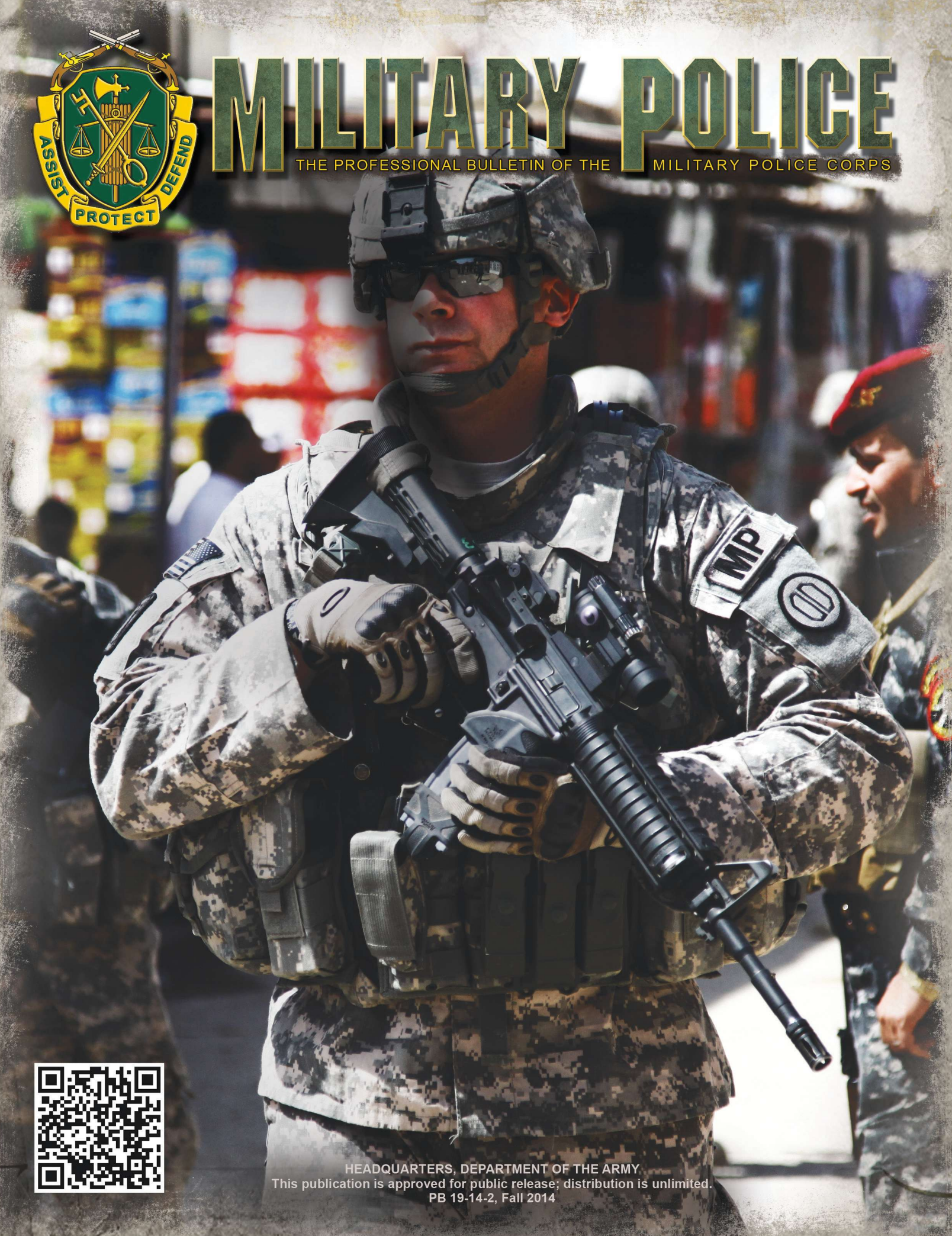
MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS



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Military Police is always looking for good-quality, action photographs (no "grip and grins," please) to use on the outside covers. If you have photographs of Soldiers who are in the proper, current uniform and are participating in training events or operations or photographs of current, branch-related equipment that is being used during training or operations, please send them to us at <usarmy.leonardwood.mscoe.mbx.mdotmppb@mail.mil>. Ensure that photographs depict proper safety and security procedures, and do not send copyrighted photographs. All photographs must be high-resolution; most photographs obtained from the Internet, made smaller for e-mailing, or saved from an electronic file such as a Microsoft® PowerPoint or Word document cannot be used for print. In addition, include a caption that describes the photograph and identifies the subject(s) and photographer (if known). Please see our photograph guide at <http://www.wood.army.mil/mpbulletin/documents/PhotoGuide.pdf> for more detailed information.

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Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School

Brigadier General Mark S. Spindler

Priority Two: Force Design and Construct—Opportunity is Knocking



"Given the fundamental premise that people are the center of all national engagements, it is equally self-evident that war, or more broadly, conflict, is also an inherently human endeavor."

—"Strategic Landpower: Winning the Clash of Wills"[1]

The top three priorities for the Military Police Corps Regiment are: leader development, force design and construct, and the military police profession. In the Spring 2014 issue of *Military Police*, I discussed priority one, leader development.[2] In this issue, I am addressing priority two, force design and construct.

Recently, I had the opportunity to attend a conference where the Chief of Staff of the Army discussed a number of issues that will impact the Army of tomorrow. Of particular note were his thoughts on future organizational design in a time of diminishing resources and pending force reduction. The discussion highlighted many of the new technological developments and creative organizational constructs that are currently under consideration and the discriminate strike capability that will be imperative in minimizing counterproductive adversarial responses and winning the clash of wills. The Chief of Staff of the Army stated, "It is the Soldier that is the most discriminate weapon on the battlefield," emphasizing that neither developing technology nor new organizational design can mitigate or replace what the Soldier brings to the battlefield—namely, an instinctive understanding of the operating conditions and intuition about human behavior. We can no longer engage in conflict without ". . . fully considering the physical, cultural, and social environments that comprise what some have called the 'human domain.' "[3]

". . . we must continue to demonstrate and advocate the irreplaceable capabilities and skills that military police bring to the operational environment . . ."

In my biased opinion, military police professionals have more capability and capacity to attend to human complexities and behaviors than any other branch of Service within the ground forces. That's what we do! And we do it 24/7 at our posts, camps, and stations and throughout all contingency operations. As warrior police, we understand the importance and consequences of the discriminate use of power and force and the impact it has on human behavior.

Our senior leaders will soon need to make difficult decisions regarding the resizing and reshaping of the future force. Our Regiment will certainly need to be prepared to take our share of probable reductions to meet prescribed force levels—and we will be. Some say this is the inevitable consequence of considerable military police force structure growth over the last decade. Maybe. But rather than view this as a penalty of sorts, I suggest that we embrace it as an opportunity to help our senior leaders make informed decisions about the proper shape and design of the military police force needed for Army 2020 and beyond. As leaders, we must meet Army priorities first—then attend to our regimental prerogatives. We need to be honest with ourselves in these assessments, and we must accurately advise senior leaders about where possible force reductions can be made to meet prescribed force levels. This will not be pleasant, but it is the right approach. Having said that, we must continue to demonstrate and advocate the irreplaceable capabilities and skills that military police bring to the operational environment—and I know that you are. Everywhere I go, senior leaders boast of the remarkable competence and professionalism of our troops, how well they are led, and how valuable they are to the mission and the team. Keep it up. Keep engaging your leaders and promoting the merits and capabilities of the Corps.

Continue to train, mentor, and lead the most skilled and professional Military Police Corps our Army has ever known. And let's use this opportunity to build the force that the Army needs, a force that we want, and a force that will never falter in its mission to assist, protect, and defend!

(continued on page 17)

Regimental Command Sergeant Major

Command Sergeant Major John F. McNeirney

Highly Competent, Agile, Adaptive Military Police Soldiers



As our Army moves into an era of preparing to respond to the next unknown conflict, we must continue to develop competent, agile, adaptive military police Soldiers who can contribute to mission success. Military police doctrine is constantly being updated to reflect the role of our Regiment in supporting unified land operations, and our training must be adapted to support the evolving doctrine.

"We are currently in the process of determining the technical and tactical competencies that enlisted military police personnel will need throughout their careers."

The U.S. Army Military Police School (USAMPS) is hard at work identifying the right mix of skills, knowledge, and attributes (SKAs) for military police Soldiers to best enable military police units to accomplish their missions. We are currently in the process of determining the technical and tactical competencies that enlisted military police personnel will need throughout their careers. Specifically, what competencies are necessary for each grade? When should we provide training for the knowledge necessary to develop those competencies? And in which domain (operational, institutional, or self-development) should the training occur?

USAMPS efforts are nested with the other Army leader development initiatives. The results of an NCO 2020 survey indicate that there are eight NCO SKA categories:

- Management.
- Leadership.
- Administrative.
- General military knowledge.
- Media communications.
- Tactical.
- Common tasks and technical skills and knowledge.
- Training.

Several gap analyses have been conducted to determine which mission-essential SKAs are missing from each skill level. The information from these analyses will be used for the development of revised individual critical task lists, which will be compiled into electronic job books. These tools will assist unit commanders in tracking the training of Soldiers' technical skills and knowledge.

USAMPS will use information gained from several task review panels to determine the specific SKAs needed for military police Soldiers. We will then determine at what point in Soldiers' careers the training will best prepare them to accomplish assigned missions. The goal is to deliver the right balance of technical, tactical, and leadership training early in their careers to best prepare them for their current and next duty assignments. Through this process, we will develop highly competent, agile, adaptive military police Soldiers.

As I travel to military police units across the Army, I see our military police leaders hard at work, training the best military police Soldiers our Army has ever known. Your daily sacrifices do not go unnoticed and are greatly appreciated. I am proud to serve with you as we continue to develop the men and women of our Regiment into highly capable military police Soldiers.

Assist, Protect, Defend!

Regimental Chief Warrant Officer

Chief Warrant Officer Five Leroy Shamburger



As you know from the Military Police Regimental Strategy (Box Top) and the *Military Police Force Strategy 2020*, the military police mission is to "provide professional policing, investigations, corrections, and security and mobility support across the full range of military operations in order to enable protection and promote the rule of law."[1, 2] If we are effectively executing our mission, then our customers, other law enforcement agencies, and credentialing and certifying agencies will recognize the Military Police Corps as a professional organization. Our customers—senior mission commanders at camps, posts, and stations at home and abroad—are most important. In order to help senior mission commanders preserve the force, we must provide professional personnel to assist, protect, and defend the Soldiers, Family members, and civilians who work and reside on installations around the world.

If we are effectively executing our mission, then our customers, other law enforcement agencies, and credentialing and certifying agencies will recognize the Military Police Corps as a professional organization.

We do an excellent job of policing installations, investigating crime on installations, and conducting detention and corrections operations. But with all of the turmoil related to being an Army at war and in transition and all of the struggles with very difficult issues and decisions, senior mission commanders need us to rise to the next level. It is not good enough to be compartmentalized in corrections, combat support, provost marshal operations, or investigations. We must improve our game by becoming aware of the tools available to military police and by being able to advise senior mission commanders on the capabilities available to them across the Career Management Field 31 series. Military police leaders are expected to know the missions and capabilities of military police organizations. Until we are able to converse across the military police portfolio, senior mission commanders won't view us as competent and, therefore, can't see us as professionals.

The good news is that, as an organization, we recognize this and are proactively working through the issue. Young military police leaders are being informed that the path to success leads through assignments in corrections, investigations, and combat support organizations. They are being told that the one-trick pony will not become a future leader of the Military Police Corps. Organizations such as the 504th Military Police Battalion of the 42d Military Police Brigade and the 22d Military Police Battalion (CID) of the 6th Military Police Group (CID)—both assigned to Joint Base Lewis-McChord, Washington—have heard the message loud and clear. They have initiated joint leader professional development training to become more aware of each other's capabilities. I applaud their efforts at breaking down the walls that exist between combat support and U.S. Army Criminal Investigation Command, commonly known as CID, units and tackling installation law enforcement as an integrated team. With efforts such as these (providing integrated law enforcement solutions to commanders), our customers, other law enforcement agencies, and credentialing and certifying agencies will recognize the components of a professional organization. I am certain that these same efforts are underway at other locations. My hope is that they will become a routine occurrence at posts, camps, and stations around the world. We must continue to put self-interest and self-preservation aside and do what is best for the joint force, the Army, and the Military Police Corps Regiment.

Endnotes:

[1]Mark S. Inch, "Forging Military Police From 2013 to 2020," *Military Police*, Spring 2013, pp. 2–3, <http://militarypolice.epubxp.com/i/289743>, accessed on 30 July 2014.

[2]*Military Police Force Strategy 2020*, U.S. Army Office of the Provost Marshal General, 2013, <http://usarmy.vo.llnwd.net/e2/c/downloads/287181.pdf>, accessed on 16 July 2014.

Assist, Protect, Defend—Of the Troops and For the Troops—Preserving the Force

Military Police and Strategic Landpower: Short of War and At War

By Lieutenant Colonel Yvonne C. Miller

Strategic landpower refers to the application of landpower to achieve strategic outcomes across the range of military operations. Strategic landpower addresses the human aspects of war and encompasses strategic and expeditionary maneuver. Strategic maneuver involves building partner capacity, employing forces to deter conflict, and conducting regional engagements. Expeditionary maneuver focuses on rapidly deploying and employing scalable, tailored, operationally significant forces.

The future operational environment will be accompanied by an increase in hybrid strategies and tactics. Urbanization and increased populace access to information are increasing the momentum of human interaction and presenting challenges for the United States in controlling instability. Increased operations in urban settings will require the protection of critical assets and the populace. U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 525-8-5, *U.S. Army Functional Concept for Engagement*, provides a framework for the engagement warfighting function and activities that the U.S. Army can use to influence people, security forces, and governments.[1] The achievement of objectives across the range of military operations will require Army forces to build partner capacity for security and the rule of law.

Military police forces support strategic landpower through the three military police disciplines: police operations, detention operations, and security and mobility support. Within the strategic maneuver context, unique military police technical capabilities and expertise support of civil security and civil control lines of effort are critical in enabling the rule of law. For expeditionary maneuver, military police enable maneuver forces by focusing efforts on maintaining civil order, mitigating threat, protecting personnel and assets, and preserving commanders' freedom of action, regardless of the operational environment. In many operational environments, the threat is more criminal than conventional in nature. Through the integration of police intelligence operations, military police provide a critical understanding of the criminal environment, develop linkages between criminal actors, establish critical correlations in time and space, and identify trends and patterns in criminal activity. These actions contribute to the targeting process, enabling the selection and prioritization of crime and criminal targets.

As the Military Police Corps Regiment attempts to define the military police role in strategic landpower, military police leaders must inform maneuver commanders that military police—

- Protect the force by preserving combat power.
- Enable the rule of law during all phases of a campaign.
- Build partner capability and capacity among police and corrections personnel.
- Provide commanders with expertise on targeting hybrid threats.
- Provide maneuver support that enables the commander's freedom of action.
- Detain populations or groups that pose a threat to military operations.

As stated in Army Doctrinal Publication (ADP) 1, *The Army*, the ability to manage the human aspects of war before, during, and after all phases of a campaign will determine the success or failure of a campaign.[2] Military police have a critical strategic landpower mission as the Army executes its principal roles of preventing conflict, shaping the operational environment, and winning the Nation's wars. Military police disciplines apply in situations short of war and during the decisive operations of war.

Military Police Role in Strategic Landpower Short of War

As stated in "Strategic Landpower: Winning the Clash of Wills" (a white paper signed by the Army Chief of Staff, the Marine Corps commandant, and the commander of U.S. Special Operations Command), ". . . the Nation should measure the value of forces that operate on land as much by their contributions to sustaining the international order and the security of our international partners and allies as by their contributions to war."[3] Military police contribute to the sustainment of peace through regional engagements and efforts to build partner capability and capacity.

In regional engagements, military police help build the host nation's capability by coaching, mentoring, and training regional forces on the rule of law. Promoting the rule of law involves establishing policing, judicial, and corrections systems for the fair and equitable treatment of citizens by the host nation government. Military police are the Army experts on policing and corrections and are already conducting regional engagements to train defense forces on police tasks. The defense forces of many countries have close or formal ties to their police forces. The primary mission of host nation defense forces often includes police and stability tasks, causing military police to be in high demand for security cooperation efforts.

To support an understanding and promote the rule of law, military police conduct police training programs abroad that cover the full range of police tasks that support judicial systems, law enforcement, and penal systems. Areas of critical training include escalation of force, prison security and procedures, proper treatment of detained individuals, investigations, the fight against organized crime, effective

documentation and collection of evidence, and participation in the judicial process. Military police also provide training for special police units, such as family support units, child protective services, special victims units, and military working dog units.

Another focus of strategic landpower involves the integration of special operations and conventional forces. The security force assistance mission integrates the capabilities of special operations and conventional forces, focusing on developing the capability and capacity of foreign security forces, including military forces and police, border police, and customs officials. Military police have experience operating as police mentor teams and police training teams in Iraq and Afghanistan, so they have the critical knowledge and understanding necessary to effectively train and mentor host nation police forces. The U.S. Army Special Forces Command (Airborne) and the Office of the Provost Marshal General have agreed to further develop the concept of law enforcement advisory teams to assess and develop partner nation security forces in a culturally attuned manner. The effort will include a combination of special operations and conventional forces to support special operations mission objectives and build partner nation capacity for security, governance, and rule of law. Military police specialized expertise can help develop the host nation police force ability to conduct law enforcement raids, high-risk apprehensions, cordons and searches, detention operations, and police intelligence operations.

Military Police Role in Strategic Landpower at War

Remaining regionally engaged and building partner forces effectively posture the Nation to react to international crises in a more expeditious and legitimate manner. Army shaping operations can improve the Nation's access to key regions. As stated in the strategic landpower white paper, "The discriminate application of military power—the ability to both build and destroy and the knowledge to know when to build and when to destroy—comes from close and sustained operations among the people."[4] If we cannot prevent conflict with regional engagements, we must be prepared to fight and defeat the threat. Military police provide the ability to defeat the threat by conducting police intelligence operations and providing area security and mobility support.

Police intelligence operations are integrated across all military police disciplines of police operations. The criminal element is one aspect of the hybrid threat that military police are specifically trained to address. Information and intelligence handling will become critical in achieving strategic objectives. Due to the pace of many operations, this critical information gathering is often overlooked and ineffectively accomplished. Military police can investigate criminal and terrorist incidents, conduct surveillance operations, and collect and maintain evidence and operational information. Having military police experts available to focus on collecting and analyzing police information to develop police intelligence products will enable the maneuver commander to maintain momentum in offensive operations and to identify threats across the range of military operations. Military police support to evidence-based operations disrupts the enemy and contributes to the adjudication of cases against personnel who pose a threat to the mission.

Threat actors are increasingly operating among the population. Joint force commanders must be able to identify the threat and supporters of the threat. Commanders will not be able to identify the target, whether influencing operations or using lethal force, unless their critical information requirements are addressed. Police intelligence operations can provide actionable intelligence through fusion with other intelligence data. Police intelligence operations enable military commanders to identify connections and correlations between people, locations, events, and physical evidence and can contribute to the disruption of criminal activity. Biometrics and forensics capabilities that military police can provide are critical in criminal investigations, site exploitation operations, and threat identification. Situational understanding is critical to the execution of mission command, and police intelligence operations can allow commanders to continuously update their understanding of the military problem and target the threat.

