

To Whom it Concerns:

I wish to report some Michigan Army National Guard and Guard Technician practices that relate to the current topic of Toxic Leadership and I will let you be the judge on whether or not to pursue investigating matters further. Most people that will be referenced herein are both Michigan Army National Guard Soldiers and Federal Technicians located at Camp Grayling's MATES facility. There will also be mention of other Michigan Army National Guard Soldiers and their position as Technicians or State Workers at Camp Grayling.

This will not be in chronological order but the toxic leadership is getting bolder and bolder and embezzling more supplies and time and receiving more capital gains than what is due.

COPIES
Bunks and bunks of lumber are delivered to MATES and are being used for garages, gazebos, *Sim Robson-FE* spec houses, hunting blinds, fishing shanties, and so on. This has been going on for over five years now and only a few select "good ole boys" receive these benefits. This pertains a lot to Joseph Smock, Chris Golnick, Tim Sheldon and several others.

Credit card holders and shop supervisors receive "kick backs" from the vendors such as charter fishing trips, golf outings, deals on vacation packages and etc... *who are our vendors*

Trash can annual is given freely to the "good ole boys" while others are mercilessly scrutinized for their use of their leave, whether it is annual, sick, military, or VA appointments after *Tech - Business* deployments. There is one shop supervisor (Chief Dale) who reports his son as being there on time and does not denote that his son is late. This has happened a lot when his son's supervisor *M-dog* is away on business or away for other reasons. This is the same warrant officer who worked strategically to get his son promotions ahead of his peers by using his connections and position to influence his son's promotions earlier than anyone else. Chief Dale has been known to cheat on APFT tests (runs on the back stretch instead of the walk) and is such a "yes" man to Chris Golnick that he does Chris' beck and call and does not care that these actions negatively impact many people.

Shop supplies and tools are bought with government credit cards and used fully at employees *CAN we* residences such as Smock and never returned to the MATES facility; especially wood shop tools, *check purchases?* chain saws, generators, power washers etc.... that end up at Joe Smocks house or in a garage sale at his mom's house. Entire wood shop utilization is located at the Smock residence. Smock also uses the fuel from the facility by loading 55 gallon drums into the back of a shop truck and taking it home that way and Chris Golnick is aware of this and does nothing to stop it. This also happens with bunks of lumber and loads of gravel and the use of government vehicles to maintain the road to his house.

Chris Golnick is the shop superintendant and never bothered to investigate all the missing copper that the wheel shop guys were stealing and using to pay the cost of fishing trips to Canada and other fun activities. He was aware of the copper being stolen and even when evidence came into the shop, he chose not to investigate as they were his buddies and he refused to incriminate them (Palmer, Thayer and so on).

Chris Golnick has discriminated against a female employee and uses his position to oppress and micro manage that female so badly she is seriously considering retiring or leaving the technician force after 23 years of service.

Back to the embezzling topic, Chris Golnick hired Joe Smock to fill a WG6 or GS 6 position in the shop as a WG 9 position (and then promoted him to a WG10) and never has Smock worked the position per his job description, yet the previous guy who was dying from cancer could not even get a small pay raise prior to passing away. Yet Smock gets to garner a significantly higher wage and do the lower wage position and still receives the most time off awards in the shop. So he works a lower wage job for a high wage and collects multiple time off awards every year. Now that his position has been investigated, a newer position is being created outside of the MATES facility yet Smocks position is in reality co-located at MATES. And the shop has even hired him a personal assistant now to add insult to injury. Fraudulent use of personnel there as there is little real work in that department due to much of the equipment has been shipped out and fewer pieces of equipment are coming into the shop. Smock has keys to absolutely everything at the MATES shop and he is not in any supervisory position to possess such keys.

Until recently (21-27 July) Chris Golnick and Renee Reed were having affairs of sort during work hours and after work hours and totally deflating the morale of the MATES facility. She is the first Production Controller to ever go on multiple trips (day and over night) to Lansing with Chris Golnick under the guise of needing a DA photo or other reasons and he takes her to many conferences during the year that no other Production Controller ever had the privilege to attend. At the most recent such event he even took her to a strip club after the day ended. Both are married and adultery used to be considered wrong in the military and yet it is openly condoned and broadcasted for others to see. They always did physical training together and almost always work the same work shift and whatever Renee Reed says needs to be changed on paperwork for the work place, he fully endorses even if it is not to standard by the rules and regulations. They go to the Christmas parties together and he has given her money when she has lost at the football pools and other miscellaneous gambling that happens at that shop. If she has a bad day, he will console her in ways that he refuses to console any other employee. He has been seen with his hands under her jacket supposedly adjusting ribbons on her dress uniform, and his arms are frequently around her while she is stocking parts on the parts shelves or while she is sitting at her computer. They laugh and giggle for hours almost every day, if one

