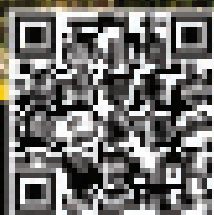




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THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS

Spring 2013



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Spring 2015

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Cover photos: Fort Leonard Wood Public Affairs Office

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



Brigadier General Mark S. Spindler

Priority Three: The Professionalization of the Regiment

Greetings! I hope that you relaxed and enjoyed the company of Family and friends over the recent holidays—you and your Families certainly earned it!

In previous issues of *Military Police*, I discussed the first two priorities for the Military Police Corps Regiment: leader development and force design and construct.^{1,2} The third, and final, priority that I would like to discuss is what we call the *professionalization of the Regiment*. Frankly, I have never really liked the term *professionalization* because it seems to suggest that we suffer from a lack of professionalism—and nothing could be further from the truth! The term *continued professionalization* is probably a better one since we are referring to the enhancement of our law enforcement certification program to achieve compliance with a new Department of Defense (DOD) initiative for law enforcement standards and training within DOD.

“Regardless of how much new training must be conducted at home stations, commanders will always be the sole certifying officials for military police employed at our posts, camps, and stations—always!”



Department of Defense Instruction (DODI) 5525.15, *Law Enforcement (LE) Standards and Training in the DOD*, establishes policy and assigns responsibilities for enhancing the quality of DOD law enforcement. It creates a body of DOD-wide standards for selecting, training, and employing law enforcement personnel within DOD. It also sets a new, heightened baseline standard for peace officer certification within DOD law enforcement agencies. Incorporating these newly defined standards into our own military police certification program not only significantly improves our military occupational specialty proficiency, but also more closely aligns us with industry standards and accredited civilian police officer training programs.

The challenge in implementing this new instruction package at the U.S. Army Military Police School (USAMPS) is that it needs to be done within the limits of current training timelines and the confines of resources that are already on hand. USAMPS staff members have diligently worked to prioritize training topics to make room for the stated DODI requirements. We are committed to maximizing training at USAMPS in order to minimize the number of DODI tasks that must be trained and certified within formations. However, we will not sell off our combat support training, which remains imperative for full military police military occupational specialty qualification. Regardless of how much new training must be conducted at home stations, commanders will always be the sole certifying officials for military police employed at our posts, camps, and stations—always!

The implementation of DODI 5525.15 finally provides military police Soldiers with recognized accreditation as peace officers. This recognition will allow transition qualification requirements to be streamlined so that military police Soldiers can assume duties as civilian law enforcement officials in many states. In this way, we improve the product departing from USAMPS, we preserve the commander's authority and responsibility for certifying our military police, and we promote Soldier for Life initiatives by better preparing our Soldiers for their lives after the Service. This is what professionalization is all about; it's a great news story!

I look forward to the great achievements that surely lie ahead for our proud Regiment. Continue to take care of one another.

Assist, Protect, Defend—to Preserve the Fighting Force!

(continued on page 4)

Regimental Command Sergeant Major

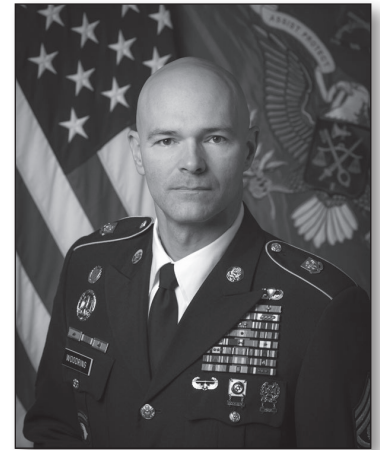


Command Sergeant Major Richard A. Woodring

Greetings to our great men and women of the Regiment!

I am truly honored and humbled to serve as the 12th Regimental Command Sergeant Major of the Military Police Corps Regiment. As I have stated on countless previous occasions, I am not here because of my efforts; but rather, because of the combined efforts of the great men and women with whom I have had the privilege to serve. I am excited! I look forward to visiting as many locations as possible, and I want to listen to your stories and hear your thoughts. Our Regiment is outstanding, and the day-in and day-out professionalism and excellence of our military police Soldiers are evident around the world.

As we get farther into 2015, the implementation of Department of Defense Instruction (DODI) 5525.15, *Law Enforcement (LE) Standards and Training in the DOD*, offers a new opportunity for military police Soldiers. At the U.S. Army Military Police School (USAMPS), we are moving closer to the recognition and accreditation of military police as peace officers every day. We continue to close the gap between our standards and those of civilian law enforcement agencies. This will make the transition from military police Soldier to civilian employment that much easier. We know that we cannot train every emerging task at USAMPS without removing other critical tasks from the program of instruction; however, as we work to meet DODI implementation requirements, we will continuously strive to field the best military police Soldier possible in order to meet the duties and missions across our disciplines.



“We must continue to make the most of every opportunity to lead, train, and develop the forces in our formations right now!”

In addition to new opportunities, we will also be facing tough challenges. As we have witnessed throughout the past couple of years, the Army is reshaping the force and will continue to do so for the foreseeable future. We must continue to make the most of every opportunity to lead, train, and develop the forces in our formations right now! This will allow us to remain a valuable asset to our combatant commanders around the world. While military police enjoy an excellent reputation within the Army, no branch is protected from possible future force reductions. Therefore, we—as individual Soldiers and as large formations—must continue to support the Army to the highest possible standard. Our unique skill set and impressive performance will make any decision to reduce military police structure a tough one. I encourage you to showcase your units and achievements so that there is no mistaking the value that military police forces provide to our senior mission commanders in garrison and tactical environments.

Again, I am honored to serve in this great Regiment and I look forward to helping shape our force to support the future Army!

Assist, Protect, Defend!

Reference:

DODI 5525.15, *Law Enforcement (LE) Standards and Training in the DOD*, 27 April 2012.

Regimental Chief Warrant Officer



Chief Warrant Officer Five Leroy Shamburger

The Changing Landscape of the Military Police Command Team

As the Army continues to downsize, senior leaders are demanding that officers, warrant officers, and noncommissioned officers (NCOs) assume additional leadership roles within their respective organizations. In many units, warrant officers have not been required to hold leadership roles. But that is changing. Our senior leaders have realized that we can no longer afford to have warrant officers serve only as technical experts within their organizations. The new expectation is that warrant officers will step up, raise their game, assume leadership roles, and develop leaders within their organizations. Based on stations and assignments, military police warrant officers are far ahead of other warrant officer branches with regard to leader development.

Army officer Career Management Field 31 (Military Police) is well positioned with reference to leader development. U.S. Army Criminal Investigation Command (commonly known as CID) special agent warrant officers (311As) are already assuming increased responsibility, holding leadership positions, and developing leaders. They are assigned as detachment commanders and special agents in charge at about 60 locations worldwide. Most interestingly, they are assigned as senior warrant officer advisors to commanders at battalion, brigade, and CID command levels. Their duties and responsibilities are similar to those of command sergeants major—they advise the commander on warrant officer issues, warrant officer leader development, and the technical training of warrant



“Our senior leaders have realized that we can no longer afford to have warrant officers serve only as technical experts within their organizations. The new expectation is that warrant officers will step up, raise their game, assume leadership roles, and develop leaders within their organizations.”

officers and NCOs. They are considered members of the command team. In addition, there is an upward trend in amending organizational manning documents to reflect warrant officers in the command cell as command chief warrant officers. Command chief warrant officers have been integrated at the CID, the 200th Military Police Command, the U.S. Army Reserve Command, the Army National Guard Command, aviation units, U.S. Army Special Forces, and the U.S. Army Combined Arms Center. These organizations feature a command triad consisting of the commander, the command sergeant major, and the command chief warrant officer. Finally, the Chief of Staff of the Army recently appointed Chief Warrant Officer Five David Williams as the senior warrant officer on the Army staff. His duties include advising the Army Chief of Staff on warrant officer leader development, training, and other issues that impact warrant officers.

Based on custom and tradition, we automatically think of the commander and the senior NCO as the components of a command team—at all levels of command and in all types of units. This configuration has existed for hundreds of years, and it will continue into the foreseeable future. But we also need to be mindful of the changing landscape of the Army. We must consider that more units are integrating a third member of the command team—the command chief warrant officer—into their formations.

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

(“Commandant,” continued from page 2)

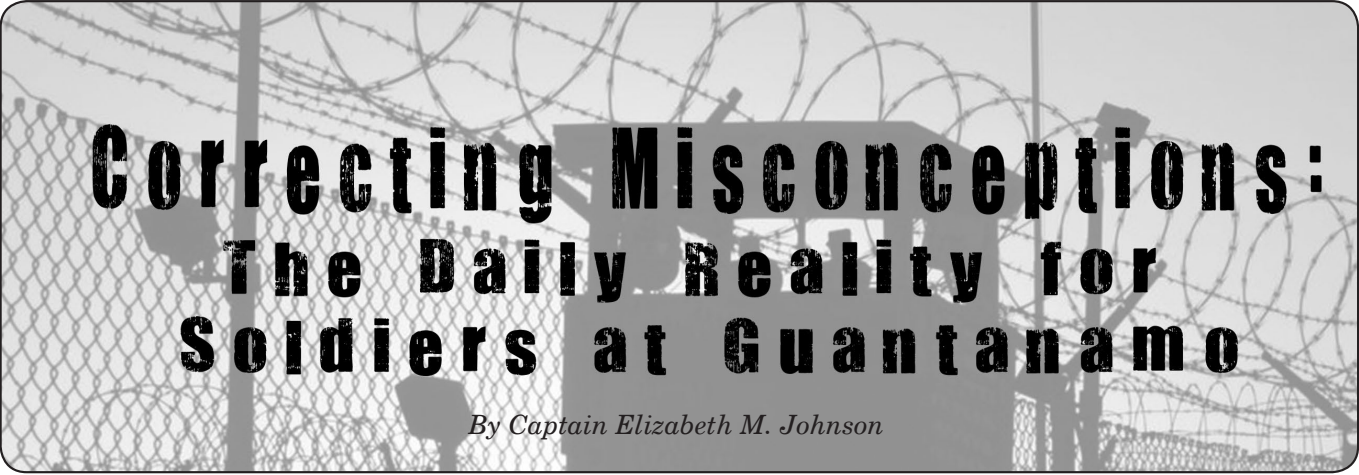
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²Mark S. Spindler, “Priority Two: Force Design and Construct—Opportunity is Knocking,” *Military Police*, Fall 2014, p. 2, <<http://militarypolice.epubxp.com/i/383260>>, accessed on 22 January 2015.