Military forces must often enter areas with nonpermissive environments. The military becomes responsible for establishing a safe and secure environment before other external actors can enter the operational area. Security and mobility support are primary missions of military police, who are trained to effectively control the populace and keep the lines of communication open. Military police allow freedom of action for the maneuver commander.

Military planners must also be cognizant of the forces and capabilities required for postconflict operations. The strategic landpower white paper states that "The absence of U.S. land operations in the conduct of a campaign can reduce or even eliminate the ability of the United States to influence the postwar situation so as to ensure the national interests that prompted our involvement are protected and that a stable peace is derived."[5] According to the phasing model outlined in Joint Publication (JP) 5-0, *Joint Operation Planning*, Phases IV and V of the campaign or operation focus on establishing security and enabling civil authority.[6] With their policing and security expertise, military police can establish and maintain a secure environment and transform the responsibility for security to host nation police forces.

The Operationalization and Institutionalization of Strategic Landpower

Tailoring military police force structure within special operations and conventional forces to best support maneuver commanders is critical to unified action. As the Army develops its operations plans and orders, military police force structure should be considered at all phases of the

(continued on page 8)

SHAPING PRISONER REHABILITATION THROUGH NET ZERO AND COMMUNITY CONNECTIONS

By Sergeant Major Ronald W. Hussung

Recognizing the value of sustainability, the Northwestern Joint Regional Correctional Facility (NWJRCF), Joint Base Lewis-McChord (JBLM), Washington, set out to modify the prisoner rehabilitative culture. The NWJRCF incorporated the U.S. Army Net Zero Program, concentrating on improving efficiencies in the areas of air, land, energy, water, and waste. This undertaking allowed the facility to use prisoner labor to perpetually redefine rehabilitation within military correctional facilities while enhancing Army sustainability. The goal was to maximize efficiency and decrease cost through prisoner employment, which is accompanied by 14 available collegiate certifications for professional job training. NWJRCF personnel realized that this endeavor would be evaluated in terms of financial benefits and by the benefits of maintaining mission capability, the quality of life, and relationships with local communities. The program would also preserve future options for JBLM and the Army.

Military offenders who were incarcerated at the NWJRCF did not anticipate their involvement in sustainability operations or in generous contributions to local communities. However, a significant portion of prisoner rehabilitation revolves around professional certifications that are linked to sustainable practices such as composting, vermicomposting, aquaponics, hydroponics, horticulture, livestock care, natural fertilization, alternative energy use, water conservation, waste diversion, and ecosystem stabilization. (The facility offers 11 certifications in horticulture, three certifications in carpentry, and three levels of training in barbering.) Prisoners have the opportunity to contribute ideas for sustainable practices; feasible ideas are approved and implemented. Many of the sustainable Net Zero projects are derived from the ideas of prisoners who were enrolled in the horticulture professional certification program. Although prisoner rehabilitative programs are important, the NWJRCF believes that its mission involves truly changing and shaping the lives of everyone—not just the prisoners. The Net Zero Program allows the NWJRCF to serve as a learning organization by encouraging ingenuity and the productive use of time and by providing prisoners and staff with a greater purpose. The NWJRCF has adopted the philosophy that "if everyone is thinking alike, then no one is thinking at all."

Since the NWJRCF horticulture program has been linked to the Net Zero Program, positive prisoner behavior, staff enthusiasm, and cost savings have been unprecedented. The facility now boasts the lowest number of disciplinary infractions and the lowest rate of recidivism within the U.S. Army Corrections Command. Leaders realized that the proper use of incentives, including extra good-conduct days, fosters an environment in which prisoners work and subsequently witness the fruits of their labor. Prisoner Net Zero performance measurements serve as the greatest equalizer; benchmarks are rewarded. Prisoners are allowed to work outside their domiciles about 9 hours per day.

The NWJRCF remains flexible while maintaining the highest level of custody and control; staff members are responsive and allow the prisoners to make a difference in their own lives and the lives of fellow Americans. One prisoner stated, "My time here has been depressing at times and very frustrating. A new program that I am currently involved in is Waste Management Engineering—where I have successfully completed the Recycling Training and Waste Diversion Training that was provided by their professionals. When I started this program, I did not fully understand how it would impact not only me, but other people. Recycling has shown me that we can take something; [and] whether broken, used, or damaged, it can be recycled and appl[ied] to life. In closing, I would like to say the facility and its programs have given [me] a new direction in today's society. Although I have done wrong in one area, I am taking advantage of this second chance to establish my life. I am recycling my life and making it brand new."

Through role modeling, staff and prisoner ingenuity, and concerted efforts at every level, the NWJRCF is working to change military corrections, redefine true prisoner rehabilitation, and embrace a culture of sustainability through the following initiatives:

- **Net Zero Air.** The NWJRCF remained 100 percent compliant with environmental standards and received commendable ratings. A Commute Trip Program that increased car pool travel by 11 percent for the total organization was initiated.
- **Net Zero Land.** Prisoners in the NWJRCF horticulture program grew eight species of rare, native prairie grasses to help repair JBLM training areas and ranges, provided critical habitat for several species listed under the Endangered Species Act, and saved the installation more than $280,000 annually. Staff and prisoners, along with local agencies and communities, conducted

seed propagation operations to stabilize the ecosystem. They also started a Go-at Green program in which goats consume invasive grass on the installation.

- **Net Zero Energy.** The NWJRCF installed energy-efficient light bulbs and instituted nighttime inspections throughout the facility. Four high-quality, energy-efficient greenhouses were purchased to sustain the prisoner horticulture program year-round. Eight 400-watt solar panels and one 400-watt turbine windmill were also purchased as alternative energy resources, reducing energy costs by 40 percent.
- **Net Zero Water.** The NWJRCF instituted a closed-loop aquaponics system to sustain the prisoner horticulture program through the winter, eliminating any need to consume additional water to grow plants. Water consumption was reduced by 60 percent by installing a drip line irrigation system for the entire horticulture program and mixing compost into the soil, which allows for the top of the soil to hold more water and prevents evaporation. A honeybee pollination program was instituted, increasing the growth of fresh produce for a local food bank by more than 50 percent. (The U.S. Department of Agriculture recognizes that bees are responsible for pollinating 204,000 flowering plants, about 87 percent of all 235,000 known species.)
- **Net Zero Waste.** The NWJRCF initiated the first waste diversion training for prisoners in the U.S. Army Corrections Command. Sustainable outreach professionals created a program called Prisoner Waste Management Engineer and trained more than 30 prisoners and 25 staff members. The program boosted NWJRCF waste diversion from less than 5 percent to approximately 90 percent per week—the highest percentage at JBLM. A vermicomposting program was instituted to allow worms to consume food waste and shredded paper and turn them into enriched compost; the NWJRCF partnered with the installation recycling program to have the worms consume shredded sensitive documents, saving the installation thousands of dollars in annual disposal costs.
- **Measurable Outcomes.** The NWJRCF donated more than 10,000 pounds of produce worth $88,000 to a local community food bank. Fifty Easter lilies were donated to installation chapels in 2013, saving an estimated $1,000. The 2014 Easter lily contribution total is expected to be triple that amount. More than 6,300 plant starts have been donated to the JBLM Child Development Center and local civilian agencies.

Reference:

U.S. Code, Title 16, Chapter 35, "Endangered Species Act of 1973."

Sergeant Major Hussung is the operations sergeant major, 508th Military Police Battalion. He is a certified corrections supervisor, licensed by the American Correctional Association.

("Military Police and Strategic Landpower: . . . ," continued from page 6)

operation. Military planners should pay particular attention to detention operations and criminal investigation needs. Military police commanders and staffs must proactively advise supported commanders and their staffs about military police capabilities, methods of employment, and the depth of the military police force pool.

Military police units need to establish habitual relationships with brigade combat teams and divisions that link their enabling capability to the maneuver forces. These relationships can be further ingrained as military police units are incorporated into training at combat training centers and during warfighter exercises.

Conclusion

Strategic landpower is essential to achieving national security objectives before, during, and after conflicts. Military police provide critical expertise in policing, investigations, and corrections to enable mission accomplishment. From regional engagements before conflict to maneuver support during decisive action, military police stand ready to preserve the force.

Endnotes:

[1]TRADOC Pam 525-8-5, *U.S. Army Functional Concept for Engagement*, 24 February 2014.

[2]ADP 1, *The Army*, 17 September 2012.

[3]"Strategic Landpower: Winning the Clash of Wills," Strategic Landpower Task Force, <http://www.tradoc.army.mil/FrontPageContent/Docs/Strategic%20Landpower%20White%20Paper.pdf >, accessed on 26 June 2014.

[4]Ibid.

[5]Ibid.

[6]JP 5-0, *Joint Operation Planning*, 11 August 2011.

References:

Field Manual (FM) 3-07, *Stability*, 2 June 2014.

FM 3-22, *Army Support to Security Cooperation*, 22 January 2013.

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Lieutenant Colonel Miller is the deputy brigade commander, 14th Military Police Brigade, Fort Leonard Wood, Missouri. She holds a bachelor's degree in mechanical engineering from the U.S. Military Academy at West Point, New York, and a master's degree in mechanical engineering from the University of Minnesota.

Platoon Transitions From Policing to Corrections

By First Lieutenant Joseph W. Reynolds IV

The Military Police Corps is arguably the most versatile branch of the U.S. Army. Military police conduct policing, security and mobility, and correction and detention operations in every imaginable environment. When the Soldiers of 2d Platoon, 218th Military Police Company, 716th Military Police Battalion, Fort Campbell, Kentucky, were selected for an upcoming deployment to detain U.S. prisoners at the Theater Field Confinement Facility (TFCF), Camp Arifjan, Kuwait, they knew they would need to diversify their knowledge and skill set.

The TFCF mission is to provide pretrial confinement and posttrial incarceration for U.S. military and Department of Defense civilian prisoners who are sentenced for up to 30 days and, upon order, to transfer prisoners to approved federal facilities in the continental United States to serve as a disciplinary tool and a deterrent for commanders to use within the U.S. Central Command area of responsibility. This mission, which is atypical for a combat support military police company, required that Soldiers shift their focus from policing operations to correction and detention operations in order to provide the utmost professionalism and competent care for U.S. military prisoners.

How does a platoon of Military Occupational Specialty (MOS) 31B (military police) Soldiers transition to the MOS 31E (corrections specialist) world? After reviewing multiple potential courses of action, it was determined that eliciting assistance from the detainee experts of the 15th Military Police Brigade, Fort Leavenworth, Kansas, was the best option. The 15th Military Police Brigade provides 31Es to the Midwest Joint Regional Correctional Facility and the U.S. Disciplinary Barracks (USDB) (both at Fort Leavenworth), where inmates with sentences of up to 10 years and 10 years to life, respectively, are confined. The 31Es are responsible for the day-to-day operations inside the facilities. They enforce the rules and standards set out in USDB Regulation 600-1, *Manual for the Guidance of Inmates*; ensure inmate safety; and control the flow of inmate movement within the facilities.[1]

Perhaps the biggest adjustment for 31Bs transitioning to 31Es involves the operational environment. Although many individual and collective tasks are transferable or easily learned through repetition, being outnumbered by 20 inmates in close quarters results in a heightened sense of awareness that cannot be replicated by patrolling the streets of Fort Campbell.



The training of 2d Platoon began with a 40-hour precertification course. A senior noncommissioned officer (NCO), junior NCO, and junior Soldier of the 705th Military Police Battalion (Internment/ Resettlement), 15th Military Police Brigade, traveled to Fort Campbell to provide the critical Skill Level 1 training. The training consisted of classroom lectures supplemented by hands-on exercises. Essential tasks included frisk searches, body-cuffing procedures, and inmate inprocessing. The range of instructor rank provided an excellent opportunity for Soldiers to ask questions pertinent to their ranks, roles, and responsibilities within the TFCF. Furthermore, the trainers had recently returned from Kuwait, where they had conducted the same mission to which 2d Platoon was assigned. This allowed the instructors to expand their training and provide critical insight into the operational environment of the TFCF and Camp Arifjan. The precertification training was critical to the transition of the platoon because it allowed the Soldiers to master individual tasks and to understand the mentality necessary to conduct detention operations. The precertification training was also extremely beneficial to platoon leaders as trainers stressed the importance of compliance with applicable regulations due to the high visibility of detention operations.



The platoon members carried this knowledge base on a 10-day training event to Fort Leavenworth, where they again partnered with the 15th Military Police Brigade, which facilitated the training. Soldiers earned certifications on individual and key collective confinement tasks at the squad and platoon levels. They also received refresher classes on previously trained tasks and set their acquired skills into motion during situational training exercises designed to test the Soldiers on their knowledge and adaptability. The scenarios were mentally and physically challenging; the platoon learned how to handle uncooperative inmates during unarmed self-defense situations, forced cell extractions, and riot control operations. The experience allowed the platoon to create internal standard operating procedures and empowered leaders to exercise critical thinking skills, which are crucial to platoon growth and development. An outdoor mock detention facility, where most of the platoon training took place, provided a setting very similar to that of the TFCF. This allowed the platoon to develop a realistic idea about how to maneuver during emergencies.



Finally, 2d Platoon participated in 4 days of on-the-job training and a culminating training exercise at the Midwest Joint Regional Correctional Facility, where platoon members observed the operational environment and daily schedule of a confinement facility and learned how to best interact with inmates.

The differences in conducting policing operations and correction and detention operations are not extreme; both require Soldier professionalism, discipline, a knowledge of Army regulations and local policies and procedures, and the empowerment of junior NCOs and other Soldiers to make on-the-spot decisions. Leaders who are preparing to make this transition should read applicable Army regulations and doctrine to gain knowledge concerning the differences that exist. However, there is no substitute for learning through experience or interaction with subject matter experts in the field. Reaching out to the 31Es from the 15th Military Police Brigade was an essential component in training 2d Platoon for its upcoming mission, undoubtedly preparing the platoon for mission success.

Endnote:

[1]USDB Regulation 600-1, *Manual for the Guidance of Inmates*, 2008.

First Lieutenant Reynolds is the commander of the 218th Military Police Detachment and the facility commander of the TFCF. He holds a bachelor's degree in parks and outdoor recreation from Missouri State University, Springfield, Missouri.



FORCE PROTECTION AND EXERCISE COBRA GOLD 2014

By Captain Danielle A. Champagne and First Lieutenant James W. Morris

In February 2014, the 25th Infantry Division, Schofield Barracks, Hawaii, selected the 1st Battalion, 21st Infantry Regiment (1-21 Infantry) of the 2d Stryker Brigade Combat Team to deploy to Thailand for a training exercise. The 1-21 Infantry participated as Task Force Gimlets in Exercise Cobra Gold 2014—an annual joint training exercise involving the militaries of the United States, Thailand, Singapore, Japan, Indonesia, South Korea, and Malaysia. A brigade provost marshal and a military police platoon leader were assigned as force protection officers, primarily responsible for the force protection of Task Force Gimlets throughout deployment and training.

Task Force Gimlets conducted joint, live-fire training and exercises; jungle survival training; military operations on urban terrain; and counter improvised explosive device operations alongside the Royal Thai Army (RTA). The scope of duties for the force protection cell ranged greatly, from conducting security assessments of barracks and a Bangkok hotel to assisting with a joint, live-fire exercise.

The force protection cell provided the task force commander with continuous updates regarding the threat situation and proactively implemented a system of security checks and routine force protection measures at several sites. Through regular force protection briefs, we trained Soldiers on techniques that can be used to mitigate risks associated with terrorists, criminals, health threats, and cyberspace vulnerabilities to ensure maximum training effectiveness for more than 300 personnel in Thailand.

Deployment and Staging

Task Force Gimlets traveled more than 6,500 miles, making layover stops in allied nation airports before arriving in Phitsanulok, Thailand. The movement included more than 300 personnel, along with weapon systems, medical supplies, mobile kitchen trailers, field sanitation equipment, and mission command essentials necessary for the operation and sustainment of a month-long exercise. The force protection cell identified hazards along the way and made recommendations to the command team.

Upon our arrival at the initial staging area of Camp Baromtriloknat (commonly known as Camp B), we conducted security assessments of billeting facilities, dining facilities, latrines and showers, classrooms, and recreation areas and identifed possible threats and safe-haven locations. Based on these assessments, contingency plans addressing a wide range of threats (basic criminals, active shooters, improvised explosive devices, live fire) were developed; these plans established designated rally points and conveyed evacuation plans. As the force protection authorities, we also consulted with the command team, the intelligence (S-2) office, and medical personnel (the battalion medical officer, a physician's assistant, and a preventive medicine officer) and, subsequently, built a comprehensive team prepared for the possibilities of multiple threats and scenarios.

Although counterintelligence teams considered the overall threat of terrorism for Thailand to be high, they considered the threat of terrorism for our specific area of operations to be medium to low. With criminal, operations security, and cyberspace aspects included, vulnerabilities were much higher, which is a constant concern for a command team involved in such a high-visibility operation.

Coordination With RTA Military Police

RTA military police had primary responsibility for providing armed guards for the training sites and convoy movements between the training sites and the airport, located 3–4 hours apart. They provided access control for Camp B, which served as the location of the task force tactical operations center, and for the field training site at Ban Dan Lan Hoi, which included the ammunition supply point where small arms and explosive munitions were stored during the exercise.

The force protection cell met with our RTA military police counterparts several times throughout Exercise Cobra Gold. In addition, we conducted regular visits to the access control points. By maintaining a dialog with our RTA military police counterparts, we ensured that the sites remained secure through the maximization of additional resources to enforce proper force protection condition standards. We also helped build a great partnership in support of the overall goals of the exercise.

Daily Force Protection Measures

Due to a 3-hour separation between the locations of Camp B and Ban Dan Lan Hoi, a strong military police presence and

the presence of a force protection subject matter expert were necessary for each site. Therefore, once training began, the force protection officers were split between the two sites. As company and battalion leaders constantly rotated between the sites, a force protection officer was always available for consultation and a reassessment of the threat environment. Through a proactive approach to force protection and the ability to adapt to threat updates provided by the exercise antiterrorism officer and local counterintelligence teams, the force protection officer assigned to each site implemented a daily battle rhythm that included security checks of key sites.

Hotel and Cultural-Experience Site Assessments

One of the final Task Force Gimlets events involved assisting with the coordination of a 2-day, cultural-experience trip for the Soldiers following the completion of the training exercise. The purpose of the trip was to provide Soldiers with a few days' recovery from the demanding field exercise and to offer them a brief glimpse into the Thai culture through the exploration of some historical sites in Thailand. The battalion command team initially selected trip locations of Bangkok and Chiang Mai. With support from the battalion S-2, military police Soldiers conducted a reconnaissance of the selected trip sites.

