (6). (b) (6) states that (b) (6) read it and told (b) (6) that (b) (6) agreed with it and if (b) (6) had the money it was ok to purchase the items. (b) (6) states that (b) (6) thinks (b) (6) was recording the conversation because (b) (6) had on a fleece jacket and was sweating but (b) (6) wouldn't remove it. (b) (6) states that the next day (b) (6) was telling other employees about the approval and they asked if (b) (6) had approved it and (b) (6) told them no, but (b) (6) had. (b) (6) states that when the items came in, that same day (b) (6) called (b) (6) chewed (b) (6) out and told (b) (6) to send the items back, so we did not have needed items for the field.

(b) (6) states that requests go to the RO and you never hear back, that the RO is a black hole and that if you keep asking questions you get in trouble for it or face retaliation.

(b) (6) states that if (b) (6) and (b) (6) weren't leaving (b) (6) would not be talking for fear of retaliation. (b) (6) states that the RO is a dictatorship. (b) (6) states that (b) (6) has heard positive things about (b) (6).