Reference:

DODI 5525.15, *Law Enforcement (LE) Standards and Training in the DOD*, 27 April 2012.



Correcting Misconceptions: The Daily Reality for Soldiers at Guantanamo

By Captain Elizabeth M. Johnson

It is easy for commanders to think of detention operations as strategic encumbrances rather than regard strategic internment facilities as the best method of achieving transparency and legitimacy for operations. Any recognition of the heroic efforts of Soldiers in ensuring that facilities continue to run smoothly can easily be outpaced by media reports that lack real substance.

Joint Task Force (JTF) Guantanamo (GTMO), Guantanamo Bay, Cuba, operates the only strategic internment facility within the Department of Defense (DOD). Americans tend to have a negative view of the facility, likely due to political topics (detention, due process) or the banal expeditionary Camp X-Ray imagery that was captured more than 12 years ago. However, the Soldiers assigned to JTF GTMO are subject matter experts in internment/resettlement operations and the facility has evolved to the point that it mirrors state-run institutions in the United States. Military police Soldiers guard sworn enemies of the United States, remaining vigilant of the real and present threat of physical assault while providing humane care, custody, and control of detainees.

JTF GTMO showcases the competency and capability of military police in performing the roles to which they are assigned. Military police are able to think and respond in complex and uncertain circumstances while under worldwide scrutiny. They have set the detention operations standard that the rest of the world seeks to emulate.

When Major General David E. Quantock, U.S. Army Provost Marshal General, hosted the Detainee Operations Senior Leader Conference with the Nigerian army, he said that “Guarding is the easy part” and emphasized that “The hard part is for facility commanders to incorporate all enablers such as medical, legal, intelligence, and logistics as well as work with the International Committee of the Red Cross [ICRC] and multinational partners.”¹ All commanders and guards throughout JTF GTMO interact with the Joint Medical Group, ICRC, or intergovernmental agencies. Soldiers gain a broader perspective on military and governmental operations. The operational environment presents a unique challenge for Soldiers in that they cannot rely solely

on their tactical expertise, but must also understand the strategic implications of their interactions.

ICRC representatives visit the GTMO detention center on a regular basis. The representatives—who have full access to the detainees during each visit—monitor the conditions of detention and ensure that the detainees are able to stay in contact with their families.² Communication between detainees and family members is facilitated through written messages, phone calls, and Internet video chats, which help alleviate some of the visitation constraints associated with being located on a restricted island. In most cases, junior noncommissioned officers (NCOs) serve as ICRC escorts and assistants during the site visits. The NCOs are responsible for overseeing an essential mission and portraying the professionalism of the American Soldier to the international community.

In a facility that runs 24/7, the grinding pace of operations never ceases. Each day, military police Soldiers synthesize a myriad of tasks to ensure that all detainees receive humane care. The tasks include distributing meals, linens, and basic-issue items; synchronizing daily recreational activities; coordinating medical and legal appointments; supplying security to ensure unfettered access to ICRC representatives and foreign delegations during site visits; and providing a plethora of additional movements, escorts, and exchanges. An administrative operator runs a detainee report system and is responsible for the accurate documentation of everything that occurs during the shift. Far from relaxing, the administrative operator’s job has been compared to the job of tracking the exchanges taking place on the floor of a busy stock market.

All facility detainees are on 1- to 3-minute checks, meaning that the guards must continuously walk the tier, look through cell windows, and physically assess the status of every detainee throughout the entire shift. For detainees in single-cell operations, escorts, detainee searches, and cell or area searches are required for every movement within the facility, including movements for showers, recreational activities, and medical appointments. In addition, guards are also required to go to a detainee’s cell each time the detainee

needs to receive food, exchange a water bottle, or be issued books or comfort items. Beyond the physical burdens of the operation, the guards endure mental stress on a daily basis.

Upon entry to the detention facility, Soldiers replace their names with numeric identifiers. This is an outward sign of the mental preparation that takes place and a reminder that the facility is not a place for casual conversation; rather, it is a battlefield extension that houses enemy combatants. Detainees seek to gather additional information about the physical layout of the detention facility, standard operating procedures, the guard force, and personnel routines and habits. They conduct mission analyses in preparation for attacks on the guard force. Throughout the years of detention facility operation, detainees have used a broad spectrum of tactics to target and physically assault the guard force. Splashing—or throwing a mixture of blood, urine, feces, semen, and other fluids on the guard force—remains a daily threat. The ability to bite, kick, punch, or do anything else to wound an American Soldier is considered a success to the detainees.

Detainees attempt to wear out the guard force with incessant yelling and banging on steel cell doors. The ability to endure a 12-hour shift of this boisterous behavior requires prodigious patience from young guard Soldiers. In addition, the guards are often subjected to severe verbal abuse that targets their race, ethnicity, or gender and to familial misinformation dispensed by detainees to provoke a reaction from the guards. Furthermore, detainees consistently attempt to manipulate the guard force into making the conditions of confinement more comfortable and to gain leverage for future requests. It is difficult to convey the level of restraint and composure required of the guards for the success of the mission. The Soldiers are berated and assaulted by detainees, yet must provide for their needs while remaining consummate professionals. Although the detention facility seems noisy and chaotic, NCOs uphold the standards and ensure that detainees—regardless of their conduct—are treated with dignity and respect.

Just as Army leaders maintain a persistent presence, there are leaders within the group of detainees who “will threaten or coerce less susceptible detainees to support their goals and objectives . . . by encouraging the use of destabilization techniques to incite riots or to influence other detainees not to cooperate and disobey rules.”³ These leaders were skilled in fighting a counterinsurgency—and their skills did not diminish when they left the battlefield. They are still combatants, and they still use information operations; psychological operations; and tactics, techniques, and procedures to remain in the fight and attempt to discredit the United States. One of the effective means that insurgents use to undermine and erode political will is the portrayal of their opposition as untrustworthy or illegitimate. These attacks work especially well when insurgents can depict their opposition as unethical by the opposition’s own standards. Detainees frequently target the transparency of JTF GTMO to media outlets to attempt a strategic-level information operations campaign. They consistently create signs, shout protests, and try to bring discredit to operations.

Soldiers understand that the decisions they make at the facility can have second- and third-order effects beyond their control. They realize that “the activities that occur within the realm of detention do not always remain within the confines of the restricted area, but can have a profound effect on public support and the overall theater-wide [counterinsurgency] effort.”⁴ Military police Soldiers assigned to JTF GTMO shape the conditions for operations around the world. The potential scope of impact, coupled with detainee noncompliance, places significant mental strain on the guard force. Guard force members expand their professional knowledge base and master working with joint, inter-agency, and nongovernmental organizations that Soldiers at their level of responsibility rarely experience. But DOD senior leaders, congressional delegates, and foreign delegations who have visited the facility have indicated that “it was enormously satisfying to see how well run the facility was.”⁵ Those Soldiers who are deployed to Guantanamo are warriors—professionals inside the wire who represent their country with honor. Their experience will add value to Army formations.



Endnotes:

¹Eugenia Guilmartin, “PMG6 Hosts Detainee Operations Senior Leader Conference With Nigerian Army,” 18 April 2014, <http://www.army.mil/article/124359/PMG6_hosts_Detainee_Operations_Senior_Leader_Conference_with_Nigerian_Army/>, accessed on 3 December 2014.

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Field Manual (FM) 3-24, *Insurgencies and Countering Insurgencies*, 2 June 2014.

At the time this article was written, Captain Johnson was the commander of the 189th Military Police Company (Internment/Resettlement). She is now serving as the provost marshal, U.S. Army Garrison–Daegu, Republic of Korea. She holds a bachelor’s degree in history from the U.S. Military Academy–West Point, New York, and a master’s degree in business and organizational security management from Webster University.



Military Police Corps Celebrates Its Profession

By Ms. Melissa K. Buckley

Members of the U.S. Army Military Police Corps celebrated their profession by honoring veterans who have served, and Soldiers who are currently serving, with a series of events during Regimental Week held at Fort Leonard Wood, Missouri, 22–27 September 2014. Due to such a full week of ceremonies and observances, some events took place the previous week.

One of the early events was the 2-day Strategic Operational Planner's Conference. Conference attendees included Regular Army and Reserve Component military police commanders; subject matter experts from the Defense Forensics and Biometrics Agency; and representatives from the Office of the Provost Marshal General, the U.S. Army Military Police School (USAMPS), and the Maneuver Support Center of Excellence (MSCoE). According to Lieutenant Colonel Darcy L. Overbey, Chief of Staff, USAMPS, "The main points of discussion were to update [military police] commanders worldwide on various initiatives taking place in both the Office of the Provost Marshal General as well as the U.S. Army Military Police Corps. We also gathered input from the field on their current challenges and suggestions for the future of the Regiment. The future for the Military Police Regiment is bright. As an enabling force for the commander on the ground, we provide a variety of services to preserve the fighting force."

Another event that led up to Regimental Week was Military Police Hire Days. Nutter Field House was filled with vendors who showcased everything from handcuffs to remote weapon stations.

Beginning 22 September, Soldiers at the entry control points of Fort Leonard Wood wore the two-part M-1 helmets

(consisting of a steel shell and a lightweight liner with suspension) that were standard issue for U.S. Service members from 1941 through about the mid-1980s.