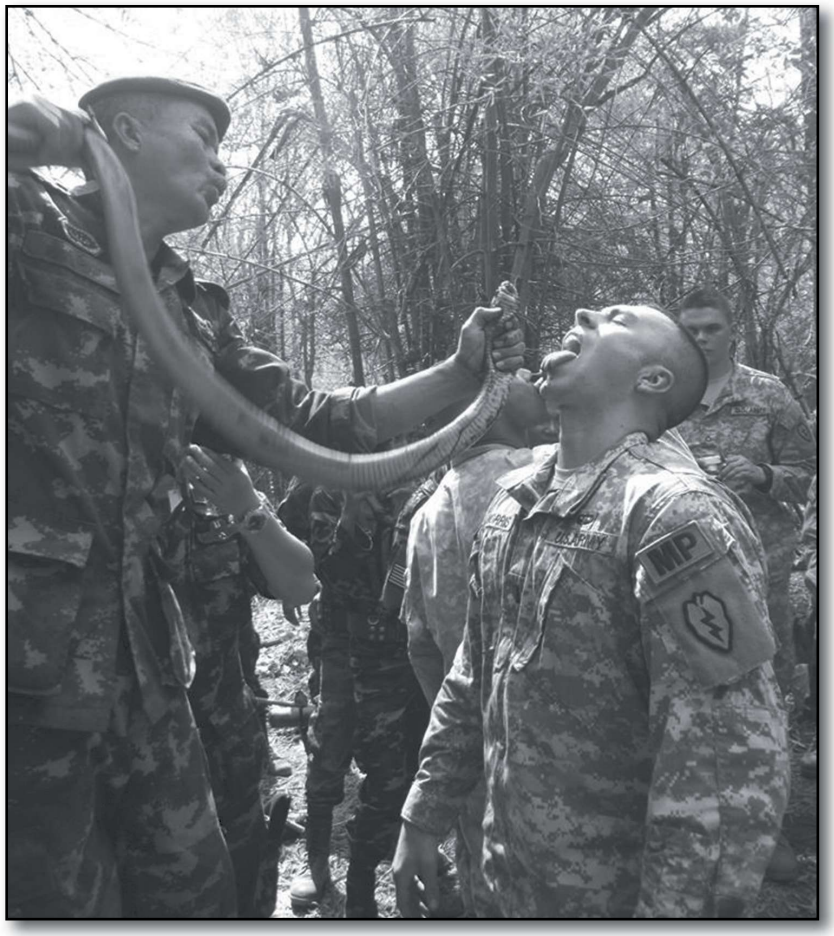
In Bangkok, military police Soldiers and the force protection officer met with the joint intelligence staff officer at the Joint U.S. Military Advisory Group Thailand—an agency based at the U.S. Embassy. There, we received an up-to-date security briefing that detailed the current state of unrest and violence stemming from political protests that were occurring throughout the country and we identified the most common criminal threats against tourists in the city. Upon our return to the task force headquarters, we presented our findings to the battalion commander and command sergeant major. The threat information and security assessments pertaining to hotel and historic sites were passed to 25th Infantry Division leaders, who ultimately decided (based on this new threat information) that a trip to the smaller city of Chiang Mai was a better option.

The battalion commander requested that one of the force protection officers attend a separate staff ride to the city of Kanchanaburi with battalion staff officers and conduct a threat assessment and force protection brief. The group moved through the city, maintaining a constant vigilance. Kanchanaburi is home to the Burma Railway (a portion of which is famously known as "the bridge over the River Kwai"), a World War II-era bridge constructed by the Japanese army using prisoners of war. The trip concluded with a visit to a cemetery where former British and Australian prisoners of war are buried. There, the battalion commander conducted a wreath-laying ceremony.

Agricultural Inspections

In an effort to help the U.S. Department of Agriculture prevent illegal and invasive species from entering the United States, the force protection cell conducted agricultural inspections of vehicles and containers express (CONEXs) returning to Hawaii from Thailand and CONEXs being shipped to Fort Irwin, California, to be used during the upcoming brigade rotation at the National Training Center. U. S. Marine officials from the exercise headquarters visited us at Camp B and Ban Dan Lan Hoi and provided us with agricultural inspection work sheets and a short synopsis of expectations. While packing, we certified large equipment in excess of 20 pieces and certified the internal contents of CONEXs. This afforded battalion and senior commands with peace of mind regarding the safety and integrity of the outgoing CONEXs. Therefore, the crucial mission of the force protection cell had an effect on future readiness.

(continued on page 14)



During jungle survival training, Soldiers were instructed on techniques for handling, cooking, and eating a cobra. The last part of the training included tasting the blood of the cobra.

U.S. Army Military Police Professional Resource Center Web Site



By Ms. Kathleen A. Rich

Because U.S. military branches are heavily engaged throughout the world, the ability to rapidly share information is becoming increasingly important. The efficient collection, dissemination, and sharing of observations, insights, lessons, and best practices among operating and generating forces greatly enhance the success of the Army by providing valuable data to those who need it most. Consequently, the U.S. Army Training and Doctrine Command (TRADOC) has specified that "Soldiers will need a single online portal where digital learning resources can be easily found in two, but not more than three clicks."[1]

To address the TRADOC requirement, the Military Police (MP) Warfighter's Forum (WfF) Cell, Quality Assurance Office (QAO), U.S. Army Maneuver Support Center of Excellence (MSCoE)—with guidance from the U.S. Army Military Police School (USAMPS)—established the U.S. Army Military Police Professional Resource Center Web site, which can be accessed by going to the USAMPS Web site at <http://www.wood.army.mil/usamps/>, rolling over the *WfF & Lessons Learned* menu item, and then clicking on the *MP Resource Center (CAC Email Cert Req)* drop-down box. Access to the site requires a common access card (CAC) log-in.

The Military Police Professional Resource Center online portal promotes the sharing and collaboration of information and ideas to arrive at solutions to common problems across the Regiment. It serves as an exclusive one-stop shop and eliminates the need for military police Soldiers to spend valuable time searching elsewhere for resources.

The goals of the Military Police Professional Resource Center Web Site are to—

- Improve interface capabilities.
- Provide a seamless mixture of knowledge sharing by merging and leveraging current, collaboration-based technology platforms for military police communities worldwide.

The accomplishment of these goals will contribute to a knowledge-enabled force.

The Military Police Professional Resource Center Web site, which supports the Army WfF, provides a platform for posting and sharing valuable military police information, including information obtained during scheduled military police unit collections and from military police staff returning from deployments or combat training center exercises. The Web site—featuring access for mentors and facilitators, peer-based interactions, a knowledge content repository, lessons learned, and an avenue for submitting requests for information (RFIs)—incorporates several unique, user-friendly tools.

Advanced Search Box

The most significant feature of the Military Police Professional Resource Center Web Site is the *Advanced Search Box*, which fully leverages the search potential of Microsoft SharePoint 2010®. This search feature stands out in several ways:

- It is capable of integrated doctrine, organization, training, materiel, leadership and education, personnel, and facilities taxonomy search refinement.
- It contains a metadata-driven refinement panel.
- It is capable of searching all read-enabled databases across the Defense Information System Agency.
- The search relevance improves with social behavior; that is, the clicking actions of search queries affect how documents are ranked.

Information is continually added to the expandable, searchable database; therefore, the search feature is a constant work in progress.

MP Courses

The titles of military police courses are displayed in a scrollable column. Each entry is directly linked to a corresponding Web site. (In addition, course dates are available by clicking on the *ATRRS: Army Training Requirements and Resources System* link near the bottom of the column to the far right.)

MP Units

The titles of military police units are displayed in a scrollable column. Each unit title is linked to the corresponding Web site or Facebook® page.

RFIs

The *RFIs* link provides Soldiers with a direct means of submitting RFIs, which are routed through the MSCoE and are usually addressed within one business day.

CALL

The Military Police Professional Resource Center Web site contains a link to the Web site for CALL (Center for Army Lessons Learned), which is an agent for change focused on the Army-wide planning, collection, analysis,

publication, dissemination, integration, and archiving of new concepts; tactics, techniques, and procedures; and solutions from the tactical through theater/strategic levels of war.[2] The multimedia-based CALL operation is forward-deployed around the globe, supplying joint, interagency, intergovernmental, and multinational forces with historic and emerging observations, insights, and lessons via a variety of print and electronic media. The systematic approach employed by CALL ensures that deployed and follow-on forces receive the information they need and helps improve the warfighting capabilities of the Army. The true test for CALL—and the entire lessons learned operation—is whether the approach helps Soldiers and units correctly perform their missions from the outset.

MP Forums on Protection Net

Clicking on the *MP Forums on Protection Net* link takes the user to milSuite—a coordinating and synchronizing network for Army efforts to integrate the capabilities, activities, and processes required for the protection (prevention and mitigation of adverse effects) of personnel, physical assets, and information.[3] The milSuite network is one of the Army's primary tools for facilitating the exchange of information between protection professionals within the operating and generating forces. The milSuite Military Police Community provides links to forums for military police professionals. These forums serve as areas where personnel who have an interest in a particular community can post blogs and share lessons learned and best practices with other personnel who have similar community interests. Through the collaborative collection and exchange of data, the forums promote growth in team capabilities and empower commanders, leaders, staffs, Soldiers, and civilians with knowledge to support the Army mission. Leaders are encouraged to spread the word about the Military Police Community forums and to provide feedback so that the Web site can continue to grow and serve as an effective means of dealing with a very complex and dynamic operational environment.

Acknowledgements: Special thanks to the following personnel from QAO, MSCoE, Fort Leonard Wood, Missouri, who contributed to this article: Mr. Pascual Cartagena, WfF program manager; Mr. Anthony Galloway, Chemical, Biological, Radiological, and Nuclear WfF analyst; Mr. Vince Cohran, Engineer WfF analyst; and Mr. Dave Nobles, Maneuver Enhancement Brigade WfF analyst.

Endnotes:

[1]TRADOC Pamphlet 525-8-2, *The U.S. Army Learning Concept for 2015*, 20 January 2011, p. 23.

[2]*United States Army Combined Arms Center*, Web site, <http://usacac.army.mil/CAC2/call/>, accessed on 22 May 2014.

[3]The milSuite Web site requires a CAC log-in.

Ms. Rich is the Military Police WfF analyst, QAO, MSCoE. She is a former military police captain, and she holds a master's degree in education from Drury University, Springfield, Missouri.

("Force Protection . . . ," continued from page 12)

Lessons Learned

This was the first time that the 2d Stryker Brigade Combat Team employed military police officers as force protection officers, and the lessons learned and then discussed during the task force after action review can be applied to future maneuver units operating in a complex threat environment.

The lessons learned discussion focused on the need for force protection officers to deploy with the advanced echelon to better assess and develop plans before the arrival of the main body. The S-2 and counterintelligence teams also briefed the command on foreign threats that posed a danger to the task force, and military police officers addressed several internal and criminal threats that had been overlooked. Lessons learned regarding threats that are generally overlooked—but which still pose a potential to jeopardize Soldiers and limit training—include the need for segregated living areas and guards posted at shower facilities used by both genders at differing time periods to prevent sexual harassment and sexual assaults.

Conclusion

Overall, our experience in working with the 1-21 Infantry was positive. The command team was open to suggestions about protecting its formation and supportive of our recommendations. We both learned and developed from the experience, thereby improving overall force protection, primarily by refusing to allow Soldier complacency. The battalion commander often articulated his desire for a greater military police presence during future missions and assured us that any time his battalion was sent abroad for a future assignment, he would request military police support. Furthermore, he recommended our abilities to the brigade and division commanders and included the addition of military police resources in the after action review, paving the way for the future use of military police officers within maneuver units.

Our goal was to create a minimally invasive system that diminished potential threats, thereby allowing Soldiers the maximum ability to train safely. Through hard work, Task Force Gimlets completed its deployment to Thailand without incident. The support that the force protection officers received from the task force leadership led to the safe and successful completion of Exercise Cobra Gold 2014.

Captain Champagne, who was previously the provost marshal of the 2d Stryker Brigade Combat Team, is now the commander of the 58th Military Police Company, 728th Military Police Battalion, Schofield Barracks. She holds a bachelor's degree in history from Northwestern State University, Natchitoches, Louisiana, and a master's degree in business and organizational security management from Webster University.

First Lieutenant Morris, who was previously a military police platoon leader within the 2d Stryker Brigade Combat Team, is now the operations security officer, Provost Marshal's Office, 25th Infantry Divison. He holds a bachelor's degree in legal studies from the U.S. Military Academy–West Point, New York.

The Dreyfus Model of Skill Acquisition

as Applied to Task Development Within Training Programs

By Captain Christopher L. A. Ahlstrom

In the early 1980s, under the auspices of the U.S. Air Force, brothers Stuart E. Dreyfus and Hubert L. Dreyfus proposed a five-stage skill acquisition model that describes a theoretical approach to moving a learner from novice to expert. (The original proposal included a mastery level, which was later removed.) The model describes the attributes and constraints of a learner as he or she moves from novice, to advanced beginner, to competent, to proficient and, finally, to expert. It also vividly describes the process involved in an educator shaping curricula to meet the needs of learners based on their assessed skill levels within a particular content area and then facilitating capability and competence development. The authors of the Dreyfus Model of Skill Acquisition argue that ". . . skill in its minimal form is produced by following abstract formal rules, but that only experiences with concrete cases can account for high levels of performance."[1] This philosophy coincides with the mandate presented in U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 525-8-2, *The U.S. Army Learning Concept for 2015*, in which Army trainers and educators are charged to create an agile and responsive learning environment that promotes integrative thinking.[2]

A framework such as that of the Dreyfus brothers enables the promotion of structuralist, whole-task, and perceptually based methodologies and the implementation of an instructional practice that directly supports 21st century skills. The skill levels of the Dreyfus model correlate with the career progression and key developmental positions held by lower-enlisted Soldiers, noncommissioned officers, and officers. As personnel begin initial-entry training, they are at the novice skill level and, based on aptitude and past experience, may garner rudimentary advanced-beginner skills before departing advanced individual training or a basic officer leader course.

Through experiential learning gained from duty assignments, Soldiers build competence. As they enter the U.S. Army distributed learning system, their experiences are scaffolded at key points along the career continuum.[3] For example, Soldiers in a senior leader course or a captain career course are expected to be competent or proficient and Soldiers in an advanced leader course or in intermediate-level education are expected to be proficient and moving toward expert. This correlation of skill level and career progression is critical for the development of training programs—not only to capture knowledge-based expectations of learners before their arrival at courses, but also to take into account their previous experiences so that those experiences may be met by the course content, thereby streamlining and improving the relevance of the programs. This can be achieved by developing whole-task curricula that progressively become more perceptual and insightful at each stage. This means developing viable curricula that—rather than presenting the detached aspects of tasks—provide the tasks as a whole, with some parts highlighted. The works of Max Wertheimer indicate that this instructional approach enables learners to connect their experiences to the content as a holistic entity; whereas, through separate task learning, learners might not be able to tie the loose pieces together.[4] In addition, the whole-task approach takes advantage of the natural tendency of the human mind to group content. Presenting the content as a whole eliminates possible errors within the structure building while further developing critical and integrative thinking by challenging the learner with relevant and complex situations.

The whole-task methodology can be better understood by further examining the definitions of the various stages of skill acquisition (see Table 1, page 16).[5] The novice is exposed to, and confined by, deconstructed rules of performance that are free of context. These are the process fundamentals that must be adequately grasped in order to build upon learning. The advanced beginner is exposed to the application of rules within specified situations—usually cause-and-effect situations that enable the learner to make connections, but still at a very basic level. Competence marks the beginning of the application of rules within an analytical framework. Competent learners are capable of orienting themselves within the content and perceiving the integrated nature of the situation. When exposed to situations that have a multitude of choices, competent learners use an integrated approach in applying rules to make choices. The ability of the learner to decipher relevant information, assess perspectives, and visualize outcomes is key to the decisionmaking process. Proficiency builds upon competence and is nourished by experiences that enable intuitive responses to problems. Proficient learners can immediately visualize a problem and, in a holistic manner, devise a plan to redress the concerns. The expert stage is achieved when an individual is capable of immediately responding without deconstructing the situation. An expert has a very deep knowledge of what works.

It is important that the trainer know how far along the learning continuum he or she can lead the learner and where the learner needs to assume ownership of the process. The role of the trainer is quite significant during the novice stage of skill acquisition, but is slowly reduced to facilitator and then to mentor and coach as the learner progresses through

	Novice	Advanced Beginner	Competent	Proficient	Expert
Components	Context-free	Context-free and situational	Context-free and situational	Context-free and situational	Context-free and situational
Perspective	None	None	Chosen	Experienced	Experienced
Commitment	Detached	Detached	Detached understanding and deciding: involved outcome	Involved understanding: detached deciding	Involved
Decision	Analytic	Analytic	Analytic	Analytic	Intuitive

Table 1: Skill levels in terms of components, perspective, commitment, and decision[6]

the later stages of the model (see Figure 1). According to Stuart Dreyfus and Patricia Benner, a learner must have an emotional attachment to his or her performance to leave behind the contextualized, compartmentalized, rule-based learning methodology and move beyond the level of competence.[7] An emotional connection to the content and a desire to achieve slowly grow within the learner and are essential to staving off mediocrity and burnout. I posit that the emotion and desire cultivate the ability to assess prudent risk and that the ability to assess risk, in turn, enables confidence.

If we consider that the role of the educator diminishes along the path of skill acquisition, then we should not expect certain skill achievement to occur within certain institutions—or at least not in an assessable manner. I argue that—while the early processes (with the whole-task approach used to demonstrate rules and fundamentals) are constrained—as the learner progresses beyond advanced beginner to the competent phase of the skill acquisition model, learning objectives and outcomes must be shifted to better reflect scaffold type instructional support that cultivates perceptual understandings. The shift to offering instructional support for the development of the enhanced skills necessary for learners to orient themselves within a situation based on information is critical for creativity, innovation, and leadership development. For learners to move from novice to advanced beginner, individual and group exercises must be designed to build upon one another. Practice is essential for learners to build the connections between rules and choices that will eventually enable them to view problems and solutions in a more holistic manner. The injection of experientially based problem-solving techniques lends itself to occupational skills acquisition and the achievement of a level of perceptual understanding of content that enables swift orientation within a complex situation.

Given the distributed manner of the Army's educational system, an aggregated experiential level of development must be assumed over the continuum of learning. This aggregated experiential level of development enables a layered assessment process that can be used to test the skills of the learner before and after training to ensure adequate progression; the results, in turn, can be used to address deficiencies or expand the curriculum, thereby impacting the differentiation of learning. With the distinguishability provided by the Dreyfus model, trainers assist learners through scaffolding, ensuring that they are adequately challenged within their capabilities and that they progress from directed skills to self-directed applications. As the learners progress through the levels of capability and competency, they gain greater independence in structuring and self-orienting, which is indicative of the expert level.