is visiting the other, no one else is allowed to interrupt even if it is job related and then they switch to the other's office and continue with the laughing and giggling, like no one notices that production is cut short due to this behavior. Currently they have resumed their secretive long walks out back and behind all the buildings. The affair is resuming and they are trying to hide it. Yet one has to wonder about the long walks, as production controllers have no work related reasons to go on long walkabouts with the Shop Superintendent. Sometimes they are gone for more than 20 minutes at a time.

Even the inspection team from Lansing that came up to inspect the JMTC unit, the talk all centered on the Chris Golnick and Renee Reed topic. It is a joke to them that if they want to reach Chris at MATES, they call Renee's office and if they cannot reach Renee they call her at Chris' number.

He practices the hiring of his family (though distant) over more qualified applicants. His ex-brother in law has a job at MATES due to his straying ways with Chris' sister. He figured he could keep an eye on his brother in law and it did not work. Now that same guy is working a position that two other workers were only paid a WG9, yet mysteriously now this Tim Sheldon gets paid to be a WG11 and there is even less work in the vault now than ever before and for over 20 years it was always a single person job and now Tim's nephew is also working in the vault as a WG9. So now one guy is getting paid a much higher wage (form of embezzlement) though the work load is less and somehow that justifies hiring yet one more person to assist with the lower work load. Embezzling sounds like a winner here as well, not to mention that Tim Sheldon works on several peoples personal (the good "ole boys") weapons in the Federal Vault on federal time to include Chris Golnick's personal weapons. To add to this angst, the personnel in the vault also commence to running their own barber shop on government time, in a government building and government dime. Also of interest are the AR-15s that are being built and sold from within the vault contacts Tim Sheldon.

Credit card fraud for nuts and bolts appears to be happening as well. Huge bills are chronically being paid yet the bolt bins are chronically empty or nearly empty. Kickbacks and home usage again by the "good ole boys" still running rampant in this area as well, some people fill lunch boxes full of the hardware for home usage. And again, Chris Golnick looks the other way.

who buys the nuts - bolts on the CC?

Jeff Golnick (related to Chris) was told by Chris that he had to apply for a higher leadership position and big surprise; he got the promotion though there were a couple of applicants that were more qualified. He has since been promoted to a full time promotion in lieu of his temporary position. This was facilitated by moving people around and hiring a Wage Leader into a position that had never existed before out to the remote location at Building 8 at Camp Grayling. In over 20 years there had never been a Wage Leader there and suddenly one wage leader vacates MATES to the Camp location and presto, Jeff Golnick gets the full time Wage

leader position. Now, due to his position, he is allowed to take shop equipment such as a portable power washer that is trailer mounted to his residence and clean his hot tub and fill it with water with MATES equipment. He has been seen taking other equipment from the shop to complete work at his personal residence. This is embezzlement of equipment and government fuel usage and again not everyone receives these same "benefits".

Chris Golnick uses coercion and oppression to keep some in line while promoting others to do as they please. He signs out keys to the entire facility to personnel that are not even in a leadership position and one is the main suspect in the copper thievery business. Personal vehicles get repaired in the facility if you belong to the club or tools get to leave the facility for home usage if you are a member of the "good ole boy" club. Ed Palmer usually has shop keys and he is a mechanic on the shop floor. Strange how he assists with Chris Golnick's spec houses business with material from MATES (wood mostly) and he gains full access to everything, before, during, and after hours.

Truck loads of gravel have been left on the dump trucks and reported to be seen being used on Wright Road which is Joe Smock's residence location. Embezzlement is still alive and well. It may not be actual money, but it is costly and is meant to supply the MATES and not a personal house property.

Civilian contracts are awarded to relatives of supervisors who work at MATES.

During major inspections, literally thousands and thousands of dollars (annually) of new parts come out of hiding from connexes, storage sheds and wall lockers and put into a dump truck or dumpster and get thrown away. This includes hose fittings, filters, and any imaginable part that could have been ordered through the system. Over the years, this practice has cost the government at least a million dollars or more.

The Camp Grayling MWR funded and built a pavilion on MATES ground. Joe Smock utilizes that area as a used tire warehouse. That is not the function of the MWR pavilion and yet it is so.