One of the first events of Regimental Week was also one of the most significant. On 22 September, Military Police Memorial Grove was packed for a memorial tribute honoring the sacrifices of two Soldiers—Sergeant Joseph Peters and Specialist Arronn Fields, who were killed last year in Afghanistan. The Waynesville High School choir sang "Mansions of the Lord" and "Tell My Father," and the MSCoE Noncommissioned Officers Academy fired rifle volleys. Command Sergeant Major John F. McNeirney (then the Regimental Command Sergeant Major of the Military Police Corps Regiment) spoke at the ceremony. He said, "These brave military police Soldiers bravely performed their duties. They enlisted and continued to reenlist during a time of war. I am in awe of their commitment, their service, and their sacrifice." He also explained that attending the ceremony was not a task, but a privilege. "It's an honor. It is our opportunity to highlight the strength of character of these great Soldiers," he said. "It's our obligation to always remember them and be worthy of their trust, for trust is the bedrock of our profession." Later, Gold Star Families laid bricks that had been etched with their Soldiers' names in the walkway of the grove.

Another important event among the weekly activities was the Military Police Corps Hall of Fame Induction Ceremony. On 24 September, three new photos were hung in the Military Police Corps Hall of Fame. The inductees were Chief Warrant Officer Five Stephen Okolovitch (Retired), Sergeant Major Reginald Cole (Retired), and Sergeant First



Soldiers stand in formation before the regimental run.

Class Robert Keiser (Retired). The Military Police Regimental Association established the Military Police Corps Hall of Fame in 1992 to recognize and honor former members of the Military Police Corps who made significant contributions to the development of the Corps. Nominations for induction into the Hall of Fame are solicited worldwide each year.

Military police Soldiers came together for a regimental run on 24 September. Brigadier General Mark S. Spindler, Chief, Military Police Corps Regiment, and Commandant, USAMPS, indicated that the run is one of his favorite events. “The regimental run is one of the best things in the world to do. There must have been 3,000 to 5,000 troops out there,” he said.

Following the early morning run, Brigadier General Spindler addressed the formation. “You can’t help but absorb the pride I felt running with you all. It’s under the commands before me that the great work of the Military Police Corps is conducted. Your tireless work is to preserve our fighting force. Whatever tomorrow brings, the Regiment will be ready,” he added. “The same thing that has been true over the last 73 years is that we will not fail and we will always prevail.”

Halfway through Regimental Week, a retreat ceremony was conducted at the MSCoE plaza. The American flag was flanked by many flags representing different military police units within the Regular Army, the U.S. Army Reserve, and the Army National Guard. Brigadier General Spindler said, “I think what I like the most about retreat is that every day

it gives us time to pause and put our troubles aside. It gives us time to recommit ourselves to the higher cause for which we joined these ranks—that being the service to our Nation. You stand shoulder to shoulder with your battle buddies for a moment and render honors to the Nation. I feel pride as an Army professional to hear retreat.”

Families of the Military Police Corps Regiment Soldiers also participated in Regimental Week activities, where they were faced with the challenge of wearing their loved ones’ combat boots for a day. Participants learned self-defense techniques, and they learned how to apply camouflage. They also went through marksmanship training using paintball guns. Ms. Cyndi Bisacre, a USAMPS spouse, said that—even though learning to shoot the paintball gun was the most fun event for her—her favorite part of the day was spending time with other Family members. “Anytime you have the opportunity to share camaraderie with fellow spouses and enjoy a wonderful day together and team build, it is awesome,” she said. “The Military Police Regiment is our life. We are excited to celebrate something we are all a part of. I’m proud of what my husband does.”

The celebration ended with a regimental ball, which was held on the evening of 27 September.



Ms. Buckley is a contributing author and photographer for the Fort Leonard Wood Guidon.

FORENSICS AND BIOMETRICS: ENDURING MILITARY POLICE CAPABILITIES

By Mr. Donald G. Salo and Colonel Christopher J. Wilson

Somewhere in Afghanistan, an insurgent walks the streets. He carries no identification. And if anyone asks his name, he'll make one up. In the past, he has built bombs and taken potshots at U.S. troops but no one would ever know just by looking at him. He does his work comfortably hidden in plain sight among the population, safe in his anonymity—until he comes across a random coalition patrol carrying a biometric kit. The insurgent queues up with other Afghans on the street. When it's his turn to be tested, he places his finger on a mobile fingerprint reader

and then widens his eyes for iris imaging. In minutes, coalition troops identify the insurgent as someone of interest. His fingerprints match samples previously obtained from known insurgent sites and the forensic exploitation of improvised explosive device fragments. The man is detained and removed from the fight.

This hypothetical vignette repeatedly took place during U.S. combat missions in Iraq and Afghanistan between 2004 and 2014, and hundreds of our Nation's deadliest enemies

have been removed from the battlefield. Now, through the efforts of the newest component of the Military Police Corps—the Defense Forensics and Biometrics Agency (DFBA)—that same capability is being used to enhance force protection abroad and to protect our borders at home.

New Component With a Long History

Alongside the U.S. Army Criminal Investigation Command (commonly known as CID) and the U.S. Army Corrections Command, DFBA serves as a field operating agency within the Office of the Provost Marshal General.¹ While DFBA is an Army organization, it is responsible for the executive management of forensics and biometrics across the entire Department of Defense (DOD). Responsibilities include the CID Defense Forensic Science Center, which is home to the central DOD forensic laboratory and several expeditionary forensic teams, and the Biometrics Identity Management Activity, which operates the Automated Biometric Identification System (ABIS) (the DOD authoritative biometric database).

Although DFBA has only been in operation since fiscal year (FY) 2013, its mission extends back considerably farther. For law enforcement purposes, military forensics began during World War II. From its inception, forensics has been a military police mission.



A Soldier uses a fingerprint reader as part of a DOD biometric access pilot program.



A coalition force member collects biometric data during a security operation in Afghanistan.

The complementary field of biometrics has been an Army responsibility ever since forward-thinking leaders assigned the Secretary of the Army as the DOD executive agent for biometrics in 2000—even before biometrics was commonplace technology.² The early groundwork that was laid for biometric capabilities set the stage for a series of ad hoc warfighting organizations, beginning with the Biometrics Management Office under Chief Information Officer/G-6 oversight. The Biometrics Management Office transitioned to the Biometrics Task Force under the Deputy Chief of Staff for Operations, Plans, and Training (G-3/5/7) in 2006. In 2010, the Biometrics Task Force became the Biometrics Identity Management Agency. When the Biometrics Identity Management Agency moved to the Office of the Provost Marshal General at the beginning of FY 13, it was renamed DFBA. The goal of the agency was to integrate forensic and biometric capabilities into one field operating agency.

The fusion of forensic and biometric skill sets in the field supports the new military capability of identity operations, which denies anonymity to adversaries by matching them to their biological traces and biographical histories in a tactically useful timeframe. According to Lieutenant General David E. Quantock, the U.S. Army Provost Marshal General at the time of DFBA establishment, “You can’t do anything today without leaving a biometric footprint.”³ DFBA is the

enduring organization tasked to fully develop these forensic and biometric capabilities.

Transition From Battlefield to Common Access Card

While fingerprints have been used by law enforcement personnel for more than a century, it wasn’t until the counter improvised explosive device fight in the 2000s that they and other biometric modalities were considered valuable in a combat setting.^{4,5} But when the technology finally arrived, it made an immediate impact. “Commanders in the field have acknowledged two tactical game changers: constant surveillance from advances in manned and unmanned aircraft and the application of law enforcement forensic and biometric techniques on the battlefield,” said Lieutenant General Michael Barbero, former director of the Joint Improvised Explosive Device Defeat Organization. “These capabilities remove violent extremists’ greatest defense (anonymity), make them vulnerable to attribution, and enable action.”⁶

Speed and mobility have made modern biometrics possible. Law enforcement agencies have long been able to take a subject’s fingerprints and manually compare them to 10-print cards or forensic crime scene records; however, that was a time-consuming process that was limited by information available in a given facility. The computerization



An explosive ordnance disposal Soldier with the Alabama National Guard collects sensitive material during an urban terrain training exercise at Fort McClellan, Alabama.

of data allows investigators to overcome those limits. Automated biometrics—particularly when used in conjunction with mobile devices—provide troops in the field with access to records from multiple, far-flung databases in mere minutes.

DFBA sometimes serves as the critical interagency link in catching individuals who are listed on the biometric watch list. In 2013, five members of the transnational gang Mara Salvatrucha (MS-13), including two held for murder, escaped from prison in El Salvador where the Federal Bureau of Investigation had been assisting with biometric enrollment since 2011. Three of the escapees were quickly apprehended, but the two convicted murderers eluded capture. On 26 December 2013, U.S. Customs and Border Protection, Department of Homeland Security, personnel apprehended a group of 17 individuals in Falfurrias, Texas. They compared the individuals' biometrics against multiple U.S. government databases and identified the two MS-13 escapees using ABIS. The subjects were subsequently detained for U.S. legal action and eventually extradited to El Salvador.

The speed of the automated biometric process enables application to other fields where quick responses are expected, such as the field of access control. For example, common access cards (CACs) are configured to store biometric signatures, making biometric applications of CACs possible. Biometric access systems are already in use in the National Capital Region.⁷

Beyond mere convenience, the field of biometrics can also be used to increase the level of assurance that a subject is who he or she claims to be. In broad terms, identity can be proven by something that the subject *has*, something that the subject *knows*, or something that the subject *is*. Logging on to a computer using a CAC and a personal identification number (PIN) meets the first two qualifications; however, identity assurance can be compromised if the user leaves the CAC inserted and walks away from the computer, allowing someone else an opportunity to gain access. Biometric authentication provides far greater identity assurance due to its reliance on unique physical characteristics. In the contexts of law enforcement and warfighting, this method increases the certainty that the right people are detained or released.