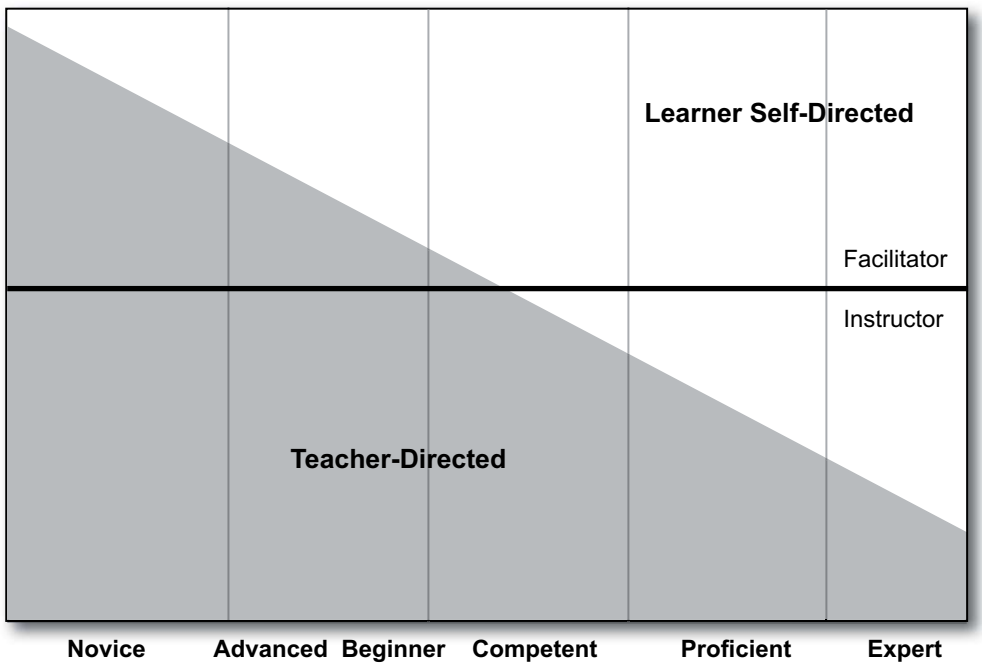


Figure 1: Role of the trainer

The Dreyfus Model of Skill Acquisition not only provides a tool for trainers to structure curricula

to ensure that learners are guided to enhanced development, but it also serves as an external guide to shape overarching program constructs and assessments. The application of the model results in a continuum of learning that cultivates directed and self-directed learning methods with the goal of achieving learner independence. The discernible separation of stages allows for definable tasks and behaviors that enable measurement and assessment, providing meaning to the particular level of demonstrated skills acquisition. The easy-to-understand, staged progression of the Dreyfus Model is applicable to broad disciplines. It enables trainers to create programs that include experiential practice and are responsive to the needs of learners to promote the emotional connections that are necessary for learners to progress past the competent stage and to meet the needs of the 21st century.

Endnotes:

[1]Stuart E. Dreyfus and Hubert L. Dreyfus, *A Five-Stage Model of the Mental Activities Involved in Directed Skill Acquisition*, Operations Research Centre, University of California–Berkeley, February 1980.

[2]TRADOC Pam 525-8-2, *The U.S. Army Learning Concept for 2015*, 20 January 2011.

[3]Educational scaffolding describes the process whereby an expert provides temporary support or assistance to a novice or apprentice.

[4]Max Wertheimer, *Productive Thinking*, Harper & Brothers Publishers, New York, New York, 1945.

[5]Stuart Dreyfus, "The Five-Stage Model of Adult Skill Acquisition," *Bulletin of Science Technology & Society*, Vol. 24, Issue 3, June 2004, pp. 177–181.

[6]Ibid.

[7]Patricia Benner, "Using the Dreyfus Model of Skill Acquisition to Describe and Interpret Skill Acquisition and Clinical Judgment in Nursing Practice and Education," *Bulletin of Science, Technology & Society*, Vol. 24, Issue 3, June 2004, pp. 188–199.

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Captain Ahlstrom is the operations officer, 115th Military Police Battalion, Salisbury, Maryland. He also serves as a Department of the Army civilian assistant professor of military science at Salisbury University. He holds a bachelor's degree in political science, a master's degree in liberal studies, and an educational specialist degree in curriculum.

("Commandant," continued from page 2)

Endnotes:

[1]"Strategic Landpower: Winning the Clash of Wills," Strategic Landpower Task Force, <http://www.tradoc.army.mil/FrontPageContent/Docs/Strategic%20Landpower%20White%20Paper.pdf>, accessed on 25 July 2014.

[2]Mark S. Spindler, "Priority One: Leader Development—First and Foremost," *Military Police*, Spring 2014, p. 2, <http://militarypolice.epubxp.com/i/289743>, accessed on 30 July 2014.

[3]"Strategic Landpower: Winning the Clash of Wills."

Of the Troops and For the Troops—Army Strong

Reporting Crime to CID

The U.S. Army Criminal Investigation Command, commonly known as CID, is continuing its campaign to combat crime in the Army by adding another way for the Army community to report a crime. The recent addition to CID's many reporting methods is a new, toll-free telephone number: 1-844-ARMY-CID (844-276-9243). The number allows Soldiers, Family members, and civilians to report a crime 24 hours per day, 7 days per week.

CID officials remind members of the Army community that if they want to report a crime, are victims of a crime, have information about a crime, or would like to speak with a CID special agent, they can call their local CID office or military police, call 1-844-ARMY-CID, or e-mail CID at <Army.CID.Crime.Tips@mail.mil>. Personnel can contact their local CID office by visiting the CID Web site at <www.cid.army.mil> and selecting the unit directory tab at the top of the page. Officials also remind the public that if immediate assistance is required, they should dial 911 or the local military police.

Headquarters and Headquarters Company 508th Military Police Battalion



Lineage and Honors

Constituted 29 July 1921 in the Organized Reserves as the 308th Military Police Battalion.

Withdrawn 1 January 1938 from the Organized Reserves and allotted to the Regular Army.

Redesignated 1 June 1940 as the 508th Military Police Battalion.

Activated 20 March 1944 at Fort Sam Houston, Texas.

Reorganized and redesignated 20 October 1947 as the 508th Military Police Service Battalion.

Reorganized and redesignated 20 September 1951 as the 508th Military Police Battalion.

Inactivated 1 July 1964 in Germany.

Activated 25 August 1967 at Fort Riley, Kansas.

Companies A, B, C, and D inactivated 1 November 1970 at Fort Riley, Kansas.

Headquarters and Headquarters Detachment inactivated 29 March 1973 at Fort Riley, Kansas.

Activated 16 October 2005 at Fort Lewis, Washington, as Headquarters and Headquarters Company, 508th Military Police Battalion.

Campaign Participation Credit

World War II

Rhineland

Central Europe

War on Terrorism

Iraq

National Resolution

Iraqi Surge

Additional campaigns to be determined

Decorations

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2006

Military Police and the Human Domain

By Captain Ari Fisher

U.S. Army Training and Doctrine Command Intelligence Support Activity

Training must not only be challenging; it must also be realistic. Ensuring realism by articulating and depicting the threat is the responsibility of the Contemporary Operational Environment and Threats Integration Directorate (CTID), U.S. Army Training and Doctrine Command Intelligence Support Activity (TRISA). CTID is the Army's lead agency for the study, design, documentation, validation, and application of hybrid threat and operational environment (OE) conditions in support of all U.S. Army and joint training and leader development programs. CTID personnel developed the *Decisive Action Training Environment* and authored Training Circulars (TCs) 7-100, *Hybrid Threat*; 7-100.2, *Opposing Force Tactics*; and 7-100.3, *Irregular Opposing Forces*. In addition, research analysts produce important training support documents such as the *Worldwide Equipment Guide*, operational estimates, and threat assessments. All of these documents, and more, can be downloaded from the Army Training Network Web site at <https://atn.army.mil/> by clicking on the CTID Operational Environment Page link available on the home page. CTID analysts are always available to provide assistance and training to ensure a common understanding and facilitate a realistic training environment.

Human Domain

According to the recent article entitled "The Human Domain and the Hybrid Threat," threat actors operate within the human domain, which encapsulates the aggregate of elements that influence the human condition and help to define human terrain "features." This provides friendly forces a map with which to identify decisive points against a populace center of gravity and serves as friendly and opposing force "ways" to a populace "ends."[1] In that sense, the article provides reasoning for why the Army needs a military police capability to counter a threat. However, it does not contain a lengthy discussion about the "means" that might be used. When involved in unified land operations executed through decisive action, the U.S. Army Military Police Corps will find that leveraging the police competency through the policing operations discipline within population centers will be essential in supporting maneuver forces.

The purpose of this article is to stimulate discussion within the Regiment. A few parameters apply to the scope of this discussion. First, the term *decisive action* is defined as "the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks," with an imperative emphasis on the terms *continuous* and *simultaneous*.[2] This should not be confused with task application in the common operating precept phasing model described in Joint Publication (JP) 3-0, *Joint Operations*.[3] The notion that these tasks are not continuous and simultaneous in Phase 2 (Seize Initiative) or Phase 3 (Dominate) is false.[4] Second, threat doctrine defines the term *hybrid threat* as "the diverse and dynamic combination of regular forces, irregular forces, and/or criminal elements—all unified to achieve mutually benefiting effects."[5] An understanding that this is the threat—and not a design found singularly within the precincts of wide area security or combined arms maneuver—is fundamental. Finally, some military police competencies are excluded from this article in order to limit the range of the discussion. However, these competencies are also important, and further research will articulate their applicability across the range of military operations.

Function

When maneuver commanders develop lines of effort (LOEs) focused on improved OE end state conditions, they may develop decisive points that specifically address human domain objectives. As described in "The Human Domain and the Hybrid Threat," Maslow's Hierarchy of Needs may serve as a suitable construct.[6] The purpose of decisive points is to fulfill populace needs or to have an operational effect on the ability of the irregular opposing force to fulfill populace needs. Arranging LOEs in ascending order (restoration/development of essential services, security, governance, infrastructure development) and subsequently plotting the human domain-focused decisive points reveal Maslow's Hierarchy of Needs. When considering how to achieve these

vertically arrayed decisive points, we must be aware that—despite the frequent categorical exclusion of the security LOE—military police can directly influence a set of LOEs, perpendicularly facilitating a unity of effort and progression and a positive impact on end state conditions. This is not coincidental; it is a result of the multiprofessional military police base.

Military police multiprofessionalism also enables the employment of defeat and stability mechanisms through the Army core competencies of combined arms maneuver and wide area security. Combined arms maneuver and wide area security competencies are not, of themselves, missions or tasks; rather, they "provide an operational context to assist a commander and staff in determining an operational approach and to combine tasks of decisive action into a coherent operation that assigns missions to subordinates."[7] The four defeat mechanisms (which are generally associated with combined arms maneuver) are destroy, dislocate, disintegrate, and isolate; and the four stability mechanisms (which are generally associated with wide area security) are compel, control, influence, and support.[8] Successful decisive action against a hybrid threat requires that these mechanisms be used in concert to achieve the desired operational effects. When engaged in conflict, a myopic focus on regular force actors while irregular opposing force actors, criminals who are present in the OE, and the possible connectivity of criminals to the regular force secede the human domain. Therefore, in an actor-saturated environment in which the strong will of a populace is a center of gravity and we predicate decisive action success upon the synchronized employment of defeat and stability mechanisms to achieve operational effects against decisive points along multiple LOEs, military police constitute the force of choice.

Extensive capabilities contribute to the multiprofessional military police base and make us the force of choice; however, a focused devolution into a menu of capability options is not vital to the articulation of our professionalism. Rather, within the context of combined arms maneuver and wide area security, we should emphasize the outcomes produced with the assigned military police force structure available relative to LOEs and the impact on OE conditions.

Military police are finite—even when task-organized for a known mission. Combined arms maneuver and wide area security require the application of combat power, and our role within the protection warfighting function must be carefully considered. Military police assets align well with, and may be called to concurrently function in, operational area security and law and order roles. The sheer number of requirements for just one of these roles is staggering; consequently, there will likely be more people and space than we have the capacity to control unless we augment with additional forces that are not necessarily made up of military police. As described in Army Doctrine Reference Publication (ADRP) 3-37, *Protection*, "The maneuver enhancement brigade and some military police units are specifically equipped and trained to conduct operational area security and may constitute the only available force during some phases of an operation. However, operational area security takes advantage of the local security measures performed by all units, regardless of their location in the area of operations."[9] With the understanding that all units are capable of providing local security, fulfilling many operational area security roles, and augmenting our military police force, we must emphasize the duality of our profession—stressing that policing is unique to military police and best employed through law and order. This will facilitate the optimal use of available military police assets, leveraging our intellectual underpinnings within populations to produce desired effects and conditions.

Intellectual Underpinnings and Populations

Military police intellectual underpinnings directly support populace-centric efforts. The idea that policing in garrison is different from the way policing should be conducted in forward-deployed areas is a fallacy. The two forms of policing are mutually supportive. At the most basic level, policing in garrison and policing in forward-deployed areas take place in OEs; therefore, military police capabilities should be described in terms of what we do—rather than where we do it. However, conditions clearly vary from one OE to another; these differences in conditions likely result in variations in how capabilities are employed. It is important that what we do not be confused with how we do it. Becoming certified for garrison policing while designing exercises that singularly focus on certification for security and mobility support tasks only serves to reinforce our role as a general-purpose security force and will ultimately be detrimental to our readiness, to our ability to meet the policing expectations of our maneuver counterparts, and to our Regimental identity. All aspects of policing revolve around one thing—people.

Policing in Any OE

Policing models and strategies that are described in military police law and order doctrine are equally applicable in garrison and during deployment. Policing strategies can be effectively considered along two axes—focus and degree of diversity of practice. Standard law enforcement practice relies on "general patrolling to deter offenders; rapid responses to a wide variety of calls for police service; follow-up investigations of crimes; and other law enforcement activities that make little distinction among the characteristics of the people, places, times, or situations" and often fails to address intelligence or population-driven problems or to result in a reduction in crime.[10] In attempting to increase focus on operations, departments delve into analytical systems and products—including intelligence-led policing and computer statistics—to target criminals. In the near-term, adding intense focus to standard practices is effective; however, this lacks the diversity of community-oriented policing.[11] Conversely, community-oriented policing encourages interaction with the populace and fosters improved information gathering, which brings to bear

diverse solutions, but lacks the focus of highly analytical systems.[12] The blending of the two methods is the cornerstone of problem-oriented policing.[13] At home or abroad, problem-oriented policing allows us to best interpret the OE so that our leaders can influence decisionmakers, which in turn, positively impacts the OE. The cycle also operates in reverse, as the OE can impact decisionmakers, who then influence leaders to reinterpret the OE. Either way, problem-oriented policing is a necessary underpinning.

Along with problem-oriented policing come new adaptations to problem-solving methods and tools such as the scanning, analysis, response, and assessment (SARA) problem-solving process (see Figure 1) and the problem analysis triangle (see Figure 2). Traditionally considered crime tools, the SARA problem-solving process and the problem analysis triangle can also be applied toward the implementation of a better policing strategy by fostering broader thought and deeper analysis and by encouraging diverse solutions. The SARA problem-solving process helps to ensure that all necessary steps are undertaken in the proper sequence—that solutions are not adopted before the problem is analyzed, for example. This serves as a useful check on the natural tendencies to skimp on defining and analyzing the problem, omit assessing the selected response, and jump straight to a final solution[14] The problem analysis triangle—which appropriately pairs handlers to offenders, managers to places, and guardians to targets or victims—is equally important.[15] Handlers know offenders well and are in a position to exert some control over their actions; managers have some responsibility for controlling behavior in specific locations; and guardians are usually people who are protecting themselves, their belongings, or the belongings of their family members, friends, and coworkers.[16] For the discussions on police strategies and problem-oriented policing, the terms *department*, *criminal*, and *victim* can be replaced with *unit*, *enemy*, and *target* and applied in forward-deployed situations.

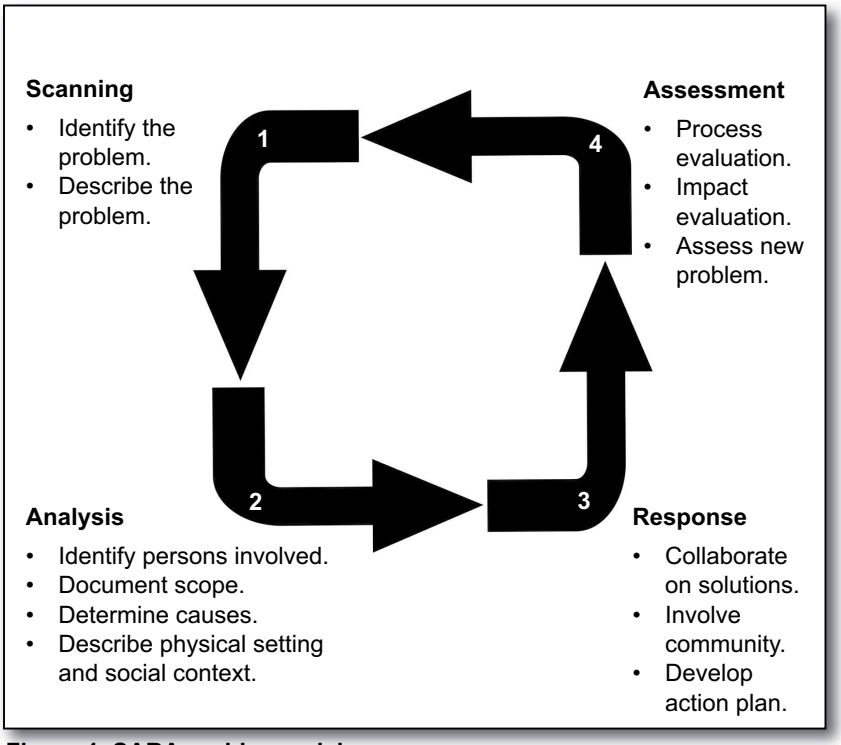


Figure 1. SARA problem-solving process

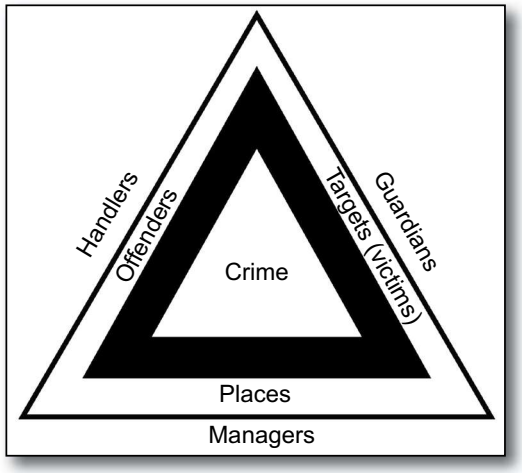


Figure 2. Problem analysis triangle

Crime prevention strategies also serve a dual purpose. The broken-windows theory is probably the best-known example. According to Army Tactics, Techniques, and Procedures (ATTP) 3-39.10, *Law and Order Operations*, "Broken-windows policing proposes that quickly and consistently addressing neighborhood problems, including petty crimes (such as vandalism), discourages future incidents . . ." and that ". . . petty criminals, left unchecked, will gradually increase their activity and eventually begin committing more serious criminal acts."[17] The concept is often applied by keeping areas like parking lots well lit to deter theft and keeping main supply routes clean to more easily spot improvised explosive devices; however, the only limit to applicability is the relationship that is established with the populace to derive an appropriate solution to the problem. Other dual-purpose crime prevention strategies include the routine activities theory, situational crime prevention approaches, and crime prevention through environmental design.