When inspections are coming up, workers get pulled from off the floor and told to clean up, throw stuff away, and arrange all the flammable material lockers and in general they spend days preparing for inspections that Smock should be doing as part of his job. Then to add to the insult of wasting supplies and throwing good items away, if there are discrepancies, most of the non-MATES inspectors give the MATES employees a couple more hours to further prepare and correct the faults, so on paper, the MATES facility looks great for passing inspections.

PTSD claims are on the rise and practiced to garner the most money from the system even though these Soldiers are still functioning and fully employed by the Federal Government. There have been at least two Soldiers/Technicians that should have lost their jobs due to failing

the urinalysis tests completed on the guard side. One was fought for to retain because of her relations to higher brass located at Camp Grayling. She was a SGT and should have been processed immediately for discharge and that did not happen. The most recent one failed the urinalysis and was schooled by a LTC on how to claim it as related to PTSD to gain compensation from the VA and to beat the rap for a dishonorable discharge. He was a SSG and took a bust to SPC but still works as a technician and collects all his checks.

For retaliation against the one female (Sharon Whitcher) for filing her EEO complaint, Chris Golnick has been heard saying that neither she or her husband would ever get the WL position that came open after she filed and no wonders there, neither one got it. Her husband was the most qualified but that did not matter. The hiring boards are supposed to hire as a consensus and yet Chief Dale made the final decision. It was one vote each for three different applicants and he used his vote as the all overpowering one and hired the pre-selected guy who was not the most qualified.

When the civilian security company did not hold security at MATES due to a conflict in the contract, happenings in the evening were being reported to Range Control at Camp Grayling and Chris Golnick and Joe Smock smoothed all that over and so again nothing comes to light.

The MATES crews used to do a river clean up every year down the local river as part of a community service day. For several years, it was just fine. Then Smock and company began to use it as a drunken festival and no leave was charged to the personnel who would begin drinking by 8 o'clock in the morning and they created all kinds of havoc on the river and its community. It finally got so bad the community spoke up and wrote letters to the editor and only then did the drunken festivals come to an end.

There are personnel at the MATES in fictitious jobs. On the record, the one is a radio repairer yet hardly ever (if ever) does he work on radios. He works mainly on his Scott E-trades and computer usage. There is an electronics supervisor who has not one electronics worker working for him; they are all surface maintenance mechanics. A couple of people were recently re-aligned after the EEO complaint was filed but it took that complaint to start making things happen. Chris Golnick even wrote the female applicants resume and hired her for an upgrade to make it appear that he was not discriminating against her as well. The rebuild section rarely rebuilds anything, they are more frequently doing surface maintenance tasks that should be being completed at BLD 8 at Camp Grayling, yet that WL is pretty much inept and now that work load is infiltrating the rebuild section because they do not really have any rebuild work, yet again they get to collect the higher pay check for doing a lesser job.

There are inspectors that never or very rarely inspect any equipment yet get paid to be an inspector. The mechanics on the shop floor inspect each other's equipment and only get paid

their usual wage. Most wage leaders claim 50% or higher daily on work orders, yet never turn a wrench, so more people getting paid to do a job that they do not have to work. This is interesting as the paperwork that gets turned in claims they did the work. The WL's can repair equipment without ever touching a tool or moving a piece of equipment. The MATES facility is great at hiding all the wrong by conducting their creative writing on paperwork.

There are tool and parts attendants that never deal with tools. And more recently, Smock who receives the most time off awards for doing such a great job, gets to hire an ADOS worker to do his manual labor and that gives Smock even more time to plan family vacations and other personal use of the government computers to plan many personal affairs. Again he is getting paid for not working.

Then there is the topic of the 10 hr days. That program was endorsed as a way to save to the government money and all it does in give more time off and an inconsistent work environment. The building is still open 5 days a week. So now those on the 10 hour days get 10 hrs of holiday pay, and that is not too bad except, where is the savings to the government. There is none. It is a frivolous way to get more money and work less and the program is not being utilized in the least compared to how it was presented. Customers do not come in at 6 in the morning and no matter what work shift people work on, they all begin pretty much at 8 and end at 2:30. There is no command and control and by chance if there are customers on a Monday or Friday, there is hardly anyone around to take care of the customers. The crew is so sparse that finding anyone to take care of a customer takes a while at best. If this plan was fully implemented the way it was designed to work, that would be fine, but it is not and the program needs to go.