Throughout the years, forensics and biometrics have been used to match numerous individuals to terrorist activities, but none of the matches has been more dramatic than that of the “super hit.” On 21 July 2011, U.S. Special Operations Command forces encountered an individual whose fingerprints were familiar to examiners the instant the images arrived in the continental United States. The prints matched 121 different latent prints that had been collected during the previous 14 months from a record 35 separate improvised explosive device cases. With professional biometric examiners, quick computer algorithms, and global data links providing the biometric confirmation they needed, Special Operations Command forces on the scene detained the individual and removed him from the fight.

Role of Military Police

DFBA is a military police-heavy organization. The current director—a career member of the Senior Executive Service—is a retired military police colonel. The deputy director is an active duty military police colonel. Several of the staff members are field grade military police officers, and several others are retired or former military police or veterans of other Army branches or other Services.

The Military Police Corps is well suited to the forensic and biometric missions, with ready applications across the many roles filled by military police. “Biometrics and forensics are connective tissue between all of it,” said Lieutenant General Quantock.⁸ CID; the Defense Forensic Science Center; and unit level, sensitive-site exploitation experts know how to examine scenes and preserve evidence. Corrections specialists (Military Occupational Specialty 31E personnel) are familiar with biometrically enrolling detainees. Military police across the Army perform access control and other duties centered around verifying the identities of individuals. With this experience, the Military Police Corps already has the knowledge needed to apply the fields of forensics and biometrics across the DOD.

DFBA is also working closely with U.S. Army Training and Doctrine Command centers of excellence and schools—including the U.S. Army Military Police School—to integrate forensic and biometric training into curricula, Army and joint doctrinal publications, and U.S. Army Forces Command counter improvised explosive device integration cells. For example, Army Techniques Publication (ATP) 2-22.85, *Biometrics: Multi-Service Tactics, Techniques, and Procedures for Tactical Employment of Biometrics in Support of Operations*, provides a standardized, multi-Service framework for planning, integrating, and employing biometric data collection efforts by tactical units conducting military operations.⁹ It also explains the value of accurate data collection to data collectors and small-unit leaders and describes the operational impact of biometrics.

Interagency Impact

DFBA constitutes an additional asset in ongoing Military Police Corps relationships with other U.S. law enforcement agencies. Interagency agreements allow partners to share data and query databases that belong to each other. As mentioned in the Fall 2013 issue of *Military Police*, the U.S. Border Patrol serves as a host to military police fellows through the Interagency Fellowship Program and it biometrically enrolls fellowship participants.¹⁰ The Border Patrol, in turn, has access to DOD databases, which facilitates the

identification of individuals with nefarious histories who are attempting to enter the United States. The Border Patrol is just one example of the many DFBA partners across the U.S. Departments of Justice, State, and Homeland Security who cooperate to protect our country’s borders.

Interagency relationships are reflected in statistics regarding biometric queries and submissions to the ABIS. During the past 5 years, the number of ABIS submissions from interagency partners has increased from just a few to more than a third of all annual submissions. Consequently, ABIS is expected to grow proportionately more valuable to U.S. government departments outside of DOD.

Due to the ability of partners to access DOD records, biometric data continues to have an impact. Lieutenant General Quantock stated, “While I was [in Iraq], we took in 88,000 detainees. . . . Most are free today.” But biometric records (fingerprints and, in many cases, voice and iris scans) for those detainees are still on file.¹¹ This has enabled U.S. immigration authorities to identify individuals connected to past criminal or terrorist activities before they cross the border into our country. One such case involved an Iraqi man who was biometrically enrolled by coalition forces in 2008 after his involvement in insurgent activity, theft, kidnapping, and murder. He subsequently applied for admission to the United States under the Department of State Refugee Admission Program, but was identified through biometric records. Another Iraqi who was previously a host nation employee of coalition forces was placed on a criminal biometric watch list in 2013 and identified by U.S. Citizenship and Immigration Services, Department of Homeland Security, which is an alternate pipeline for admission to the United States. Stories like these are not limited to people from high-profile countries such as Iraq and Afghanistan, but extend to individuals from Kosovo, El Salvador, and other countries around the world where U.S. military and law enforcement agencies cooperate with host nation governments.

Real Technology With a Real Impact

Long restricted to science fiction, biometrics is now a real tool that is making a real impact on DOD missions. In conjunction with the forensic exploitation of sensitive sites and captured materiel, U.S. forces have used biometric capabilities to identify terrorists, recapture escapees, and prevent innumerable hostile acts. Other applications of this reliable technology can be found throughout DOD, and the Army Military Police Branch is leading the way.

For more information about DFBA, please visit its Web site at <www.dfba.mil>.



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Mr. Salo, a retired military police colonel, is the director of DFBA. He holds a bachelor's degree in criminal justice from Troy State University, Troy, Alabama, and master's degrees in political science from Auburn University, Montgomery, Alabama, and security studies from the Air War College, U.S. Air Force Air University. He is also a graduate of the National Academy, U.S. Federal Bureau of Investigation.

Colonel Wilson, a U.S. Army Reserve military policeman, is the former deputy director of DFBA. He holds a bachelor's degree in geography from Kansas State University.

Inch Becomes PMG of the Army, Takes Command of CID and ACC

CID Press Release

During a formal ceremony at Joint Base Myer-Henderson Hall, Arlington, Virginia, on 12 September 2014, Brigadier General Mark S. Inch assumed responsibility as the Provost Marshal General (PMG) of the U.S. Army and took command of the U.S. Army Criminal Investigation Command (commonly known as CID) and the U.S. Army Corrections Command (ACC).

Brigadier General Inch is the 15th PMG of the Army since the position was established in September 1941, the 12th commander of CID since it was first established as a major command on 17 September 1971, and the 4th commander of ACC since its establishment on 2 October 2007. He replaces Major General David E. Quantock, who had served in the position since September 2011.

Looking to the future, Brigadier General Inch stressed his top priorities as the PMG and the commanding general of CID and ACC. "I commit our formations to providing professional policing investigations, corrections, and security maneuver support across the full range of military operations in order to enable protection and promote rule of law," Inch said. "We will fulfill our critical role to win in a complex world and meet the needs of our Nation. We will continue to be recognized as the premier military police force in the world, meeting nationally recognized accreditations and certification standards of our institutions and personnel."



CID

Mentorship Program

By Major Melissa M. Cantwell

As the Army works to prioritize its post overseas contingency operations mission set, the Regionally Aligned Forces Concept has taken on heightened importance. The Army is pivoting toward the development of a system of consistent training relationships in order to build rapport with host nations and with subject matter experts within its own ranks. The Regionally Aligned Forces Concept—which is a proven and effective way to increase collaboration, improve mutual understanding of Service culture, and strengthen partnerships—is being implemented through exercises and training events in each of the combatant command areas of responsibility worldwide. The framework of the Regionally Aligned Forces Concept is tailored to provide combatant commanders with the optimum partnered force to accomplish goals across the spectrum of operations.

U.S. Army Criminal Investigation Command (commonly known as CID) units achieve similar results through programs with Regular Army (RA) and Reserve Component (RC) elements. Through interactions and sustained partnerships, RA and RC agents and staffs work in concert to advance Title 10, U.S. Code (10 USC), *Armed Forces*, felony investigative and support operations worldwide, providing senior leaders with the optimum force to support and respond to incidents around the globe. As with the Regionally Aligned Forces Concept, the RA/RC partnership program lends itself to increased interagency coordination and an extended base of support for investigations in garrison and during wartime operations. The CID RC program reflects the true essence and benefits of a partnership that extends across components and international boundaries and should serve as proof of principle in support of the Regionally Aligned Forces Concept and expanded RA and RC partnership activities across the Army.

Although CID actually refers to the programs with RA and RC as mentorship programs, the 3d Military Police Group (CID), Hunter Army Airfield, Georgia, views them as partnerships. The 3d Military Police Group partners with two of the three U.S. Army Reserve CID battalions assigned to the 200th Military Police Command, Fort Meade, Maryland—the 159th Military Police Battalion (CID), Terre Haute, Indiana, and the 733d Military Police Battalion (CID), Fort Gillem, Georgia (see Figure 1). The partnership is led and

coordinated by the CID reserve affairs coordinator who is assigned to the group and CID staffs. The reserve affairs coordinator facilitates training conferences, synchronizes training events, and coordinates manning (mobilization) and resources integration. However, the success or failure of the partnership rests on the initiative of the RA and RC leaders and staffs. At a minimum, groups and RA battalions are expected to visit their counterparts on an annual basis and track annual training dates and RC training events. The 3d Military Police Group views the RC battalions as extensions of its own task organization. Therefore, the group and battalion staffs plan, coordinate, and resource various partnership activities. The more the 3d Military Police Group works with the RC, the easier it is to recognize opportunities for integration, cross-training, and partnerships.¹

In the specific case of the 3d Military Police Group, the partnership includes working directly with the two CID battalions, their respective detachments, and 27 individual mobilization augmentees. To foster the partnership, the group relies heavily on its own reserve affairs coordinator and that of the CID. These representatives, embedded in the respective RA headquarters, are RC personnel who understand the systems, processes, and vernacular of the RC and individual mobilization augmentee elements. The reserve affairs coordinators bridge the gap between the RA and RC elements, predominately assisting with synchronization and personnel integration. They conduct command briefs to inform the leaders and staffs of both elements about the overarching program and partnership opportunities. They coordinate joint training, such as Guardian Shield—the 200th Military Police Command annual training exercise. They procure and allocate funds for the command-wide program, including funds used in support of training, working groups, and travel expenses incurred by the RA. Their efforts continue to enhance the partnership of RA and RC elements. Without the tireless education and endorsement provided by the reserve affairs coordinators, leaders and agents would fail to see the value in collaborating, learning, and embracing the Service culture unique to each component and in slowing the integration of personnel into operations and garrison environments.