Conclusion

Moving forward as a Regiment, we must recognize that success—in garrison and while deployed—is a matter of a following a simple slogan: Operate as we fight. While the arena and the opponent may change, the human domain remains. Our multiprofessional base allows for the ability to perpendicularly affect a set of LOEs and OE conditions by concurrently employing defeat and stability mechanisms to best leverage our intellectual underpinnings. We must

balance our exercise design in training to ensure readiness and meet expectations. The hybrid threat currently dominates an expanding and urbanizing human domain. Can we live up to being the force of choice in this domain? The answer and our identity are found not in diversity, but in simplicity. We are the police, and we do the policing.

Endnotes:

[1]Ari Fisher, "The Human Domain and the Hybrid Threat," *Military Police*, Spring 2014.

[2]Army Doctrine Reference Publication (ADRP) 3-0, *Unified Land Operations*, 16 May 2012.

[3]JP 3-0, *Joint Operations*, 11 August 2011.

[4]Ibid.

[5]TC 7-100, *Hybrid Threat*, 26 November 2010.

[6]Fisher, Spring 2014.

[7]ADRP 3-0.

[8]Ibid.

[9]ADRP 3-37, *Protection*, 31 August 2012.

[10]Ronald V. Clarke and John E. Eck, *Crime Analysis For Problem Solvers (in 60 Small Steps)*, Office of Community-Oriented Policing, U.S. Department of Justice, 8 August 2005, <http://www.popcenter.org/library/reading/pdfs/60Steps.pdf>, accessed on 16 May 2014.

[11]Ibid.

[12]Ibid.

[13]Ibid.

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[17]ATTP 3-39.10, *Law and Order Operations*, 20 June 2011.

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Training With Industry Program

The Training With Industry (TWI) Program was initiated in the 1970s in response to a critical Army need for officers with state-of-the-art skills in industrial practices and procedures not obtainable through military or civilian educational programs. TWI interns spend time working in industry, where they may be exposed to innovative industrial management practices, techniques, or procedures that are applicable to—and provide a benefit for—the U.S. Army. The main Army objective in sponsoring the TWI Program is to develop Soldiers who are experienced in higher-level managerial techniques and who have an understanding of how the selected industry relates to specific Army functions. When a TWI intern is integrated back into an Army organization, the information gathered during the internship can be used to improve the ability of the Army to interact and conduct business with industry.

The TWI Program is governed by Army Regulation (AR) 621-1, *Training of Military Personnel at Civilian Institutions*, and administered by the U.S. Army Human Resources Command.[1] Additional information about the TWI Program can be found in the *Training With Industry Student Handbook*, which is available on the Human Resources Command Web site.[2]

Endnotes:

[1]AR 621-1, *Training of Military Personnel at Civilian Institutions*, 28 August 2007.

[2]*Training With Industry Student Handbook*, <https://www.hrc.army.mil/officer/training%20with%20industry>, accessed on 9 July 2014.

Internship at FLETC

By Major Ryan C. Cagle

The inaugural year for the Training With Industry (TWI) Program internship with the Federal Law Enforcement Training Centers (FLETC) began in September 2013. The internship, which consists of a U.S. Army Military Police School (USAMPS) partnership with FLETC, involves rotations through 10 FLETC divisions within the Glynco Training Directorate and the Regional and International Training Directorate, both located in Glynco, Georgia. It also includes the observation of coordination in the State, Local, and Tribal Division of the Regional and International Training Directorate; a partnership with an administrator from the FLETC administrative headquarters; participation in the curriculum review/development process; a partnership with the Federal Law Enforcement Training Accreditation organization; and the completion of the Law Enforcement Instructor Training Program.

As the consolidated law enforcement training provider for the federal government, FLETC consists of a cadre of professional instructors who provide standardized, cost-effective training for more than 90 partner federal law enforcement agencies and local, state, and tribal law enforcement agencies. With more than 41 years of history, FLETC has been a pioneer in law enforcement professionalization, delivering training to more than 60,000 students a year and more than a million students since its inception. Today, FLETC encompasses not only the 1,600-acre facility at Glynco, but also three training delivery points and four international training venues—where the pursuit of delivering professional law enforcement training worldwide continues.

Glynco Training Directorate

The Glynco Training Directorate consists of nine divisions.

Investigative Operations Division

The Forensics and Special Investigative Skills Branch, Financial Fraud Institute, and General Investigative Skills Branch comprise the Investigative Operations Division. The focus of the division is on investigative skills in the areas of forensics and economic, financial, and cyberspace crimes. The division is also responsible for continuous case investigation—a critical component of the Criminal Investigator Training Program. Students are assigned to a federal task force, where they learn how to conduct an investigation using the law enforcement skills they have acquired through the course of study. The construction of a new, state-of-the-art, multimillion-dollar forensics complex was completed in May 2013. The complex contains apartment and office areas and a garage (complete with vehicles) that can be set up as crime scenes, forensics classrooms, forensics laboratories, photography classrooms, and photography darkrooms.

Physical Techniques Division

The Physical Techniques Division consists of the Basic Training Branch, Health and Fitness Branch, Specialized Training and Support Branch, Advanced Training Branch, and Integrated Training Branch. Most of the division instruction is contained in basic FLETC courses (equivalent to Army basic training), such as the Criminal Investigator Training Program, Uniformed Police Training Program, Land Management Police Training Program, and Customs and Border Protection Officer Basic Training. These courses are taught using officer response tactics methodologies, which involve the use of physical fitness in conjunction with survival skill sets. The division also provides advanced training for agents who are slated to serve as instructors for their organizations. In addition, the Physical Techniques Division delivers the Law Enforcement Control Tactics Training Program, which includes training in the areas of observers/controllers, collapsible batons, electronic control devices, and unarmed self-defense techniques. The core



Physical Techniques Division personnel conduct baton training.

curriculum is standardized and comparable to that of the Military Police Corps. The unarmed self-defense training is based on a mixture of techniques derived from different philosophies and disciplines that FLETC believes provide the best means for agents to protect themselves while employing the appropriate level of force. Handcuffing and other arrest techniques are also taught. In addition, crowd/riot control techniques are presented to all Uniformed Police Training Program students and, upon request, to agency personnel during in-service training. Due to variations in local policies and weapons employed, nonlethal weapons munitions are covered at the agency level. Finally, the Physical Techniques Division supervises athletic trainers, instructs students on proper nutrition, monitors the physical training of students, and administers the physical efficiency battery—the FLETC version of the Army physical fitness test. Many agencies do not have minimum physical fitness entry standards or a physical efficiency battery, and most do not require organized physical training. At FLETC, a physical efficiency battery is administered upon entry and again before graduation. The athletic training staff provides treatment for all instructors and students. It also instructs the Tactical Medical Course—a class that was recently added to the curriculum, which can also be extracted and taught as a stand-alone block of instruction.



Advanced Forensic Techniques in Crime Scene Investigation students process the scene of a simulated vehicular death.

Driver and Marine Division

The Driver and Marine Division consists of the Basic Driving Branch, Advanced Training Branch, Driver Instructor Branch, Marine Training Branch, and Simulator Instructor Branch. The driving branches within the Driver and Marine Division make use of four range sets built on an old tarmac that was used by blimps when the Glynco facility was a naval air station. Each range set consists of a high-speed range, a nonemergency vehicle operations course, and a skid pad. The driving branches conduct all FLETC basic and advanced driving courses, including training on vehicle stops, off-road driving, high-speed pursuits, vehicle-handling techniques, motorcade operations, protective driving, night driving, specialty vehicle (van, bus) driving, impaired-driver stops, and traffic investigations. They also provide driver instructor training. The Marine Training Branch maintains the fleet of FLETC boats and instructs all Glynco FLETC marine classes—some of which are conducted in classrooms, but many of which are conducted at the marine fleet, which is located at a local marina in Darien, Georgia. The flagship class is the Marine Law Enforcement Training Program, which is a basic marine class for agents who require boat handling and marine navigation skills in the execution of their law enforcement duties (border protection, customs operations). The class is open to local, state, and federal law enforcement agents. The Simulator Instructor Branch maintains and operates simulators used during driving and marine classes. The use of simulators allows students to gain operational experience in a controlled environment.

Technical Operations Division

The Technical Operations Division, which consists of the Digital Forensics Branch and Law Enforcement Technologies Branch, provides training that is focused on electronic technology used for investigative purposes, such as seized computers or mobile devices.

Enforcement Operations Division

The Enforcement Operations Division—which consists of the Practical Applications Branch, Basic Response Branch, Active Response Branch, and Operational Skills Branch—makes use of lectures and practical exercises to instruct basic and advanced students on operational tactics and techniques such as clearing rooms, using force, and handling active shooters. Simulated law enforcement situations (designed to integrate several topics) and many weeks of training are presented to the students, and their responses are evaluated by the division.

Legal Division

The Legal Division provides training on constitutional law, criminal law, search and seizure, and civil liability.

Most of the training focuses on basic-level students, but the Continuing Legal Education Training Program includes advanced-level training. As laws evolve, this division also provides updates to the field through webinars and a monthly newsletter entitled "The Informer."

Counterterrorism Division

The focus of the Counterterrorism Division, which contains the Terrorism Mitigation Branch and Terrorism Response Branch, is on terrorist methodology, threat mitigation, and threat response. The division instructs basic classes on physical security, terrorism, weapons of mass destruction, and first response and advanced classes on physical security and protective service operations.

Behavioral Science Division

The Behavioral Science Division, which consists of the Behavioral Aspects Branch and Behavioral Instructional Methodologies Branch, instructs students on interviewing techniques and conflict resolution. The division recently hosted a psychology consortium consisting of a gathering of more than 100 law enforcement agency representatives, with a focus on the areas of human behavior and interviewing techniques and procedures. The consortium resulted in the introduction of new ideas for inclusion in current and future FLETC curricula.

Firearms Division

The Firearms Division—consisting of the Operational Support Branch, Center Programs Branch, Tactical Training Programs Branch, Range Management Branch, Instructor Training Programs Branch, Resource Management Branch, and Agency Programs Branch—manages 18 indoor and outdoor ranges with about 375 firing points. The division also instructs all basic firearms training and eight advanced firearms courses, which are open to all local, state, and federal law enforcement agencies. The newest addition to the training curricula is a virtual range, which is used in basic marksmanship training.

Regional and International Training Directorate

The Regional and International Training Directorate—which oversees FLETC training sites at Artesia, New Mexico; Charleston, South Carolina; and Cheltenham, Maryland—consists of three divisions within the Office of Domestic and International Training.

Leadership and International Training Division

This division, which consists of the Leadership Institute and the International Capacity-Building Branch, domestically and internationally teaches leadership concepts to local, state, and federal law enforcement agencies and coordinates training at international law academies (ILEAs) located in Budapest, Hungary; Bangkok, Thailand; Gaborone, Botswana; and San Salvador, El Salvador. The mission of ILEAs is to help protect U.S. interests through international cooperation; foster emerging democracies; and promote social, political, and economic stability by reducing criminal activity. In addition, ILEAs support democratic governance through the rule of law and enhance the functioning of free markets through improved legislation and law enforcement. To reach these goals, ILEAs provide training designed to support local and regional law enforcement agencies by strengthening partnerships and improving coordination between U.S. law enforcement entities and international criminal justice leaders, assisting foreign law enforcement agencies in the professionalization of their forces in a cost-effective manner, and providing training and technical assistance in developing law enforcement strategies and tactics. A senior law enforcement officer from the host country is assigned to serve as the managing director of the ILEA. In addition to U.S. law enforcement instructors, instructors from Australia, Hungary, Thailand, Botswana, Japan, Hong Kong, Holland, Ireland, Germany, Italy, Great Britain, Canada, Russia, the International Criminal Police Organization, and the Council of Europe have also provided training at ILEAs. The four regional ILEAs offer three program categories:

- **Core program.** This program consists of a 6-week course (typically with 40–50 students) that focuses on improving the investigative and managerial skills of mid-level law enforcement officers. The first 5 weeks of the core program are standardized among the regional ILEAs. The sixth week, which is unique to each ILEA, is designed to specifically address issues of regional concern.
- **Specialized training courses.** These courses (generally containing about 30 students) normally last 1 or 2 weeks. They provide in-depth instruction on areas of concern or urgent needs for a region.



Students learn basic marksmanship skills at the new virtual range.

- **Regional seminars.** These seminars, which accommodate 35 students (usually graduates of the regional ILEA core program), focus on specialized topics, including counterterrorism and financial and transnational crimes.

State, Local, and Tribal Division

The State, Local, and Tribal Division coordinates the participation of local, state, and tribal law enforcement agencies in FLETC courses and the export of FLETC courses to the locations of local, state, and tribal agencies nationwide. The division provides high-quality training, often at no cost to participating agencies.

Instructional Delivery Division

The recently organized Instructional Delivery Division provides supervision for the Instructor Development Branch, which is best known for its management of the 2-week Law Enforcement Instructor Training Program—a requirement for all FLETC instructors. The division also oversees the newly formed e-Learning Branch, which is charged with the development, design, and deployment of FLETC online learning for law enforcement officers.

In addition to completing work rotations and observations in the various FLETC divisions during my internship, I also partnered with a senior policy and program analyst from the FLETC administrative headquarters. Each directorate is assigned one senior policy and program analyst who performs functions similar to those of an executive officer. These analysts manage a myriad of actions, projects, and programs such as personnel actions, special projects, and the coordination of multidirectorate projects. The analyst with whom I was paired was very knowledgeable about the administrative functions of FLETC and the intricacies of its divisions. In addition, the partnership afforded me the opportunity to meet and interact with senior policy and program analysts from other FLETC directorates.

I also partnered with the Federal Law Enforcement Training Accreditation organization, which is an autonomous, congressionally mandated entity that serves as the accreditation authority for all federal law enforcement agencies. This organization consists of the—

- **Federal Law Enforcement Training Accreditation Board.** The board is made up of members from law enforcement agencies and academia, who meet biannually to review applications for accreditation.
- **Office of Accreditation.** This office, which is located at FLETC in Glynco, is linked to FLETC only for budgetary actions.

Finally, I have participated in several FLETC initiatives this year, including—

- **Leadership in a Crisis Training.** This is a program that is under development by the Leadership Institute, Leadership and International Training Division, Regional and International Training Directorate, and is based on meta-leadership using Hydra Foundation© methodology as a tool to facilitate training.[1] This new program of instruction focuses on leadership decisions during multiagency responses to critical incidents; it addresses how leaders approach decisions and resolve conflict. The pilot program for the Leadership in a Crisis Training is scheduled for 1st quarter, fiscal year 2015.
- **Summit III: Prevention of Multiple Casualty Violence.** This summit—which was sponsored by FLETC; the Office of Community-Oriented Policing Services, U.S. Department of Justice; and the School of Education, Johns Hopkins University—was the third and final gathering of multidisciplinary national subject matter experts with the collective goal of mitigating or eliminating multiple casualty violence incidents by determining preventive measures for communities. The result of the summit was a scalable product for communities to implement in their efforts against multiple casualty violence.

During my tenure as a TWI intern, I have been privileged to work with the professional instructors and staff at FLETC, where I have gained insight into the FLETC business model, operations, and curricula development. Compiling the requirements and wishes of more than 90 partner organizations and molding them into four basic training classes are impressive feats involving cooperation and compromise. With the knowledge and experience within USAMPS and FLETC, numerous opportunities exist for both organizations to capitalize.

Endnote:

[1]*Hydra Foundation: Supporting Experts—Managing Uncertainty* Web site, <http://www.hydrafoundation.org/hydra-methodology>, Hydra Foundation, 2014, accessed on 18 July 2014.

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Major Cagle is currently completing a TWI internship at FLETC. His follow-on assignment is executive officer, 92d Military Police Battalion, Fort Leonard Wood, Missouri. He holds a bachelor's degree in criminal justice from the University of North Alabama and a master's degree in organizational and business security from Webster University.

Internship at the American Correctional Association

By Major Leviticus M. Huff

When I first enlisted in the U.S. Army in 2003, I knew that I wanted to learn about the field of corrections; however, my military career did not initially lead me down that path. In the fall of 2012, while deployed to Afghanistan, I applied for an American Correctional Association (ACA) Training With Industry internship because I still wanted to acquire the corrections skill set while serving. In January 2013, I learned that I had been accepted as an intern and that I would have that opportunity. Through my utilization tour and follow-on assignments, I will garner the experience needed to meet the challenging demands placed on corrections professionals.

ACA is a professional association composed of individuals, agencies, and organizations involved in all facets of the corrections field, including community corrections, jails, adult and juvenile services, and probation and parole. ACA was founded as the National Prison Association in 1870; the name was changed at the 1954 annual Congress of Corrections in Philadelphia, Pennsylvania, to reflect the evolving philosophy regarding the field of corrections and its increasingly important role in society. Today, ACA is considered the worldwide authority on correctional policy and standards, disseminating the latest information and advances to members, policy makers, departments of correction, and individual correctional workers.

Upon my arrival at ACA in June 2013, I served as a professional development specialist in the Professional Development Department—one of seven departments within the association. The Professional Development Department is responsible for aiding corrections personnel in their professional development and providing a variety of skills to improve the planning, execution, and evaluation of correctional programs. The department also manages the Correctional Certification Program—a program that covers the certification of corrections professionals as—

- Correctional executives.
- Correctional managers.
- Correctional supervisors.
- Correctional officers.

In addition, ACA offers online training through the Corrections Online Training Collaborative. This program offers groups and individuals an opportunity to purchase online training programs that cover a wide variety of correctional topics, including inmate management, security and special needs, corrections professionalism, and issues in the correctional workplace. My time in the Professional Development Department afforded me the opportunity to take and pass the certified correctional manager's examination and the ACA auditor's examination. Over the years, ACA has certified thousands of corrections professionals through these programs.

In October 2013, I transferred from the Professional Development Department to the Standards and Accreditation Department, where I now work as a standards and accreditation specialist. The time I've spent in this department has been most rewarding; I have had the opportunity to become familiar with the 500-plus adult correctional institution standards, which are the same standards followed by the five U.S. Army correctional facilities (the U.S. Disciplinary Barracks, Fort Leavenworth, Kansas; the Midwest Joint Regional Correctional Facility, Fort Leavenworth; the Northwestern Joint Regional Correctional Facility, Fort Lewis, Washington; the U.S. Army Corrections Facility–Europe, Coleman Barracks, Mannheim, Germany; and the U.S. Army Corrections Facility–Korea, Camp Humphreys, Korea). I am currently assisting four states (Florida, Georgia, Tennessee, and Texas) through the accreditation process by managing their contracts, auditor schedules, visiting-committee reports, and conference accreditation panel hearings. Thus far, I have helped more than 50 facilities within these states get their adult correctional institutions, adult local detention facilities, administration of correctional agencies, and correctional training academies accredited or reaccredited. I have also participated in multiple auditor training sessions. ACA contracts with more than 400 auditors who participate in monthly ACA Web-based seminars. These training seminars provide auditors with opportunities to review a host of basic skills (report writing, interviewing, health care auditing) needed to be a proficient auditor. In addition, auditor training sessions are offered at ACA conferences and other corrections-related conferences.