Home projects are another topic all together. Three cross country ski machines were built on government time, with government material, and reside at residences that do not include MATES. Material comes up missing from most of the shops and no one tracks it, they just order more. Keys to the facility are handed out like candy to non-supervisory personnel and this leads to chaos and loss of material and time to complete real world missions. Home projects include such a vast array it is hard to grasp that it happens the way it does. The computer guy takes home a new projector for over a year and never gets in trouble. Computer repairs get done on personal computers with government computer parts. Everything from small parts to huge fishing shanties get built on the government dime in this facility. Hunting on closed ranges happens and the use of the shop trucks is not precluded from these escapades. Material from the welding shop is consumed on the days when the actual welder is not in. Jeff Golnick and Tim Sheldon use the welding shop for personal gain on those days to repair Chris Golnick's items and other personal items for their "good ole boy" club. It consumes material and time and again, no use of annual leave to conduct these home projects.

Coordination with Camp Grayling State workers and technicians exemplifies the hiring of family members over purple heart recipients, and promotes more material for spec houses, privately owned houses and the use of labor to get such projects done is enormous. Look the State Workers that are hired and look to see what positions their relatives hold and see why the general populace is upset with the Michigan Army National Guard and pretty much anything that goes on between Camp Grayling and MATES. Camp Buildings get used in the winter time to house non-military boats, vehicles, motorcycles etc. It all depends on who you know and who holds the keys. The National Guards and Federal Technician and State Workers forces are so closely intertwined that it is nearly impossible to only tell on one aspect because they all tie together.

Fraudulent use of government vehicles happens quite a bit with Chris Golnick, Joe Smock and Renee Reed. Chris even lets Reed drive the government vehicle all over the state for her drill weekends yet denies other MSG's the same privileges even if they have legitimate usage for transporting government material during a drill weekend. Reed was even allowed to take a vehicle for the entire AT period of June 2012 while he himself used technician time to tour Reed around the South FOB while no one else could do that. Chris Golnick would even visit Renee Reed quite frequently during the standard work day (during AT) with his government vehicle while on technician time. Smock uses government vehicles to take government tools, bunks of wood, loads of gravel and any other miscellaneous equipment to his house or whoever's house he deems worthy to benefit from the special delivery.

Chris knows this stuff happens and just turns a blind eye, after all Smock is the big union guy who works for management and not the people so Chris runs the government maintenance shop as if it is his personal shop and pushes some people to the edge and promotes self gratification to others.

A survey was taken to assess the climate at the MATES and even though the process was supposed to be confidential, there was such a lack of trust of the promised confidentiality that (for days) people talked about how they could not answer truthfully for fear of reprisal. To date the shop was told they would hear the results of that survey but that has not materialized either. Most workers are afraid to come forward as their job would be threatened and their careers would be cut short. Many see this and do not like it yet feel there is nowhere to turn. If they are too scared to put it in a confidential survey, that speaks volumes in itself.

The MATES facility has a nickname of the MATES MAFIA because of this type of aforementioned behaviors. Not all are totally illegal, but all are "Toxic Leadership" at its best.

Smock's refrigerator has been known to store alcoholic beverages that are imbibed during the work hours. Everything from beer to hard liquor has been housed in that refrigerator and consumed at the MATES facility.

This is just the tip of the iceberg. Many more items should be listed such as hiring a sexual offender to work a made up position until that person could retire. He was let go of his LTC position at Camp Grayling due to the sexual nature of the charges, demoted, and a nice easy job was fabricated so he could ride out his time to further his retirement package. Though he was demoted to SSG, he should have been kicked out due to the "Zero tolerance" for such behavior that was in place at the time.

There is an ARMT worker that never works on the howitzers. The regular mechanics do. The ARMT worker gets paid a higher wage to work on that equipment per his job description yet he only works on small items and not the howitzers. The mechanics do not get to collect the higher wage for working on the howitzers. Most of the technicians working on the Howitzers do not even carry that MOS or have current training on those systems. Someday, someone is going to get hurt and only then will this issue come to light. It is wrong. The ARMT worker plays computer games and socializes more than anything and yet the floor workers have to cover his level of work while maintaining the correct work package for the their respective teams. Most of the equipment he used to work on has left the MATES and been shipped elsewhere. His work load is greatly reduced and yet the 1071st Maintenance Company still covers down his work load, thereby reducing his work load even more.

The next topic is the hiring of civilians to work at the facility. The one was hired as a civilian WL after he had left the system on a medical retirement stating that he could not work in that environment as a Soldier, yet can work it as civilian. This is setting the precedent to use a fraudulent PTSD claim, retire out on a medical and pad your retirement by coming back in as a civilian contractor. This is unethical yet happening.