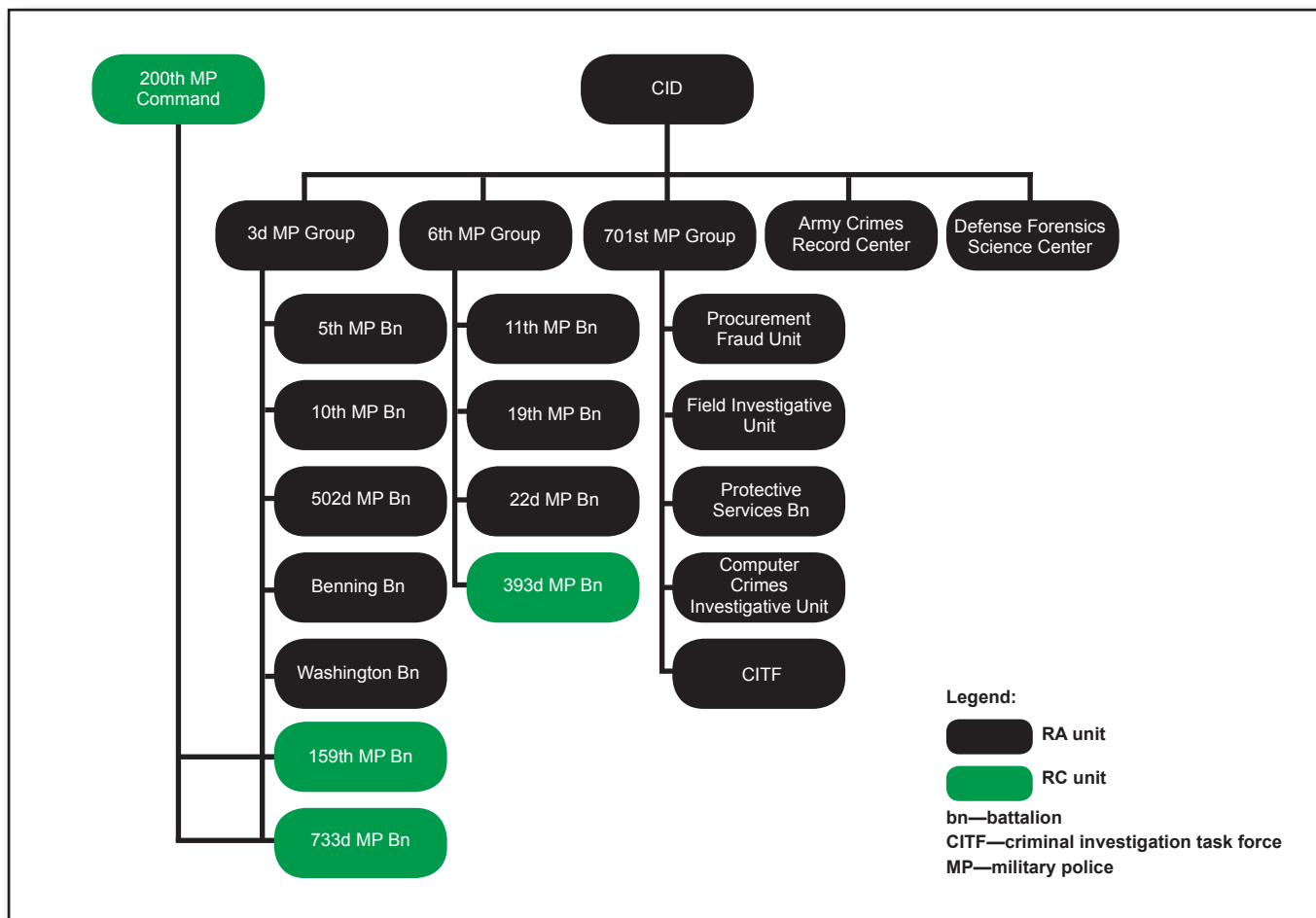


Figure 1. This figure illustrates current CID partnerships across the Military Police Corps; no official command relationships are depicted. The alignment is based on CID guidance—not an official order. All RA units are assigned to CID, and all RC units are assigned to the 200th Military Police Command.

Mentorship and partnership activities have always been a CID priority. And since 2013, the 3d Military Police Group has diligently worked to revitalize and reemphasize the partnership with the 159th and 733d Military Police Battalions. The group reserve affairs coordinator and leaders at all levels worked together to ensure that all training events were held jointly. Regardless of the activity, RA battalions strove to participate in the monthly RC training periods to ensure open lines of communication, the exchange of information, and consistent rapport building. By sharing products, policies, best practices, and training guidance, the RA and RC developed enduring respect for one another and expanded relationships beyond the scope of CID-specific training events, building a network of interagency support.

Reserve affairs coordinators also play a critical role in successfully selecting, coordinating, and integrating RC personnel into RA deployments. They address all predeployment and readiness issues and ensure that the RC

is seamlessly integrated into the RA predeployment training cycle. The integration of RC personnel into RA elements that have been identified for deployment is important because it reinforces the rationale behind the peacetime program and allows for the diversification of the skills and perspectives

of the deploying elements. Although the reserve affairs coordinators solicited, screened, and prepared individual RC personnel for deployment, staffs from the 3d Military Police Group and

the 10th and 502d Military Police Battalions successfully integrated the RC agents into the deploying units during the predeployment training. When fully integrated, RC agents hold key leadership billets and they support and uphold the same standards as their RA counterparts. The success of the integration and partnership is evident in theater, where components of origin have been forgotten.

The partnership not only serves to advance the mission and skill sets of the agents, but also advances the skills and abilities of the respective staffs. The group and

502d Military Police Battalion staffs performed as coaches and mentors during the 159th Military Police Battalion certification exercise, which served as a mechanism for the staffs to review and refine their products and systems. The exercise provided a great forum for product exchange, and it led to a greater understanding of the similarities and differences between RA and RC systems and processes. Although the objective was the certification of the 159th Military Police Battalion, the exercise tested and improved the abilities of all who participated.

Training events most distinctly reflect forms of partnerships; however, the partnership between the 3d Military Police Group and the RC extends to the daily mission. For example, the RC agents often mobilize to support protective-service missions around the world and to execute requests for assistance in areas that are not easily accessible by RA agents. RC personnel also support RA CID offices, providing critical support during times of elevated operational tempo and general support throughout the year as activation allows RC personnel to complete their annual training requirements. Whether supporting a protective-service mission or conducting 10 USC felony investigations, RC personnel—due to their diverse backgrounds and unique skills, experience, and connections—represent a reference and resource for RA agents. In the case of the 3d Military Police Group, the partnership translates to more than 200 RC agents and nearly 30 individual mobilization augmentees on call to provide assistance and support to the overarching CID mission throughout the group area of operations. The group reserve affairs coordinator manages individual mobilizations and the integration of RC agents and individual mobilization augmentees into various offices and missions. The prolific and flexible partnership prevents RA agents from diverting attention from their caseloads to support personal security detachment taskings. In addition, it may enable RA agents to attend training or take leave, while also enabling RC agents to complete their annual training requirements. The consistent integration of RC agents and individual mobilization augmentees within the 3d Military Police Group mission set fosters habitual relations, builds trust, and allows for increased cooperation among the various components.

The RC does not simply provide CID agents for deployments and taskings; it represents a diverse group of individuals with a wide range of law enforcement and forensic experience. Leveraging this experience and learning from it enhance the network of resources and support for RA elements, improve professional partnerships, and provide an informal support structure and mentorship for RA personnel who may not otherwise work with, or have access to, so many leaders and representatives from other law enforcement agencies. Whether firearms experts, forensic technicians, arson experts, or members of any number of federal law enforcement agencies, the RC brings a unique perspective and depth of experience that not only shapes its approach to investigations, but also increases the exposure and education of the RA agents with whom they partner.

Like the Regionally Aligned Forces Concept, the 3d Military Police Group RC partnership program seeks to increase collaboration, improve mutual understanding of Service culture, strengthen partnerships, and provide combatant commanders with the optimum force to support and respond to incidents worldwide.² Benefits of the partnership include the integration of unique skill sets, support in meeting mission requirements, improved integration in support of the CID mission in garrison and at war, increased flexibility and versatility with regard to training opportunities, enhanced partnerships with the interagency and law enforcement communities, and heightened respect among partners. As with the Regionally Aligned Forces Concept, frequency, consistency, and command emphasis matter. By making the partnership program a priority and building trust, respect, and professional relationships among the RA and RC elements, the 3d Military Police Group is confident that it can conduct a rapid and seamless integration of all components in support of any potential contingency operation or critical incident that may arise within or outside the continental United States. Therefore, through habitual and sustained partnerships, agents and staffs from the RA and RC will learn, grow, and work together to advance CID 10 USC felony investigative and support operations worldwide. This approach can and should serve as a proof of principle for the potential contained within Regionally Aligned Forces missions and enhanced partnerships among RA and RC elements Army wide.

Acknowledgement: Special thanks to Chief Warrant Officer Four Robert Jenkins, reserve affairs coordinator, 3d Military Police Group. He provided the insight and patience necessary for a successful CID mentorship program.

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Major Cantwell is the operations officer, 3d Military Police Group. She holds a bachelor's degree from the U.S. Military Academy—West Point, New York, and master's degrees from the Marine Corps University, Marine Corps Base Quantico, Virginia, and from the Command and General Staff College, School of Advanced Military Studies, U.S. Army Combined Arms Center, Fort Leavenworth, Kansas.



Do You REALLY Know What to Do During an Active-Shooter Incident?

By Mr. James M. Kirkland

I asked a recent college graduate if she knew what an active shooter was, and she indicated that she did not know how to define the term. When I began to describe the deadly threat, she quickly recognized the all-too-familiar situation, given that several of the recurring incidents have occurred on school campuses. It is important that everyone know what immediate individual and group actions should be taken in the event of an active-shooter attack.

The Department of Defense (DOD) and the Department of the Army familiarize students with the term *active shooter* in their annual Antiterrorism Level I Awareness Training, active-shooter classes, and protection exercises. The U.S. Department of Homeland Security defines an active shooter as “an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.”¹

An awareness of this potential workplace danger is important, but it is even more critical to understand what to do in such moments of crisis. The ability to respond appropriately can mean the difference between survival and death. Do you know the best reaction options for surviving an active-shooter incident?