I have attended two ACA conferences—the Congress of Corrections Conference, held in Washington, D.C., in August 2013 and the Winter Conference, held in Tampa, Florida,

(continued on page 29)

Internship at the International Association of Chiefs of Police

By Captain James A. Bloom

The Training With Industry (TWI) Program allows selected military personnel to gain experience in civilian organizations and companies within their career fields. The potential for professional growth through the TWI Program is immense. One of the TWI broadening opportunities offered to the Military Police Corps is a 1-year internship with the Center for Police Leadership and Training—the training division of the International Association of Chiefs of Police (IACP). The internship provides the unique opportunity to work domestically with police departments around the country, work with international police force partners, and attend the annual IACP conference.

IACP Overview

The IACP is a nonprofit organization with more than 120 years of history. Originally founded in 1893, the organization was formed to advance the art and science of policing, foster the exchange of information between police departments, further advances in technology to assist police, and encourage adherence to high professional standards in police work. In its infancy, the IACP spearheaded the use of fingerprint identification and was instrumental in promoting community policing.

The IACP, currently with more than 20,000 members worldwide, contains committees of police executives that address a myriad of subjects. The organization is now busy working on new initiatives, from policing a growing population of Alzheimer's patients to addressing officer wellness. The IACP hosts an annual conference, which thousands of police officers from around the world attend each year—making the conference the largest gathering of its kind. The conference joins experts from around the world to present and teach all aspects of policing. The opportunity to share new ideas and policing techniques is a one-of-a-kind experience. The conference also includes a nearly 3-acre technology exposition, consisting of vendors who offer demonstrations of new equipment that assist in policing.

The Center for Police Leadership and Training consists of two sections—Domestic Police Programs and International Police Programs.

Domestic Police Programs

The Domestic Police Programs Section offers the Leadership in Police Organizations Course, a 3-week class in leadership taught from a behavioral-science perspective. The course is based on material from the U.S. Military Academy–West Point, New York. It is currently taught in 36 states and eight countries. The TWI internship involves becoming a certified instructor for the Leadership in Police Organizations Course and teaching the course at locations around the country. Interns first attend the Leadership in Police Organizations Course and then complete a 2-week instructor's course.

The Domestic Police Programs Section also offers the Women's Leadership Institute, which is a 1-week course that brings students together with women who are successful in the law enforcement field so that the successful women can pass along leadership techniques and career advice. The Women's Leadership Institute was initiated in 2013 and is currently on its fifth iteration.

International Police Programs

The International Police Programs Section works with the Bureau of International Narcotics and Law Enforcement Affairs, U.S. Department of State. Through grants, the section runs the Iraqi Police Education Program, which brings 8–10 Iraqi police officers (captain to brigadier general) to the United States, where they are embedded with two partner police departments for 3 weeks. While embedded, Iraqi officers receive administrative-level leadership, forensic, and tactical training. They are also exposed to American culture through local educational trips. Police departments that have recently participated in the Iraqi Police Education Program include those in Arlington, Texas, and Boston, Massachusetts. The Iraqi Police Education Program, which was established in 2010 and will run through 2015, is currently the only U.S. program that provides training to Iraqi police. When the program is complete, 170 Iraqi police officers will have received training.

The other main international program administered by the International Police Programs Section is the International Police Education and Training Program. Under this program, two fellows from countries (such as Armenia, Morocco, Haiti, and Tunisia) identified by the Department of State are brought to the United States for 6 weeks. During that time, they attend an IACP-partnered university such as Pennsylvania State University or Northeastern University (in Boston), where they work on a specific change project, focusing on an issue facing

their police force. Specific change projects have included a new community policing model for Armenia (which has a traditional Soviet-era police force) and the revamping of the national system of collecting and storing evidence for Morocco. Upcoming projects include the establishment of a media engagement unit for Armenia and the policing of the lesbian, gay, bisexual, and transsexual community for the Haitian police.

Importance for Development

The valuable experience gained as a TWI intern at the IACP cannot be overstated. The broad arena of police work is on full display, sparking new ideas to bring back to the Military Police Corps. The opportunity to become a certified instructor for the Leadership in Police Organizations Course and travel across the country to teach our Nation's police new ways to lead their officers is a unique and invaluable experience. Most classes include police officers in the ranks of sergeant to assistant chief who have more than 20 years of police experience. Seeing the program hit home for them is a reward in itself. In addition, the instructor, who must continuously study the art and science of leadership, is afforded the opportunity to hone these skills for future assignments. Establishing connections to police from around the country, interacting with them, and gaining an understanding of the issues they face in their departments reveal that many of their issues are the same as those faced by the Military Police Corps. TWI interns also gain invaluable international experience by working with various departments and interacting with foreign officers. Interns are assigned as assistant coordinators for international programs to maximize exposure and to capitalize on needed operations skills. Exposure to the methods used by different cultures to police their populations is also invaluable.

Continuation of the IACP Partnership

It is important that the TWI internship with the IACP continue. The experience that TWI interns gain cannot be duplicated, and the opportunity for professional growth is immense. The IACP also benefits from the addition of a uniquely experienced employee to an already overworked, nonprofit staff. Making the most of limited resources is important for the IACP. In addition, police departments with which TWI interns come in contact are always interested in the perspective and direction of the Military Police Corps. Serving as a Military Police Corps ambassador to these agencies is an important part of the internship.

The Center for Police Leadership and Training is a close-knit, high-functioning team of professionals who are eager to mentor TWI interns and to capitalize on their existing skills.

Captain Bloom recently completed a TWI internship with the IACP and is now assigned to the Law Enforcement Branch, Operations Division, Office of the Provost Marshal General. He holds a bachelor's degree in criminology from Indiana University of Pennsylvania and a master's degree in business and organizational security management from Webster University.

("Internship at the American Correctional Association," continued from page 27)

in February 2014. These conferences provided me with opportunities to observe how corrections professionals from all levels and agencies come together. Conference speakers included General Eric Shinseki (Retired), U.S. Secretary of Veterans Affairs, and Mr. Alex Costellanos, *Cable News Network (CNN)* analyst and Republican strategist. Both stressed the importance of the corrections profession and its role in our society. I attended nearly 150 professional-development workshops conducted to provide correctional staff with continuing education credit. Sold-out exhibit halls contained displays of the latest innovations in corrections security, technology, probation and parole, transportation, food service, health care, and training. More than 250 local, state, federal, and foreign facilities were accredited or reaccredited during these conferences.

ACA offers a host of awards to correctional agencies and individuals for their dedication and commitment to the corrections profession. The Golden Eagle Award is presented to state correctional agencies or transstate independent organizations in recognition of the accreditation of every correctional component within their area of responsibility. The U.S. Army received this award at the ACA 141st Congress of Corrections, held in Kissimmee, Florida, in August 2011. The E. R. Cass Correctional Achievement Award—the highest award bestowed upon anyone in the corrections field—was established in 1962 to honor Edward R. Cass for his 50-plus years of service in the corrections profession. Brigadier General Mark Inch, Deputy Commanding General, Detainee Operations, Combined Joint Interagency Task Force 435, Operation Enduring Freedom, Afghanistan, and his late wife Sergeant First Class Barbera Corinne Inch (Retired) received this prestigious award at the ACA 143d Congress of Corrections, held in Washington, D.C., in August 2013. Brigadier General Inch has also received the ACA Dunbar Award, which is presented for individual significant contributions to the corrections profession.

My experience as an ACA Training With Industry intern has been of tremendous value. I have gained insight into a professional organization that sits atop its field of expertise and bears the standard for the development of correctional policy and operations. The knowledge of corrections that I have gained throughout this past year has bolstered my development as an Army leader, thus enabling me to train and develop future military police corrections leaders into competent corrections professionals.

Assist, Protect, Defend!

At the time this article was written, Major Huff was a Training With Industry intern with ACA. He is now a student at the Command and General Staff College, U.S. Army Combined Arms Center, Fort Leavenworth, Kansas. He holds a bachelor's degree in business management from Northwest Missouri State University, Maryville, Missouri, and a master's degree in business and organizational security management from Webster University.

A Hybrid Approach to Negotiating Today's Operating Environment

By Colonel Ignatius M. Dolata Jr., Lieutenant Colonel Thomas Russell-Tutty, and Major Kate Conkey

Military Police Corps training is based on an Army training management system in which leader development and effective training form the cornerstone of operational success. Army Doctrine Reference Publication (ADRP) 7-0, *Training Units and Developing Leaders*, emphasizes the commander's responsibility in ensuring that his or her unit employs training doctrine to sustain expeditionary and campaign capabilities through leader, individual, and collective training using the three training domains (operational, institutional, and self-development).[1] Unlike traditional units, U.S. Army Criminal Investigation Command, (commonly known as CID), units have missions, modified tables of organization and equipment, tables of distribution and allowances, and governing regulations that constrain training opportunities typically associated with the operational domain and require a greater reliance on operational experience to meet training objectives. Those constraints—along with the commander's guidance and the mission of the higher unit—drive the mission-essential task list (METL) and assist the commander in selecting doctrinal key collective tasks on which the unit must train to achieve mission success. This article describes how updating a battalion METL resulted in a significant and much-needed change to the overall battalion/detachment METL crosswalk. It does this by providing overviews of the training management process and exclusive missions and authorizations of CID units and subsequently explaining how these variables influenced the adoption of standardized, nontraditional, hybrid CID battalion and detachment METLs, thereby filling the gap between doctrine and the operational environment.

The Army operations process provides a common framework to guide commanders in managing leader development and unit training, which begins with a sound analysis of the unit mission and the ability of the unit to accomplish that mission. Additional factors to be considered include the commander's guidance and the mission of the higher unit. All of these considerations assist the commander in selecting mission-essential tasks (METs), or tasks that the unit could perform based on its modified table of organization and equipment/table of distribution and allowances design. The compilation of these METs results in the METL; however, the METs—not the METL—drive the focus of training. To provide better focus, battalion and detachment commanders should minimize the number of METs and key collective tasks in the unit METL. At the company or battalion level, a MET could consist of a universal joint task, an Army tactical task from the Army universal task list, a combined arms training strategy task, a task from the brigade or higher-unit Department of the Army standardized METL, or a major collective task. Because training time and resources are limited, units cannot train all tasks to proficiency at one time; they must mitigate risk through the prioritization of leader and collective tasks most important to mission success.

A basic knowledge of the operations process involved in determining a unit METL allows for a better understanding of the application of the process and its variation between a combat support (CS) military police brigade and a CID military police group. The mission, design, equipment, and allowances of these units are distinctly different—as evidenced by their assigned METs. Although both are charged with executing mission command, their tasks and dedicated training time are vastly disparate. When it comes to the development and execution of training plans, the biggest difference is that CID battalions/detachments have neither a modified table of organization and equipment position dedicated to training management nor the allocated time to train that equivalent CS military police units with a typical training cycle have. The continuous operational requirements of a CID detachment, coupled with the lack of sister unit support or assumption of responsibilities, do not enable a "green" training cycle.

CID commanders must prioritize training tasks and accept risk, just as their CS military police counterparts—but to a different degree and impact. CID and CS military police units are modified table of organization and equipment-deployable units; however, only CS military police units are authorized and equipped to self-sustain in a deployed environment and deploy collectively at the company level. Because CID units are not equipped to self-sustain, they do not transport and secure themselves in a deployed environment; rather, they rely on supported units to provide transportation and security for their investigative operations. This difference has an impact on CID commanders' prioritization of training tasks and acceptance of risk. Greater emphasis is placed on investigative tasks.

In a highly technical field such as investigations, a commander must rely on relevant and timely training resources. One difficulty that CID commanders face when training investigative tasks is that investigative training doctrine does not capture operational requirements. Because investigative requirements are constantly evolving, sustaining relevant doctrine is a challenge. Regulations, concepts of operations, and standard operating procedures become the default means of addressing gaps in training doctrine. Although this is a nondoctrinal approach to training and assessing readiness, it is a necessary tactic if CID battalions and detachments are to provide focused, relevant training that improves investigative skills, techniques, and supportive task performance.

In September 2013, 22d Military Police Battalion (CID) personnel set out to update our battalion and detachment METLs. Our goal was to provide a product that could be used across analogous CID organizations to facilitate resourcing, training, and unit readiness. We identified a number of critical tasks, including the following:

- Confirm that METs and key collective tasks nest with the 6th Military Police Group (CID) METL.
- Assess the applicability of current METs.
- Identify gaps between operations and training.
- Streamline redundant tasks while identifying key leader and high-payoff tasks.

The first step in updating the battalion and detachment METLs involved the reexamination of mission statements. We began with the CID mission outlined in Army Regulation (AR) 10-87, *Army Commands, Army Service Component Commands, and Direct Reporting Units*, and quickly moved to that of the 6th Military Police Group to validate that the battalion and detachment missions were aligned and nested with higher headquarters. We repeated the process with METLs, concluding that the METs for the 22d Military Police Battalion were nearly identical to those of the 6th Military Police Group. While this was not surprising, we recognized the need to clarify roles and levels of responsibilities for battalions, detachments, and groups. This requirement was most evident with what was formerly battalion MET 4, "Provide Protective Services for Selected Individuals" (see Figure 1). Using CID Regulation 195-1, *Criminal Investigation Operational Procedures*, and battalion and detachment universal task lists to clarify roles and responsibilities for this particular MET, we realigned the battalion and detachment METLs to properly reflect the battalion and detachment missions. None of the battalion, detachment, or group mission statements mention the provision of protective services; rather, the focus is on the investigation of serious, sensitive, or special-interest matters. However, CID Regulation 195-1 governs the role of the 6th Military Police Group as a coordinator responsible for providing support personnel to the Protective Services

6th Gp METL	Conduct Mission Command (ART 5.0)	Conduct Criminal Investigations (ART 5.8.1.2)	Provide Protective Services for Selected Individuals (ART 6.5.4)	Conduct Police Intelligence Operations (ART 2.2.5)	Conduct Logistics Security Operations (ART 6.11.4)	
MP Bn (CID) METL (Former)	Conduct Mission Command (ART 5.0)	Perform Deployment and Redeployment Activities (ART 1.1)	Conduct Criminal Investigations (ART 5.8.1.2)	Provide Protective Services for Selected Individuals (ART 6.5.4)	Conduct Police Intelligence Operations (ART 2.2.5)	Conduct Logistics Security Operations (ART 6.11.4)
MP Bn (CID)	Conduct Mission Command (ART 5.0)	Perform Deployment and Redeployment Activities (ART 1.1)	Conduct Criminal Investigations (ART 5.8.1.2)	Conduct Criminal Investigative Support Operations	Conduct Police Intelligence Operations (ART 2.2.5)	
Detachment METL (Former)	Conduct Mission Command (ART 5.0)	Conduct Criminal Investigations (ART 5.8.1.2)	Provide Protective Services for Selected Individuals (ART 6.5.4)	Conduct Police Intelligence Operations (ART 2.2.5)	Conduct Logistics Security Operations (ART 6.11.4)	
Detachment New METL	Conduct Mission Command (ART 5.0)	Conduct Criminal Investigation Operations (ART 5.8.1.2)	Conduct Investigative Program Operations	Conduct Investigative Support Program Operations	Conduct Police Intelligence Operations	
Legend: bn—battalion gp—group MP—Military police						

Figure 1. Former and new METs and ARTs for the 6th Military Police Group, the 22d Military Police Battalion, and a military police detachment [2]

Battalion. While the group's battalions and detachments were charged with ensuring that their personnel attend protective services training so that they would be prepared to augment the Protective Services Battalion when required, their missions, unit designs, and equipment did not support this directive as a primary MET—only as a supporting task.

Through the process of clarifying roles among battalions, detachments, and groups, gaps between training doctrine and operations were also identified. The most apparent gap was the absence of a management or supervisory task for an economic crime program at the battalion and detachment levels. Although training doctrine addresses individual tasks that support the economic crime program, it does not include leader tasks. Furthermore, the former battalion MET 6, "Conduct Logistics Security Operations," was actually a supporting individual and collective task for the economic crime program at the battalion and detachment levels. Consequently, MET 6 was eliminated and the task was more accurately placed within the economic crime arena. Another task that is not specifically identified within doctrine, but is alluded to in some specific training tasks, involves the coordination and conduct of a force protection/antiterrorism program. Battalion and detachment level individual and collective tasks that incorporate personnel security vulnerability assessments; hostage negotiations; and newly positioned, protective-service activities are nested within this program.

The elimination of former battalion METs 4 and 6 and the repositioning of those tasks led to a major change in the creation of nonstandard METs at the battalion and detachment levels. Former battalion MET 3 and detachment MET 2, "Conduct Criminal Investigations," incorporated all investigative and supporting tasks. The size and breadth of the single MET and the expected proficiencies warranted further examination. Battalion level investigative and supporting tasks could be easily categorized into one of two areas. The first area, new MET 3, "Conduct Criminal Investigations," includes all collective tasks that support detachment execution of investigations; the second, new MET 4, "Conduct Criminal Investigative Support Operations," incorporates supporting tasks that do not involve the conduct of investigations. At the detachment level, the new battalion MET 3 was further divided into basic investigative tasks that apply to all investigations, detachment MET 2, "Conduct Criminal Investigation Operations," and specific investigative programs, detachment MET 3, "Conduct Investigative Program Operations." Within each detachment level MET, we identified high-payoff and key leader tasks to assist in the selection of training tasks with the most significant unit impact. The identification of new METs at the battalion and detachment levels helped with the organization of roles, responsibilities, and training. The separation of investigation and support responsibilities between levels enables better evaluation of training focus and proficiency.

CID battalion- and detachment-exclusive missions and authorizations influenced the adoption of standardized, nontraditional, hybrid CID battalion and detachment METLs using the Army training management system. By applying the operations process, the 22d Military Police Battalion identified shortfalls between training doctrine and the operational requirements outlined in regulations, concepts of operations, and standard operating procedures. Some of the individual and collective task performance measures contained in existing doctrine must be refined to better capture training objectives that reflect operations. The most significant METL changes are the classification and reorganization of METs and the individual and collective tasks within the METs to more accurately reflect the CID operational capability set forth by our mission and unit design. Updating CID unit METLs ultimately enables commanders and their units to prioritize tasks, maximize the use of finite time, and negate training risks to improve overall investigations and support to our communities and our Army at home or during deployment.

Endnotes:

[1]ADRP 7-0, *Training Units and Developing Leaders*, 23 August 2012.

[2]METs are derived from a number of sources, most of which are specifically directed by the list of Army tactical tasks (ARTs) contained in Field Manual (FM) 7-15, *The Army Universal Task List*, 27 February 2009.

References:

AR 10-87, *Army Commands, Army Service Component Commands, and Direct Reporting Units*, 4 September 2007.

CID Regulation 195-1, *Criminal Investigation Operational Procedures*, U.S. Army Criminal Investigation Command, 1 January 2001.

Colonel Dolata is the commander of the 6th Military Police Group, Joint Base Lewis-McChord, Washington. He holds a bachelor's degree in justice studies from Arizona State University and master's degrees in organizational management from the University of Phoenix; military operational art and science from the Air University, Maxwell Air Force Base, Alabama; and strategic studies from the Army War College.

Lieutenant Colonel Russell-Tutty is the deputy commander of the 6th Military Police Group. He holds a bachelor's degree in police science from Eastern Kentucky University and a master's degree in human services from Murray State University, Murray, Kentucky.

Major Conkey is the executive officer of the 22d Military Police Battalion, Joint Base Lewis-McChord. She holds a bachelor's degree in Spanish from Furman University, Greenville, South Carolina, and master's degrees in business and organizational security management from Webster University and social organizational psychology from Teacher's College, Columbia University, New York City, New York.