There is a Physical Training policy at MATES that allows individuals to sign out and conduct PT offsite with approval. There are several personnel that use it to go home early and not do PT. Again this is a type of embezzlement. It is collecting money to be on duty but not be on duty. One individual actually was caught by his supervisor not conducting PT and Chris Golnick is not readily reprimanding the person. Chris claims there is nothing that can be done, yet if this person (Jason Thayer) was one that did not belong to the "good ole boys" he would have minimally been written up. There is also a person who works in the parts department that should have been let go several years ago but because his godfather is a big wig in Lansing he gets to continue to ride out his technician job though it has been justifiably documented for causes for discharge. Again, it is who you know or are related too and the world at MATES is yours for the taking. Drinking buddies get hired for full time positions and even the hiring board

for the previously mentioned WL position at Camp Grayling was not a consensus like it is supposed to be. Three people all received one vote each and the supervisor of the board merely stated that his vote carries higher weight so he hired his choice with no consideration for the more qualified applicants or the opinions of the other board members. The board was convened to give the appearance of legality and nothing more. Lansing was even informed of the pre-selection before it happened and yet nothing was done to prevent it. The Chief Warrant Officer has felt slighted ever since he was removed from a position on the guard side at the same time the motor sergeant was removed and it is that same removed motor sergeant who was granted the WL position.

The computer usage is not distributed evenly between the sub-shops at MATES. The favored sections have more computers and fewer personnel to use them. Chris Golnick has been directed to make sure the computer access is equal amongst the shops. It is not so. He uses the computers to oppress the track shop while the wheel shop retains full usage of a greater amount of computers.

The MATES command and control is lacking at best. Uniform wear is laughing matter. Pants not bloused, no belts, women walking around in T-shirts with their nipples showing, mixed uniforms, pt clothes inconsistent with the Army values, haircuts not to standard, even the unlicensed barber shop located in the vault give Mohawk looking cuts and think it is a joke. This is mentioned to inform interested parties in the fact that with lacking standards and morals, this is a huge contributing factor in all the unethical behavior that happens in the MATES building.

Recently Sharon Whitcher was accosted twice in less than five minutes about taking pictures. Renee Reed and Tim Sheldon scolded her mercilessly about taking pictures of Tim while he was steam cleaning a pig roaster that was attached to his privately owned vehicle and pulled in the courtyard area of the MATES facility during work hours. Profanity was used and accusations were running wild. Sharon Whitcher was out conducting a road test with her bay partner at the time of this happening. She had no knowledge of what she was being scolded for. About a half hour later Tim Sheldon did apologize to her but did not make it public like the scolding so the animosity towards Sharon is still evident. She is the one who filed an EEO complaint against Chris Golnick and now all his buddies treat her like the plague and it showed greatly that day. The shop princess (Renee Reed) accosted Sharon in the woman's restroom and Tim Sheldon was yelling at her out in the hallway by the WL's desk. It was quite a scene.

The entire MATES make up should be scrutinized and audited for personnel to be placed in legitimate positions and made to do the jobs they are supposed to i.e..... Inspectors should inspect, WL's should really turn a wrench like the job description states, and radio repairers should be working on communications systems and not E-trade, personnel should not be

getting higher wages or newly fabricated positions just because they can get Chris Golnick all the building supplies he needs on the government dime. The paperwork is fabricated to show the WL's work but they do not (with one exception: the WL of the rebuild section does indeed work on the floor). Vehicle usage should be monitored by those who do not personally gain from the free use of government funded fuel. Contracts should be audited for correct usage, fringe benefits, and proper use of the government's contractor course education, kick backs and personal gain should not be prospering to those who work at MATES.

The issue of Safety of Use Messages for the up armored HMMWV's stated that those vehicles should be dead lined due to the maintenance on the geared hubs: that did not happen as the shop decided that that would dead line too many vehicles, so the system continued as it was, quite possibly putting other Soldiers' lives on the line.

Restricted areas are posted and yet the Restricted Area that is under Smock's control is frequently left open and unsecured.

This type of behavior exists at both Camp Grayling and MATES, but predominately MATES.

Some of this is firsthand knowledge, and some of it has been heard around town, at the golf clubs, in fishing shanties, at the drinking establishments, sporting goods stores and in general around the local area.

In closing, just know that this is indeed only a partial listing of what goes on. If anyone was to truly dig into this it would be appreciated by the lowers and would really make the higher nervous. With enough notice though, considering past practices, the shop will be cleaned up and everything presented as if everything is correct. This facility is great at appearing one way and conducting business unethically all at the same time.