Possible Responses

Studies conducted by the U.S. Federal Bureau of Investigation indicate that individuals and groups who are not trained to react to an active-shooter situation typically freeze in place and take no action. This places everyone at risk. So have you been trained? Do you know what to do if you're faced with an active-shooter situation?

The U.S. Army Office of the Provost Marshal General provides guidance, posters, handouts, references, and other informational documents to promote active-shooter awareness. Materials are located on the Antiterrorism Enterprise Portal at <<https://army.deps.mil/army/sites/APP/OPMG/OPS/antiterror/ATEP/default.aspx>>; log-on with a common access card (CAC) is required.

One of the handouts, a pocket-size tool entitled “Antiterrorism Active Shooter Community Response: Coping With

an Active Shooter,” describes three possible responses to an active-shooter incident:²

- Evacuate.
- Hide.
- Take action.

Being prepared to make a choice about whether to evacuate, hide, or take action will increase your chances of surviving an active-shooter attack. Seconds count, and seconds may be all the time you have to save your life or the lives of others.

Active-shooter incidents can occur almost anywhere, anytime. Developing complacency with familiar work and living spaces can lull an individual into believing that those are safe areas that are protected by automation, technology, and professional law enforcement agencies. But if faced with an active-shooter scenario, you should quickly evaluate your surroundings and tailor your actions to your specific environment, which can include your workplace, a grocery store, a shopping mall, a church, a restaurant, a movie theater, or another large gathering area. There is no prescribed evaluation sequence; you must decide for yourself the best course of action to protect your safety and avoid becoming the victim of an active shooter. Let's take a look at the response options that are available and the factors that should be considered for each.

Evacuate

For an evacuation response, you should—

- Consider the various paths, hallways, and exits that are available to you.
- Select an immediate escape route. The path that you select to avoid or escape the shooter depends on the situation and may not be the same path you would take for another emergency such as a fire. You must choose the safest route that will provide the most protection for your particular situation. You may need to crawl along the floor, climb over obstacles, or escape through a window to avoid the shooter.
- Leave your belongings behind. Carrying objects in your hands can slow you down and may be perceived as a threat to law enforcement personnel who are responding

to a very violent and dangerous situation.

- Keep your hands up and visible to law enforcement personnel and other first responders.
- Refrain from stopping to speak to responders, running to them for safety, or impeding their response to the incident. Their focus is to immediately move to the threat and stop the shooting before others are injured or killed.
- Take cover, and call 911 once you have reached a safe location out of harm's way.

Hide

When hiding (which is an Army term; other agencies may use the equivalent terms of hiding out, locking down, or barricading), you should—

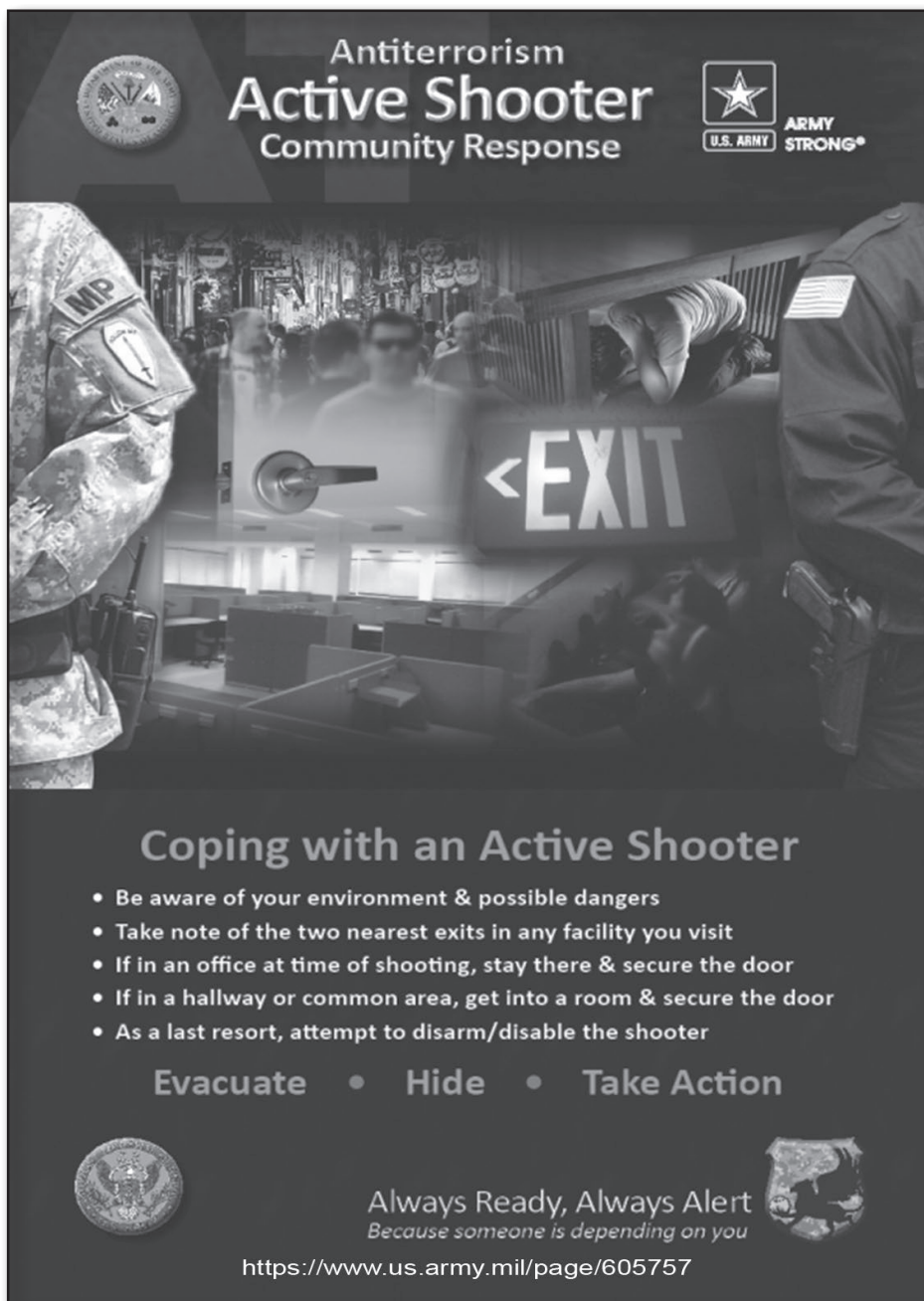
- Select a safe location. At the workplace, protection specialists such as the facilities manager, the emergency manager, or the anti-terrorism officer should preselect and distinctly identify designated safe rooms—generally, conference rooms in which the doors can be locked or blocked from the inside. You should also look around the area and determine which rooms might provide the best protection. Identify a probable and alternate hiding location. The best option to avoid the shooter may be to seek protection under a desk or table.
- Move quickly and quietly to the hiding space.
- Lock the door or block or barricade it from the inside using desks, chairs, or other available items.
- Seek protective cover.
- Silence your phone and remain quiet and out of view.

Note: Do not unlock or open the door until you are absolutely sure that it is safe to do so.

Take Action

If taking action, you will need to defend yourself and incapacitate or stop the shooter by whatever means available. You should—

- Look around the immediate area, and determine which items may serve as a means to incapacitate the shooter. Although this is obviously very dangerous, it may be the only way to survive an attack.



The poster features a grayscale photograph of a crowded indoor space, possibly a shopping mall, with people running and taking cover. In the foreground, a large, illuminated 'EXIT' sign with an arrow pointing left is visible. The poster is framed by a dark border. At the top, the text 'Antiterrorism Active Shooter Community Response' is displayed in a bold, sans-serif font. To the left of the title is a circular seal, and to the right is the U.S. Army logo with the text 'ARMY STRONG®'. Below the title, the text 'Coping with an Active Shooter' is written in a large, bold font. Underneath this, a list of five bullet points provides guidance on how to respond. At the bottom, the words 'Evacuate • Hide • Take Action' are displayed in a bold font. Below this, the text 'Always Ready, Always Alert' is written, followed by the tagline 'Because someone is depending on you'. At the bottom right, there is a small circular seal and a small image of a soldier. The URL 'https://www.us.army.mil/page/605757' is printed at the bottom.

Antiterrorism
Active Shooter
Community Response

U.S. ARMY
ARMY STRONG®

Coping with an Active Shooter

- Be aware of your environment & possible dangers
- Take note of the two nearest exits in any facility you visit
- If in an office at time of shooting, stay there & secure the door
- If in a hallway or common area, get into a room & secure the door
- As a last resort, attempt to disarm/disable the shooter

Evacuate • Hide • Take Action

Always Ready, Always Alert
Because someone is depending on you

<https://www.us.army.mil/page/605757>

- Simulate potential response actions periodically. Attacking the shooter requires personal resolve and full commitment. Practice may result in better preparation for taking this decisive, yet very dangerous, action.

Note: Because of the dangerous nature of taking action, this approach should be considered as a last resort.

Expectations

The average active-shooter incident lasts 12 minutes. In 37 percent of the cases, the incident lasts less than 5 minutes.³ The average law enforcement response time for an active-shooter incident is about 20 minutes. In 49 percent

of the cases, the crime is over before police arrive. In 56 percent of the cases in which the attack is ongoing when officers arrive, the officers are required to use force to stop the attack.⁴

First responders are trained to move directly to the threat and to stop the shooting as quickly as possible. When law enforcement personnel arrive, remain calm and quiet and follow their instructions. Keep your hands visible and open. If you are carrying anything (including a jacket or a purse), drop it. Do not do anything to slow the response or distract the responders from their mission to locate and stop the shooter.