HISTORY OF MILITARY EXECUTIONS

By Master Sergeant Patrick V. Garland (Retired)

While many executioners remain anonymous, there have been several noteworthy ones. For example, Master Sergeant John C. Woods conducted many of the hangings in Europe (including those of Nazi war criminals) during and after World War II. And Lieutenant Charles Rexroad performed most of the Pacific Theater hangings (including those of Japanese war criminals). Both of these men had several assistants. In addition, Soldiers from military police security units at various prisons served on firing squads at disciplinary training centers in Europe; and on occasion, the commanders of the disciplinary training centers—namely Major Mortimer Christian (Seine Disciplinary Training Center, Paris, France), and Lieutenant Colonel Henry L. Peck (Loire Disciplinary Training Center, Le Mans, France)—actually performed hangman duties. Contract hangmen were even hired to perform executions in England, Australia, and New Guinea. The presence of a chaplain—who is designated by the commandant of the U.S. Disciplinary Barracks (USDB) or provided at the request of the prisoner—is authorized at executions.[1]

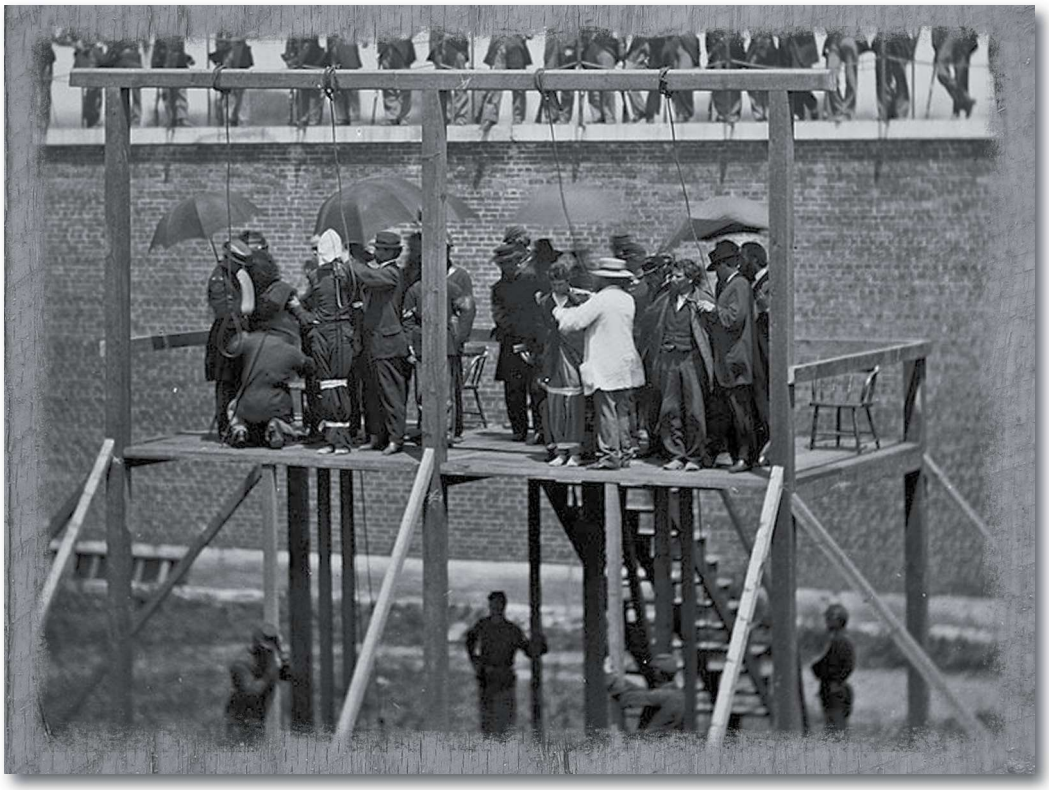
As far back as the Revolutionary War, capital punishment has been the most severe form of punishment that could be administered by a court-martial. Even then, strict safeguards were established to prevent the abuse of power by the courts. All death warrants were required to be signed by General George Washington, the commander of the Continental Army. He signed the first of these warrants on 28 June 1776; the after-order states:

> *Thomas Hickey, belonging to the Generals Guard, having been convicted by a general court martial whereof [Colonel] Parsons was president, of the crimes of 'sedition and mutiny, and also of holding a treacherous correspondence with the enemy, for the most horrid and detestable purposes,' is sentenced to suffer death. The general approves the sentence, and orders that he be hanged tomorrow at eleven o'clock.*
>
> *. . . All the officers and men off duty belonging to [General] Heath's, Spencer's, Lord Stirling's and General Scott's brigades to be under arms, on their respective parades, at ten o'clock tomorrow morning to march from thence to the ground between [General] Spencer's and Lord Stirling's encampments, to attend the execution of the above sentence.*
>
> *The provost marshal immediately to make the necessary preparations and to attend on that duty tomorrow.*
>
> *Each of the brigade majors to furnish the provost marshal with twenty men from each brigade, with good arms and bayonets, as a guard on the prisoner to, and at the place of, execution.*[2]

Later, all death warrants were required to be approved by the President, and the provost marshal was tasked with administering the punishment. The methods used for execution were hanging and musketry. Captain William Marony, the first provost marshal, deserted in order to avoid executing a prisoner; and another, Captain William Hutton, was court-martialed for allowing a condemned man to escape.[3] The estimated number of executions carried out by the Continental Army ranges from 40 to 100.

During the War of 1812, executions (usually by firing squads consisting of line troops), were reserved mainly for deserters—especially repeat offenders or bounty jumpers (men who enlisted only to receive the bounty and then deserted so that they could enlist for another bounty elsewhere). According to John S. Hare's article entitled "Military Punishments in the War of 1812," 205 executions were carried out from 1812 to 1815, with three-fourths of those taking place in 1814, when the Army became much larger and military officials were determined to crack down on desertion.[4] Reprieves were sometimes granted; and occasionally, that information was not relayed to the condemned man until all the formalities of a regular execution had been followed up to the point of the command to fire, which was then withheld and the reprieve read. Notifying the prisoner of his reprieve in this manner was apparently designed to bring home the seriousness of his offense.

A chaplain who was called upon to witness an execution related his experience in detail. He states, "Prompted by feelings of pity, I called . . . to see him in prison. There, chained by the leg to the beam of the guardhouse, he was reading the Bible, trying to prepare himself, as he said,



Historical miltary execution

for the fatal hour."[5] The narrative goes on to follow the prisoner through the entire execution routine until the pronouncement of death.

About 50 American Service members were hanged or shot during the Mexican War. A large number of these executions occurred as a result of General Orders 259 and 263, which established two courts-martial for 72 deserters. Most of these men were Irish immigrants who had left the U.S. Army to serve in the San Patricio (Saint Patrick's) Battalion in Mexico. General Winfield Scott issued the orders. Colonel John Garland convened the first court-martial on 23 August 1847 in Tacubaya, Mexico. Colonel Bennet Riley, an Irish Catholic officer, convened the second court-martial on 26 August 1847, in San Angel, Mexico. Only two of the 72 defendants avoided the death sentence; one was excused due to improper enlistment in the Army and the other because he was deemed insane. However, General Scott was troubled by the sweep of guilty verdicts. He knew that the Irish-born Catholic deserters had allegedly felt mistreated in the Army and that they had witnessed atrocities against their fellow Catholics, the Mexicans. He did not want to alienate the Mexican public, who by now considered the deserters national heroes. In addition, he did not want to encourage insurgency among the Mexican people, thereby weakening the pacification program that was in progress. Therefore, he felt the need to confirm the trials and sentences. He concluded that some of the men did not deserve such severe punishment, and he sat up nights attempting to come up with excuses to avoid the universal application of capital punishment. In the end, General Scott approved the death penalty for 50 of the deserters, but later pardoned five of these and reduced the sentences of 15 others, including the ringleader, Sergeant John Riley. This left 30 men slated for execution—16 of whom were hanged on 10 September 1847 and four of whom were hanged the following day. The rest were assigned to Colonel William Harney for execution at a later date.[6]

More Soldiers were executed during the American Civil War (1861–1865) than during all other American wars combined. About 500 men from the North and the South were hanged or shot during the 4-year conflict—two-thirds of them for desertion. The "Articles of War for the Government of the Armies of the Confederate States" (commonly known as the "Confederate Articles of War") specified that "All officers and Soldiers who have received pay, or have been duly enlisted in the services of the Confederate States, and shall be convicted of having deserted the same, shall suffer death, or such other punishment as, by sentence of a court-martial, shall be inflicted."[7] The "General Orders of the War Department Embracing the Years 1861, 1862, and 1863" directed that those men convicted of desertion were "to be shot to death with musketry, at such time and place as the commanding general may direct."[8]

Several members of the U.S. Army were executed during the Philippine-American War. One enlisted man serving in the Philippines was executed for murder during the year ending 30 June 1901. Another three were executed for murder during the year ending 30 June 1902. Two more (Private Edmond Dubose and Private Lewis Russell, 9th Cavalry Regiment) were executed on 7 February 1902 for desertion and joining the enemy.[9] Private William Taylor, 24th Infantry, was executed for shooting an officer.

The Houston Riot of 1917 (also known as the Camp Logan Mutiny) involved 156 Soldiers of the all-black 3d Battalion, 24th Infantry Regiment—a unit of the famed Buffalo Soldiers. The riot was caused when Corporal Charles W. Baltimore, a black military police Soldier, approached two Houston, Texas, police officers to question the brutal apprehension of a 24th Infantry Regiment Soldier and was attacked by one of the officers, pistol-whipped, and fired at when he tried to escape. Although Baltimore was severely injured and jailed, word got back to camp that he had been

killed. In retaliation, Soldiers of the 24th armed themselves and—on the hot, rainy night of 23 August 1917—initiated a 2-hour gun fight with civilians in Houston. Four Soldiers and 15 white civilians were killed during the incident, making this the only race riot in U.S. history in which more whites than blacks were killed. The incident also resulted in the largest murder trial and the largest court-martial in U.S. history. Nineteen of the accused rioters were sentenced to death by hanging, and 63 received life sentences. Ironically, Corporal Baltimore was among the first group hanged.

During World War I, 36 U.S. Army Soldiers were executed—all by hanging—from 5 November 1917 to 20 June 1919. Eleven of these hangings were conducted in France; the remaining 25 were carried out in the United States.

The only commissioned officer to be executed was hanged in the Philippines on 18 March 1926. Second Lieutenant John S. Thompson, who was stationed at Fort McKinley, near Manila, had shot and killed his 18-year-old fiancé from Memphis, Tennessee, almost a year earlier. Thompson was the first American officer ever convicted of a murder charge by court-martial in peacetime and ordered to forfeit his life. Thompson's remains were returned to New York for burial by his family.

The U.S. military executed 160 Service members from 1942 to 1961 (not including prisoners of war, war criminals, or saboteurs executed by military authorities from 1942 to 1951); 106 of these were put to death for murder (including 21 involving rape), 53 for rape, and one (Private Eddie Slovik) for desertion. Of the 160 executions, 157 were carried out by the U.S. Army. The three remaining executions—one in 1950 and two in 1954—were conducted by the U.S. Air Force. The U.S. Navy has not executed anyone since 1849.

A total of 10 military executions (all by hanging) have been conducted by the U.S. Army under the provisions of the original Title 10, U.S. Code, Chapter 47 (10 USC 47), "Uniform Code of Military Justice," of 5 May 1950. The first four of these executions were carried out at the Kansas State Penitentiary near Lansing, Kansas; the remaining six were conducted at the USDB, Fort Leavenworth, Kansas. The last U.S. military execution conducted was the 13 April 1961 hanging of Army Private First Class John A. Bennett for the rape and attempted murder of an 11-year-old Austrian girl. The execution was carried out 4 years after it was approved by President Dwight D. Eisenhower.

The death penalty is still a possible punishment under the Uniform Code of Military Justice. Male U.S. military death row inmates are housed at the USDB. There are presently six inmates on death row at the USDB—the most recent addition being Nadal Hasan, who fatally shot 13 people and injured more than 30 others in a mass shooting at Fort Hood, Texas, on 5 November 2009. Although all previous USDB executions have involved hanging, lethal injection has been designated as the current method to be used for military executions.

Approval for the execution of Army Private Ronald A. Gray, who has been on death row since 1988, was granted by President George W. Bush on 28 July 2008. Gray—who was convicted of a rape, two murders, and an attempted murder of three women (two of them Army Soldiers and the third a civilian taxi driver whose body was found at Fort Bragg, North Carolina)—was scheduled to be executed on 10 December 2008. On 26 November 2008, a federal judge issued a stay of execution.[10] On 26 January 2012, the Army Court of Criminal Appeals denied relief in Gray's case. Gray's lawyers plan to appeal to the Court of Appeals for the Armed Forces.

Endnotes:

[1]Army Regulation (AR) 190-55, *U.S. Army Corrections System: Procedures for Military Executions*, 23 July 2010.

[2]John C. Fitzpatrick, editor, *The Writings of George Washington From the Original Manuscript Sources*, 1745–1799, <http://etext.virginia.edu/washington/fitzpatrick/>, accessed on 4 June 2014.

[3]Patrick V. Garland, "In the Beginning," *Military Police*, Spring 2011.

[4]John S. Hare, "Military Punishments in the War of 1812," *The Journal of the American Military Institute*, Vol. 4, No. 4, Winter, 1940, pp. 225–239.

[5]George Baker Anderson, "History of Greenbush, New York," *Landmarks of Rensselaer County*, D. Mason and Company, Publishers, Syracuse, New York, 1897.

[6]Pam Nordstrom, "San Patricio Battalion," Texas State Historical Association, <http://www.tshaonline.org/handbook/online/articles/qis01>, accessed on 10 June 2014.

[7]"Articles of War for the Government of the Armies of the Confederate States," Evans and Cogswell, Charleston, 1861.

[8]"General Orders of the War Department Embracing the Years 1861, 1862, and 1863," Derby and Miller, New York, 1864.

[9]"The Battles of the Philippine American War," 22 November 2013, <http://businessecon.blogspot.com/2013/11/the-battles-of-philippine-american-war.html>, accessed on 10 June 2014.

[10]"Ronald Adrin Gray," *Murderpedia*, <http://www.murderpedia.org/male.G/g/gray-ronald-adrin.htm>, accessed on 12 June 2014.

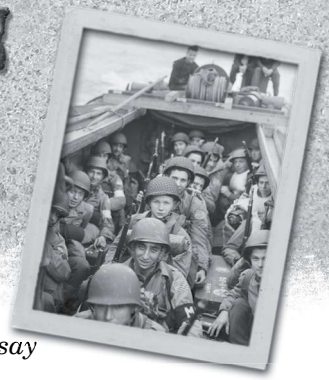
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Thomas W. Cutrer, "Military Executions During the Civil War," *Encyclopedia Virginia*, 5 April 2011, <http://www.encyclopediavirginia.org/military_executions_during_the_civil_war#start_entry>, accessed on 10 June 2014.

10 USC 47, Uniform Code of Military Justice.

Master Sergeant Garland retired from the U.S. Army in 1974. During his military career, he served in military police units and criminal investigation detachments and laboratories. At the time of his retirement, Master Sergeant Garland was serving as a ballistics evidence specialist at the European Laboratory. He remained in this career field until retiring from civilian law enforcement in 1995.

THE 6685TH MILITARY POLICE TRAFFIC PLATOON (PROVISIONAL)



By Master Sergeant Patrick V. Garland (Retired) and Mr. Mark S. Lindsay

On 8 November 1942, the military forces of the United States and the United Kingdom launched an amphibious operation against French North Africa—in particular, the French-held territories of Algeria and Morocco. That landing was code-named "Torch." The final plan was for the Allies to transport 65,000 men, commanded by Lieutenant General Dwight D. Eisenhower, from ports in the United States and England and to invade French North African possessions at Casablanca, Morocco, and Oran and Algiers in Algeria.

The primary mission of Center Task Force, under the command of Major General Lloyd R. Fredendall, was to capture Oran. The task force was to be composed of the 16th, 18th, and 26th Regimental Combat Teams from the 1st Infantry Division; a combat command from the 1st Armored Division; and the 1st Ranger Battalion—all of which were to be transported from the United Kingdom in 13 infantry landing ships, 23 motor transport ships, seven personnel ships, three tank landing ships, and one gun landing ship.[1] By the morning of 10 November, the 1st Infantry Division was in position on the eastern edge of Oran and the armored combat command was drawn up on the southern outskirts of the city. At 0737, they launched a coordinated attack. By 1100, armored units had penetrated the city, which surrendered at noon. Major General Fredendall received the formal capitulation of the French commanding general at 1230.[2] The city of Oran was to become a major port for the influx of men and materiel to support the invasion troops. The need arose for a specialized military police organization to control traffic from the port to the forward areas and facilitate the unloading, storage, and distribution of military necessities.

A 4 September 1943 order issued by Headquarters, North African Theater of Operations, titled "Constitution, Activation and Organization of 6685th MP Platoon," made that organization a reality. With an authorized strength of one officer and 55 enlisted Soldiers, the unit was authorized the following equipment:

- 10 ¼-ton, 4 x 4 trucks (three of which were to be equipped with 12-volt electrical systems).
- 11 motorcycles.
- One .45-caliber pistol.
- 55 Model 1903, .30-caliber rifles.
- Three SCR 294 radio sets.

In addition to normal personnel administration, the duties of this organization consisted of traffic regulation enforcement, traffic control for convoys moving through and around the city, control of radio communications between patrols and headquarters, operation of two parking lots in Oran, control of traffic and policing of convoy embarkation and debarkation to and from the ports, installation of new traffic signs throughout the city, cooperation with French police at checking stations for civil vehicles, and operation of a military police wrecker service.[3] A three-page set of traffic regulations showing speed limits and routes to be followed by various convoys was adopted. In cases of delay or obstruction, routes barred from use were outlined and alternate routes were provided.

Quartered in the Caserne Nouve area formerly occupied by the French military, the unit was commanded by First Lieutenant Earl A. Robertson, Corps of Military Police, from its inception. Two other officers, Second Lieutenant Arthur L. Trenam and Second Lieutenant Frank J. Robinson, were assigned shortly thereafter. On 31 December 1943, First Lieutenant Robertson requested a reorganization of the unit, which would increase its size to 75 enlisted Soldiers. This request was denied.[4]

Manpower was a constant problem, and training newly assigned personnel was an ongoing process—especially for those with no military police training or experience. Each platoon member was required to undergo a thorough orientation of the city and its surrounding area and at least rudimentary training in operating all of the vehicle types assigned to the unit. The platoon was sometimes able to obtain assistance from motorcycle-mounted military police Soldiers from other units in the city to perform their mission.

For a 5-month period beginning on 1 January 1944, the number of vehicles in regular convoys escorted or moved under guidance from platoon personnel amounted to nearly 40,000. Most of this traffic moved between the port and outlying staging areas and back, in all types of weather and road conditions. Many other smaller, irregular movements

in, through, or around Oran were policed and escorted by the platoon; and all were accomplished without any accidents. During the same period, 1,772 traffic violators were cited. There was an average of 144 vehicles per day in the two parking lots operated by the platoon.[5]



U.S. troops are escorted through the streets of Oran in preparation for Evening Colors.

In addition to their traffic posts and convoy escort duties, the platoon was also tasked with the responsibility for escorting visiting dignitaries, including President Franklin D. Roosevelt, Lieutenant General Eisenhower, General George C. Marshall, Admiral Ernest J. King, Lieutenant General Mark W. Clark, and Lieutenant General George S. Patton. Foreign dignitaries included French General Charles de Gaulle and General Georges Catroux, governor general of Algeria.

During December 1942, reports from concerned commanders were compiled to critique Operation Torch, with the intention of correcting plans for future similar operations. Reports relating to military police operations concluded that—

- The strength of the division headquarters company military police platoon was inadequate. It was recommended that a military police platoon be added to the headquarters company of each infantry regiment.
- The motor equipment setup in military police table-of-organization units was at least 50 percent inadequate for any operation.
- Corps and division military police companies were not organized to allow operation as prisoner-of-war escort guard companies, so such units must be provided in troop lists of participating units in actions such as Operation Torch.
- Sand on the bolt face of the .45-caliber M1 submachine gun prevented the bolt from closing completely, thereby causing misfires. Reports also stated that the gun was too heavy and, therefore, handicapped military police Soldiers in performing their duties.[6]

The provost marshal for the North African Theater of Operations, U.S. Army (NATOUSA), during the time of the 6685th Military Police Platoon service was Colonel Joseph Vincent DePaul Dillon, a career military police officer. As the war progressed, he served as provost marshal general for the Services of Supply, NATOUSA. After the invasion of Italy, he moved on to provost marshal general for the Communications Zone, Mediterranean Theater of Operations. By war's end, he moved to the same position for the entire European Theater of Operations.[7]

Endnotes:

[1]A combat command was a combined arms military organization, comparable in size to a brigade or regiment, employed by armored forces of the U.S. Army from 1942 until 1963.

[2]"Report of the Commander in Chief Allied Forces to the Combined Chiefs of Staff on Operations in Northwest Africa", <http://www.ibiblio.org/hyperwar/USA/rep/TORCH/DDE-Torch.html>, accessed on 26 June 2014.

[3]Historical Records and Administrative History of the 6685th Military Police Platoon, National Archives and Records Administration, 17 June 1944.

[4]Earl A. Robertson, "Request to Commanding General NATOUSA for Additional Strength," 31 December 1943.

[5]Historical Records and Administrative History of the 6685th Military Police Platoon, p. 3.

[6]"Lessons of Operation Torch," Allied Force Headquarters APO 512, 19 January 1943.

[7]"The Generals of WWII," <www.generals.dk/general/Dillon/Joseph_Vincent_DePaul /USA.html>, accessed on 26 June 2014.

Master Sergeant Garland retired from the U. S. Army in 1974. During his military career, he served in military police units and criminal investigation detachments and laboratories. At the time of his retirement, Master Sergeant Garland was serving as a ballistics evidence specialist at the European Laboratory. He remained in this career field until retiring from civilian law enforcement in 1995.

Mr. Lindsay began his career in law enforcement in 1972 as a military police Soldier. In 1978, he left the military to enter civilian law enforcement. After retiring from the Baltimore City Police Department in 1999, he entered federal law enforcement as a criminal intelligence specialist assigned to the Bureau of Alcohol, Tobacco, and Firearms. In 2008, he came back into military law enforcement, assigned to the Command Intelligence Operations Center, U.S. Army Criminal Investigation Command (commonly known as CID), where he finished his career working cold cases for CID.

MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS				
COMMANDER	**CSM/SGM**	**CWO**	**UNIT**	**LOCATION**
David Quantock	Dawn Rippelmeyer		OPMG	Alexandria, VA
David Quantock	Timothy Fitzgerald	John Welch	HQ USACIDC	Quantico, VA
Mark Spindler	John McNeirney	Leroy Shamburger	USAMPS	Ft Leonard Wood, MO
David Quantock	Jonathan Godwin		Army Corrections Cmd	Alexandria, VA
Burton Francisco	Jerome Wren		46th MP Cmd	Lansing, MI
Phillip Churn	Vacant		200th MP Cmd	Ft Meade, MD
Duane Miller	Angelia Flournoy		8th MP Bde	Schofield Barracks, HI
Eddie Jacobsen	Gerald Capps		11th MP Bde	Los Alamitos, CA
Bryan Patridge	Scott Dooley		14th MP Bde	Ft Leonard Wood, MO
Erica Nelson	Steven Raines		15th MP Bde	Ft Leavenworth, KS
Alexander Conyers	Thomas Sivak		16th MP Bde	Ft Bragg, NC
Zane Jones	Henry Stearns		18th MP Bde	Sembach AB, Germany
David Chase	Keith Devos		42d MP Bde	Ft Lewis, WA
Alex Reina	Joseph Klostermann		43d MP Bde	Warwick, RI
Peter Cross	Joseph Menard Jr.		49th MP Bde	Fairfield, CA
Ross Guieb	Bradley Cross		89th MP Bde	Ft Hood, TX
Stephen Potter	Terry Berdan		177th MP Bde	Taylor, MI
Malcom McMullen	Craig Owens		290th MP Bde	Nashville, TN
Eric Engelmeier	Abbe Mulholland		300th MP Bde	Inkster, MI
Keith Nadig	Andrew Lombardo		333d MP Bde	Farmingdale, NY
Roger Hedgepeth	Tara Wheadon	Edward Collins	3d MP Gp (CID)	Hunter Army Airfield, GA
Ignatius Dolata Jr.	Henry James III	David Albaugh	6th MP Gp (CID)	Joint Base Lewis-McChord, WA
Tom Denzler	Clyde Wallace	Celia Gallo	701st MP Gp (CID)	Quantico, VA
John Bogdan	Michael Borlin		Joint Detention Gp	Guantanamo Bay, Cuba
MILITARY POLICE BATTALION LEVEL COMMANDS				
Kevin Hanrahan	Peter Harrington	Martin Eaves	5th MP Bn (CID)	Kleber Kaserne, Germany
Gerald Mapp	Chad Aldridge	Billy Higgason	10th MP Bn (CID)	Ft Bragg, NC
Lawrence Stewart	Mathew Walters	Phillip Curran	11th MP Bn (CID)	Ft Hood, TX
Larry Dewey	Gordon Lawitzke	Paul Bailey	19th MP Bn (CID)	Wheeler Army Airfield, HI
Christine Whitmer	James Sanguins	Joel Fitz	22d MP Bn (CID)	Joint Base Lewis-McChord, WA
Marcus Matthews	Marcus Jackson		33d MP Bn	Bloomington, IL
Phillip Lenz	Michael Bennett		40th MP Bn (I/R)	Ft Leavenworth, KS
Jason Turner	Kevin Pickrel		51st MP Bn	Florence, SC
Matthew Dossman	James Hecimovich		2-80th MP Bn (TASS)	Owings Mills, MD
Michelle Goyette	Russell Erickson		91st MP Bn	Ft Drum, NY
Chad Goyette	Brian Flom		92d MP Bn	Ft Leonard Wood, MO
Jeremy Willingham	Daniel O'Brien		93d MP Bn	Ft Bliss, TX
Todd Schroeder	Lee Sodic		94th MP Bn	Yongsan, Korea
James Walker II	James Breckinridge		95th MP Bn	Sembach AB, Germany
Vincent Duncan	Gregory Jackson		2-95th MP Bn (TASS)	Baton Rouge, LA
Marc Hale	Freddy Trejo		96th MP Bn (I/R)	San Diego, CA
Kevin Comfort	Kevin Rogers		97th MP Bn	Ft Riley, KS
Scott Perry	William Rinehart		2-100th MP Bn (TASS)	Nashville, TN
Michael Fowler	Mark Duris		102d MP Bn (I/R)	Auburn, NY
Craig Maceri	Scott Smilinich		104th MP Bn	Kingston, NY
Timothy Pulley	Vacant		1-104th MP Bn (TASS)	Aurora, CO
Jerry Baird Jr.	Alpheus Haswell		105th MP Bn (I/R)	Asheville, NC
Lawrence Christmas	Vacant		2-108th MP Bn (TASS)	Fort Jackson, SC
Gregory Hargett	Darrell Masterson		112th MP Bn	Canton, MS
Mary Staab	Aarion Franklin		115th MP Bn	Salisbury, MD
Barry Crum	Fowler L. Goodowens II		117th MP Bn	Athens, TN
Robert Hayden	Robert Wall		118th MP Bn	Warwick, RI
Luis De La Cruz	Jose Perez		124th MP Bn	Hato Rey, Puerto Rico
Haymet Llovet	Francisco Ramos		125th MP Bn	Ponce, Puerto Rico
Norberto Flores II	Mikeal Crummedyo		136th MP Bn	Tyler, TX
Tanya McGonegal	Chadwick Moneypenny		151st MP Bn	Dunbar, WV
David Samuelsen	Robert Steele	David Knudson	159th MP Bn (CID)	Terra Haute, IN
William Allen	Steven Slee		160th MP Bn (I/R)	Tallahassee, FL
Jennifer Steed	Victor Watson		168th MP Bn	Dyersburg, TN
Jonathan Adams	Donald Madden		170th MP Bn	Decatur, GA
John Benson	Edward Stratton		175th MP Bn	Columbia, MO

MILITARY POLICE BATTALION LEVEL COMMANDS (continued)				
COMMANDER	**CSM/SGM**	**CWO**	**UNIT**	**LOCATION**
Robert Paoletti	Nelson Reyes		185th MP Bn	Pittsburg, CA
Paul Deal	Boyd Dunbar		192d MP Bn (I/R)	Niantic, CT
Isaac Martinez	Richard Yohn		193d MP Bn (I/R)	Denver, CO
Timothy Starke	Marshall Ware		198th MP Bn	Louisville, KY
John Whitmire	Jimmy Patrick		203d MP Bn	Athens, AL
Lance Shaffer	Jonathan Stone		205th MP Bn	Poplar Bluff, MO
Kenneth Dilg	Ed Williams		210th MP Bn	Taylor, MI
James Blake	James Sartori		211th MP Bn	Lexington, MA
Michael Treadwell	Theodore Skibyak		226th MP Bn	Farmington, NM
Ronald Neely	Robert Engle		231st MP Bn	Prattville, AL
Timothy Winks	Fred Waymire		304th MP Bn (I/R)	Nashville, TN
James Rogelio	Joseph Mitchell		310th MP Bn (I/R)	Uniondale, NY
Charles Seifert	John Schiffli		317th MP Bn	Tampa, FL
Joseph Lestorti	Mark Allen		3-318th MP Bn (OSUT)	Fort Meade, MD
Christine Borognoni	Paul Shaw		324th MP Bn (I/R)	Fresno, CA
Richard Vanbuskirk	Peter Schimmel		327th MP Bn (I/R)	Arlington Heights, IL
David Heflin	Richard Clowser		336th MP Bn	Pittsburgh, PA
Karen Connick	Keith Magee		340th MP Bn (I/R)	Ashley, PA
Alexander Shaw	Juan Mitchell		372d MP Bn	Washington, DC
Vance Kuhner	Brett Goldstein		382d MP Bn	Westover AFB, MA
Kelly Jones	William Henderson		384th MP Bn (I/R)	Ft Wayne, IN
William Rodgers	Michael Robledo		385th MP Bn	Ft Stewart, GA
Steven Gavin	Howard Anderson		387th MP Bn	Phoenix, AZ
Vacant	Michael Poll		391st MP Bn (I/R)	Columbus, OH
Victor Bakkila	Ann Vega	Manuel Ruiz	393d MP Bn (CID)	Bell, CA
Cheryl Clement	Timothy Eddy		400th MP Bn (I/R)	Ft Meade, MD
Eric Hunsberger	Richard Cruickshank		402d MP Bn (I/R)	Omaha, NE
Susan Kusan	Jason Litz		437th MP Bn	Columbus, OH
Mike Self	James Stillman	Mauro Orcesi	502d MP Bn (CID)	Ft Campbell, KY
Caroline Horton	Jeffrey Maddox		503d MP Bn	Ft Bragg, NC
Robert Arnold Jr.	Lisa Piette-Edwards		504th MP Bn	Ft Lewis, WA
Jonathan Doyle	Jeffrey Cereghino		508th MP Bn (I/R)	Ft Lewis, WA
Jon Myers	Clayton Sneed		519th MP Bn	Ft Polk, LA
John Fibian	Janet Harris		525th MP Bn	Guantanamo Bay, Cuba
Richard Millette	Mark Bell		530th MP Bn (I/R)	Omaha, NE
Laura Steele	Milton Hardy		535th MP Bn (I/R)	Cary, NC
Kevin Smith	Troy Gentry		607th MP Bn	Grand Prairie, TX
Christopher Wills	Thomas Gray		701st MP Bn	Ft Leonard Wood, MO
Rebecca Hazelett	James Lea		705th MP Bn (I/R)	Ft Leavenworth, KS
Matthew Gragg	Michael Weatherholt		709th MP Bn	Grafenwoehr, Germany
Leevaine Williams Jr.	David Tookmanian		716th MP Bn	Ft Campbell, KY
Dave Stender	Myron Lewis		720th MP Bn	Ft Hood, TX
James Eisenhart	Robert Eichler		724th MP Bn (I/R)	Ft Lauderdale, FL
Omar Lomas	James Tyler		728th MP Bn	Schofield Barracks, HI
Kenneth Powell	Vacant	Robert Mayo	733d MP Bn (CID)	Forest Park, GA
Stacy Garrity	Rodney Ervin		744th MP Bn (I/R)	Easton, PA
Christopher Heberer	Barry Oakes		759th MP Bn	Ft Carson, CO
Emma Thyen	Shawn McLeod		761st MP Bn	Juneau, AK
Mark Howard	Todd Marchand		773d MP Bn	Pineville, LA
Kenneth Richards	Richard Weider		785th MP Bn (I/R)	Fraser, MI
Jeffrey Bergman	Teresa Duncan		787th MP Bn	Ft Leonard Wood, MO
Kirt Boston	Bryan Lynch		793d MP Bn	Ft Richardson, AK
Mark McNeil	Eric Vogt		795th MP Bn	Ft Leonard Wood, MO
Lonnie Branum Jr.	Scott Flint		850th MP Bn	Phoenix, AZ
Sylvester Wegwu	Cole Pierce	Eric Wheeler	Benning CID Bn	Ft Benning, GA
Dewey Haines	David Astorga	Lane Clooper	Washington CID Bn	Joint Base Myer-Henderson Hall, VA
Michael Thompson	Keith Ford	Gerald De Hoyos	Protective Services Bn	Ft Belvoir, VA

Current as of 21 August 2014
For changes and updates, please e-mail <usarmy.leonardwood.mp-schl.mbx.ppo@mail.mil> or telephone (573) 563-7949.

DOCTRINE UPDATE

U.S. Army Maneuver Support Center of Excellence Capabilities Development Integration Directorate Concepts, Organization, and Doctrine Development Division			
Publication Number	**Title**	**Date**	**Description**
Current Publications			
FM 3-39	Military Police Operations	26 Aug 13	A manual that describes the military police support provided to Army forces conducting unified land operations within the framework of joint operations; increases the emphasis on simultaneous offensive, defensive, and stability tasks; and contains a critical discussion of the defense support of civil authorities. **Status:** Current.
FM 3-63	Detainee Operations	28 Apr 14	A manual that addresses detention operations across the range of military operations and provides detention operations guidance for commanders and staffs. **Status:** Current.
ATP 3-37.2	Antiterrorism	3 Jun 14	A manual that establishes Army guidance on integrating and synchronizing antiterrorism across the full spectrum of conflict and into the full range of military operations. It shows how antiterrorism operations nest under full spectrum operations, the protection warfighting function, and the composite risk management process. **Status:** Current.
ATTP 3-39.10 (will be ATP 3-39.10)	Law and Order Operations	20 Jun 11	A manual that addresses each element of the military police law and order mission, including planning considerations, police station operations, patrol operations, police engagement, traffic operations, and host nation police capability and capacity. **Status:** Under revision; projected for publication 1st quarter, FY 15.
ATP 3-39.11	Military Police Special-Reaction Teams	26 Nov 13	A manual that serves as a guide for commanders, staffs, and trainers who are responsible for training and deploying military police special-reaction teams. **Status:** Current.
ATP 3-39.12	Law Enforcement Investigations	19 Aug 13	A manual that serves as a guide and toolkit for military police, investigators, U.S. Army Criminal Investigation Command (USACIDC) (commonly known as CID) special agents, traffic management and collision investigators, and military police Soldiers conducting criminal and traffic law enforcement (LE) and LE investigations. It also serves to educate military police commanders and staffs on LE investigation capabilities, enabling a more thorough understanding of those capabilities. **Status:** Current.
ATTP 3-39.20 (will be ATP 3-39.20)	Police Intelligence Operations	29 Jul 10	A manual that addresses police intelligence operations which support the operations process and protection activities by providing exceptional police information and intelligence to support, enhance, and contribute to situational understanding, force protection, the commander's protection program, and homeland security. **Status:** Under revision; projected for publication 4th quarter, FY 15.

DOCTRINE UPDATE

U.S. Army Maneuver Support Center of Excellence Capabilities Development Integration Directorate Concepts, Organization, and Doctrine Development Division			
Publication Number	**Title**	**Date**	**Description**
ATP 3-39.32	Physical Security	30 Apr 14	A manual that establishes guidance for all personnel responsible for physical security. It is the basic reference for training security personnel and is intended to be used in conjunction with the Army Regulation 190 (Military Police) Series, Security Engineering Unified Facilities Criteria publications, Department of Defense directives, and other Department of the Army publications. **Status:** Current.
ATP 3-39.33	Civil Disturbances	21 Apr 14	A manual that addresses continental U.S. and outside the continental U.S. civil disturbance operations and domestic unrest, including the military role in providing assistance to civil authorities. **Status:** Current.
ATTP 3-39.34 (will be ATP 3-39.34)	Military Working Dogs	10 May 11	A manual that provides commanders, staffs, and military working dog (MWD) handlers with an understanding of MWD capabilities, employment considerations, sustainment requirements, and the integration of MWDs in support of full spectrum operations. **Status:** Under revision; projected for publication 1st quarter, FY 15.
ATP 3-39.35	Protective Services	31 May 13	A manual that provides guidance for protective service missions and the management of protective service details. **Status:** Current.
FM 3-19.4 (will be TC 3-39.30)	Military Police Leaders' Handbook	2 Aug 02	A manual that addresses military police maneuver and mobility support, area security, internment/resettlement, law and order, and police intelligence operations across the full spectrum of Army operations. It primarily focuses on the principles of platoon operations and the tactics, techniques, and procedures (TTP) necessary. **Status:** Under revision; projected for publication 1st quarter, FY 15.
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Note: Current military police publications can be accessed and downloaded in electronic format from the U.S. Army Military Police School Web site at <http://www.wood.army.mil/usamps/>. Comments or questions about military police doctrine can be e-mailed to <usarmy.leonardwood.mscoe.mbx.cdidcoddmpdoc@mail.mil>.			

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General George H. Decker,
U.S. Army Chief of Staff, 1960–1962

DOCTRINE UPDATE

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