Recognition and Prevention of Potential Violence

On 16 September 2013, Aaron Alexis shot 16 people, killing 12 and wounding four, at the Washington Navy Yard, Washington, D.C., before he was killed by law enforcement personnel. This was the deadliest military installation shooting incident since the November 2009 shootings at Fort Hood, Texas, where 12 Soldiers and one DOD civilian employee were killed and 42 others were injured. After action reviews of these situations revealed that both attackers had previously shown signs of suspicious behavior or potential violence. In addition, indicators of potential violence have been observed in advance of many other active-shooter cases. It is important to learn to identify the indicators of potential violence, to remain alert, and to report any relevant observations so that future acts of violence are prevented whenever possible. Some indicators of potential violence are⁵—

- Increased use of alcohol or illegal drugs.
- Unexplained increase in absenteeism.
- Vague physical complaints.
- Noticeable decrease in attention to appearance and hygiene.
- Depression or withdrawal.
- Overreaction and resistance to changes in policies and procedures.
- Repeated violations of company policies.
- Increased or severe mood swings.
- Obvious emotional or unstable responses.
- Explosive outbursts of anger or rage with no provocation.
- Suicidal comments.
- Paranoid utterances or behavior.
- Increased discussion about financial difficulties or problems at home.
- Escalation of voicing domestic problems in the workplace.
- Talk of previous incidents of violence.
- Empathy with individuals who commit violent acts.
- Increased, unsolicited comments about firearms, dangerous weapons, and violent crimes.

Conclusion

Units, activities, and communities throughout the Army are considered safe places to work and live. Still, the Army

Family cannot ignore the fact that murders have occurred on and near military facilities. Soldiers who have an awareness and understanding of the active-shooter threat, have received incident response training, and have the ability to identify indicators of potential violence are best prepared to handle an active-shooter incident. Know the threat, and know what to do.

Note: The Department of Homeland Security Web site at <<http://www.dhs.gov/active-shooter-preparedness>> serves as an additional source of active-shooter information for Families and the general public. The site, which does not require a CAC for access, contains active-shooter posters, pamphlets, and pocket cards (in English and Spanish) and offers extensive training options.



Endnotes:

¹“Active Shooter: How to Respond,” Department of Homeland Security, October 2008, <http://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf>, accessed on 8 December 2014.

²“Antiterrorism Active Shooter Community Response: Coping With an Active Shooter,” Department of the Army, <http://www.tamc.amedd.army.mil/news/2011/AT_Active_Shooter_Pocket_Guide_HQ.pdf>, accessed on 8 December 2014.

³John Nicoletti, “Detection and Disruption of Insider/Outsider Perpetrated Violence” lecture, Colorado Emergency Preparedness Partnership, December 2012.

⁴J. Pete Blair and M. Hunter Martaindale, “United States Active Shooter Events From 2000 to 2010: Training and Equipment Implications,” Advanced Law Enforcement Rapid Response Training Web site, Texas State University, March 2013, <<http://alertrt.org/files/research/ActiveShooterEvents.pdf>>, accessed on 11 December 2014.

⁵“Antiterrorism Active Shooter Community Response: Coping With an Active Shooter.”

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“Active Shooter Response Training,” *Army Training Network*, <https://atn.army.mil/dsp_template.aspx?dpID=343>, accessed on 13 January 2015.

“General Security Shorts,” *Defense Security Service*, DOD, <<http://www.cdse.edu/shorts/general-security.html>>, accessed on 13 January 2015.

“‘Run-Hide-Fight’ Active Shooter PSA,” *Law Officer: Tactics, Technology, Training*, <<http://www.lawofficer.com/video/news/run-hide-fight-active-shooter>>, accessed on 13 January 2015.

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Calling Attention to the Problem of Army Deserters



By Major Megan R. Spangler

While desertion is a problem that directly involves only a very small number of Soldiers within the U.S. Army, the distractions and inconvenience caused by deserters have a great indirect impact. Leaders at all levels should adopt a strong policy toward desertion, thereby sending the message that command accountability in dealing with desertion benefits the Army in general.

“While a single Soldier’s absence is disruptive enough, a failure to address the transgression would be much worse. It would send the incorrect message to the rest of the unit that indiscipline is acceptable.”

The *Manual for Courts-Martial, United States (2012 Edition)* defines a deserter as “any member of the armed forces who—without authority, goes or remains absent from his unit, organization, or place of duty with intent to remain away therefrom permanently”¹ Desertion negatively impacts the U.S. Army. Discipline through accountability is one of the primary foundations of military culture. Soldiers who fail to uphold their Army obligation by deserting are committing a disservice to their units. In addition to their failure to contribute to the mission, they force their units to invest time and resources to address their absence. Therefore, their absence erodes the discipline of the Army and runs counter to fiscal conservation. While a single Soldier’s absence is disruptive enough, a failure to address the transgression would be much worse. It would send the incorrect message to the rest of the unit that indiscipline is acceptable.

Current regulations offer conflicting instructions for processing Soldiers in absentee or deserter status. And in 2012, the Army Audit Agency concluded that the Army did not have sufficient controls in place and that current operations did not support established policies and procedures for reporting absentee Soldiers to the pay system to ensure that their pay was stopped. As a result of the shortcomings, Soldiers in absentee status continued to receive pay and benefits.² A review of Army policy, followed by the revision of

regulations and a streamlining of the process, would enable the Army to more effectively identify deserters and pursue the appropriate courses of action.

Current Situation

As of spring 2014, there were about 1,500 Army deserters, which amounts to only 0.3 percent of the total Army population.³ But although the percentage is low, the impact is great.

The U.S. Army Office of the Provost Marshal General (OPMG) is responsible for establishing law enforcement policies and procedures for the Absentee Deserter Apprehension Program. The U.S. Army Deserter Information Point maintains a complete roster of deserters. The roster is periodically reconciled among the Deserter Information Point; OPMG; and the Deputy Chief of Staff of Personnel (G-1), Department of the Army (DA). The Deserter Information Point tracks reported deserters, OPMG verifies law enforcement reporting, and the G-1 verifies that the deserter has been administratively processed and dropped from the rolls.

OPMG classifies deserters into seven categories:⁴

- **Top 75 Most Wanted.** This category includes the top 75 most wanted individuals. In addition to desertion, these individuals are also wanted for other serious charges, such as drug violations and crimes against persons. The “Top 15 Most Wanted,” which is a subset of this category, is the group of wanted individuals most widely disseminated among interagency partners and additional law enforcement agencies. Entries in the Top 75 Most Wanted category are continuously updated and evaluated for prioritization.
- **Top 200 Most Wanted.** This category includes the top 200 most wanted individuals.
- **Possibly Deceased.** About 40 of the oldest deserters (deserters who are approximately 70 years of age or older) may have died. OPMG has been unable to verify the deaths of these individuals with the Social Security Administration. These individuals deserted long ago; therefore, tracking down documentation for these individuals is generally time-intensive.

- **Defectors.** About 60 Soldiers may have claimed asylum in foreign countries. Through criminal intelligence and interagency cooperation, these individuals have been tracked to a foreign country, where they may have been given a political affiliation. However, this does not necessarily qualify them as defectors in that country. They must apply for citizenship in the new country in order to be considered defectors.
- **Foreign-Born Soldiers.** About 350 foreign-born Soldiers who retained their foreign passports upon entry into the Army may have left the country.⁵ Soldiers who have foreign passports with no numbers can exit and reenter the country without detection. The tracking of these Soldiers requires extensive coordination with national and international agencies.
- **Initial-Entry Soldiers.** About 250 Soldiers deserted during initial-entry training.
- **Simple Deserters.** This category includes about 800 Soldiers who have been absent from the Army for more than 1 year and who do not have any additional charges pending. Most of these Soldiers are not hiding from authorities; however, there has been little reason to pursue them.

About 200 Soldiers are added to the deserter population each year. Those with the most egregious offenses may displace deserters currently listed in the Top 75 or Top 200 Most Wanted.

“A Soldier is classified as a special-category absentee if he or she is assigned to a ‘special mission’ unit or has ‘had access to top secret, sensitive compartmented information, or special-access program information during the 12 months preceding the absence.’”

An additional classification—special-category absentee—has recently surfaced as an emergent priority that is accompanied by additional law enforcement requirements. A Soldier is classified as a special-category absentee if he or she is assigned to a “special mission” unit or has “had access to top secret, sensitive compartmented information, or special-access program information during the 12 months preceding the absence.”⁶ The commander is required by Army regulations to immediately declare the Soldier a deserter, regardless of the duration of the absence. An electronic alert is also issued through the National Law Enforcement Telecommunications System. In addition to other measures, an investigative task force composed of representatives from the U.S. Army Criminal Investigation Command (commonly known as CID), the supporting counterintelligence office, the local Federal Bureau of Investigation office, and other law enforcement agencies is established. Procedures are expedited, which reflects concern about protecting information that the Soldier may possess. The priority of a special-category absentee may supersede other preexisting priority targets.

For the past 2 years, OPMG has collaborated with the U.S. Marshals Service in the targeting, tracking, and apprehension of deserters. The U.S. Marshals Service, which

specializes in tracking fugitives, is composed of a highly developed network of field offices and has formed well-established relationships with local law enforcement agencies. As of May 2014, this interagency collaboration had resulted in 18 arrests of Top 75 Most Wanted criminals.⁷

Deserters may return to the Army voluntarily or through apprehension. A Soldier who is apprehended by civilian law enforcement personnel is detained until Army representatives can be dispatched to secure the Soldier for transportation. Compliant deserters who surrender to law enforcement officials may be transported on their own recognition.

Regardless of the length of absence, returning deserters are placed with their last unit of assignment for adjudication. The chain of command determines the severity of the offenses and the disposition of the Soldier. The Soldier might receive nonjudicial punishment and an administrative discharge or face trial by court-martial.

In November 2012, the Department of Defense (DOD) issued Department of Defense Instruction (DODI) 1325.02, *Desertion and Unauthorized Absence (UA)*, which updates policy, responsibilities, and procedures with the intent to “reduce desertion, UA, or designation as absent without leave (AWOL) of military personnel.”⁸ Of particular note is the official distinction of “desertion under aggravated circumstances,” which applies when the deserter is a commissioned officer and the offense is specified in Title 10, U.S. Code, Subtitle A, Part II, Chapter 47, *Uniform Code of Military Justice*.⁹ This designation qualifies the deserter for direct entry into the Federal Bureau of Investigation National Crime Information Center database, thereby facilitating the designee’s warrant for arrest.

Army Regulations

There are two Army regulations (ARs) that deal with Soldiers who desert:

- AR 630-10, *Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings*. This regulation addresses personnel absences at the administrative level. It covers the reporting of unauthorized absentees and deserters, the administration of AWOL and deserter personnel, the surrender of military personnel to civilian law enforcement authorities, and the return of absentees and deserters to military control.¹⁰
- AR 190-9, *Absentee Deserter Apprehension Program and Surrender of Military Personnel to Civilian Law Enforcement Agencies*. This regulation addresses personnel absences at the law enforcement level. It establishes policy and provides procedures for the reporting of absentees and deserters, political defectors, and special-category absentees; the apprehension and processing of absentees and deserters; and the surrender of military personnel to civilian law enforcement authorities.¹¹

The key factor is ensuring that the Soldier is correctly identified as a deserter as soon as possible. The distinguishing factor is the intent of the Soldier to remain absent permanently, regardless of how much time has lapsed since he or she departed.

Terminology and Military Justice

One of the challenges facing the Army is the terminology related to absences. The *Uniform Code of Military Justice* lists absence without leave and desertion as punishable offenses:

- **AWOL.** In Article 86, a Soldier who is AWOL is defined as “any member of the armed forces who, without authority, fails to go to his appointed place of duty at the time prescribed; goes from that place; or absents himself or remains absent from his unit, organization, or place of duty at which he is required to be at the time prescribed.”¹²
- **Desertion.** In Article 85, a deserter is defined as “any member of the armed forces who, without authority, goes or remains absent from his unit, organization, or place of duty with intent to remain away therefrom permanently; quits his unit, organization, or place of duty with intent to avoid hazardous duty or to shirk important service; or without being regularly separated from one of the armed forces, enlists or accepts an appointment in the same or another one of the armed forces without fully disclosing the fact that he has not been regularly separated or enters any foreign armed service, except when authorized by the United States.”¹³

The primary difference between the two definitions is in regard to the intent. Although a Soldier who is absent without leave is not present—and the absence is deliberate and intentional—there is no reason to believe that it is permanent; a deserter, on the other hand, intends to permanently remain absent.

Absence without leave is a much less serious offense than desertion. In general, the term applies to situations in which “any member of the armed forces is, through the member’s own fault, not at the place where the member is required to be at a prescribed time.”¹⁴ Other stipulations regarding the duration and circumstances of the absence may result in the mitigation of punishment.

The maximum punishment for the more serious offense of desertion is a “dishonorable discharge, forfeiture of all pay and allowances, and confinement for 5 years.”¹⁵ However, in time of war, the punishment may be “death or such other punishment as a court-martial may direct.”¹⁶

Army Audit

In 2013, the U.S. Army Audit Agency examined policies, procedures, and controls regarding the handling of Soldiers in absentee or deserter status.¹⁷ The investigators concluded that the Army did not have sufficient controls in place to enforce the established policies and procedures for reporting absent Soldiers. As a result of the shortcomings, these

Soldiers continued to receive pay and benefits. From January 2010 to July 2012, the Army made more than 9,000 payments totaling about \$16 million to absent Soldiers.¹⁸ In addition, absent Soldiers who were not properly processed continued to receive military benefits, including medical care and facility access. In cases in which an absent Soldier who had not been properly processed died, the Soldier’s family received death benefits.

The audit report identified specific procedural deficiencies that contributed to financial loss to the Army. Although the Army reporting system had relied on subordinate units to submit information to higher headquarters, the headquarters did not place any emphasis on the need for this information.¹⁹ Unit commanders did not confirm the status of Soldiers incarcerated in civilian confinement facilities; therefore, these Soldiers were released from civilian control, but not returned to military duty.²⁰ Furthermore, gaining commands did not reconcile rosters of expected personnel transfers with those of in-processed personnel. In addition, discrepancies that were noted were not reported. The audit report cited an overall lack of command leadership emphasis as the fundamental cause of these problems.²¹

The audit report projected a possible savings of \$39 million from fiscal year 2013 through 2018 if emphasis were placed on unit commanders to correctly process administrative actions for absent Soldiers.²² Although the percentage of absent Soldiers may be low, units that correctly follow established procedures can save large amounts of money.

Conclusion

Contemporary evidence clearly demonstrates the negative influence that desertion has on the Army. This is an expensive problem, costing the Army in terms of discipline and resources. With a total active duty population of half a million Soldiers, it may be impractical for the Army to consider the total elimination of desertion; however, it is incumbent upon Army leaders to make every effort to minimize the disruption that desertion causes within the ranks. 

Endnotes:

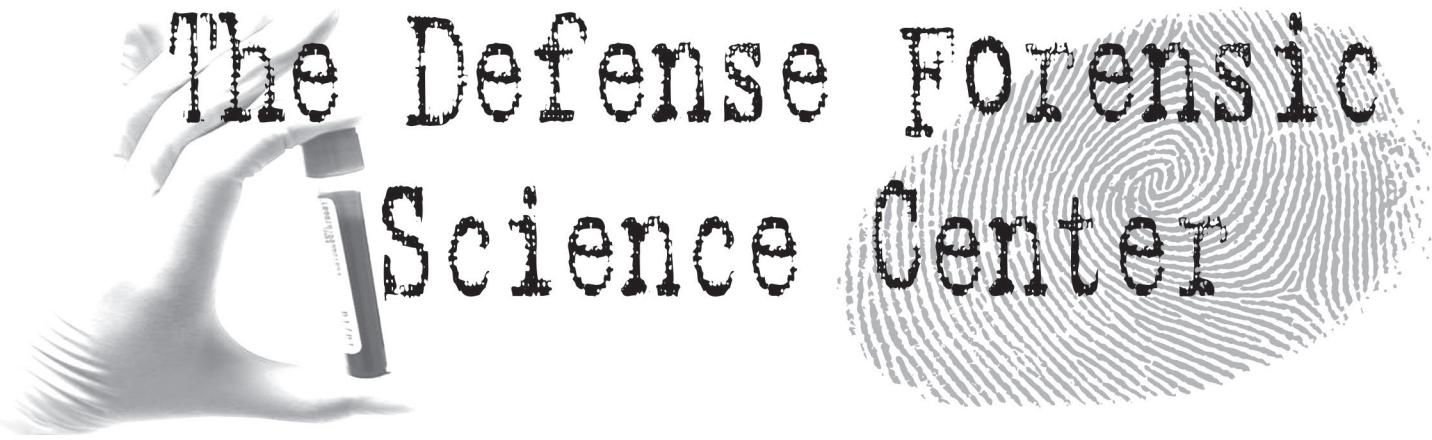
¹*Manual for Courts-Martial, United States (2012 Edition)*, p. IV-10.

²Audit Report A-2013-0119-FMF, “Stopping Pay for Soldiers in an Absentee/Deserter Status,” U.S. Army Audit Agency, 13 July 2013, p. 5.

³*FY12 Army Profile*, G-1, DA, 30 September 2012, <http://www.armyg1.army.mil/hr/docs/demographics/FY12_ARMY_PROFILE.pdf>, accessed on 27 January 2015.

⁴All statistical information included in the deserter categories was obtained during discussions with the senior policy advisor at the OPMG, Washington, D.C., 26 March 2014.

⁵Not all deserters who are foreign-born Soldiers return to the country of their birth. Some foreign-born deserters have
(continued on page 24)



The Defense Forensic Science Center

By Captain William J. Reilly

The Defense Forensic Science Center (DFSC), Forest Park, Georgia, primarily serves as the criminal investigations laboratory for the U.S. Armed Services, providing full forensic science support (including traditional, expeditionary, and reachback capabilities) to Department of Defense (DOD) and Army entities worldwide. DFSC serves as the executive agent for the DOD convicted offender deoxyribonucleic acid (DNA) database program, manages the U.S. Army Criminal Investigation Command (commonly known as CID) criminalistics program, offers research and training capabilities and, when requested, provides forensic support to other federal agencies.¹ An asset of this nature is one that the U.S. Army Military Police Corps needs to understand and use to its full extent. Officers and noncommissioned officers should be familiar with the capabilities that DFSC has to offer, ways in which it might be of benefit to specific cases, the collection and processing procedures it follows, and expected turnaround times.

Forensic evidence is vitally important because it is one of the strongest weapons available for the successful prosecution of criminal offenders and for the exoneration of individuals who have been accused of crimes they did not commit. Forensic evidence is most often presented in court by an expert witness who is testifying based on an expert opinion. Forensic science experts are frequently called upon to interpret results and draw conclusions.² A 1998 study conducted by the National Institute of Justice revealed 28 cases in which individuals who had previously been convicted of crimes were later exonerated by DNA evidence that proved their innocence.³ And according to the Innocence Project, 318 individuals (who spent an average of more than 13 years in prison—and 18 of whom were sentenced to death) have been exonerated by DNA analysis since 1989.⁴ This is why

forensic evidence is so crucial in a criminal case and why it is important that the Military Police Corps understand the capabilities of DFSC.

There are three primary DFSC objectives:⁵

- Analyze forensic evidence and casework, and provide expert testimony.
- Provide expeditionary forensic services to U.S. military forces in active theaters of operation.
- Coordinate the execution of research projects to advance forensic capabilities.

These objectives are relevant to the Military Police Corps. The Uniform Code of Military Justice is an evidence-based justice system. As such, credible evidence linking a suspect

“Forensic evidence is vitally important because it is one of the strongest weapons available for the successful prosecution of criminal offenders and for the exoneration of individuals who have been accused of crimes they did not commit.”

to the case in a manner that shows, without a reasonable doubt, that the suspect committed the offense for which he or she is being charged must be provided. Therefore, evi-

dence—and specifically, forensic evidence—is the key to a criminal law case. Without sufficient evidence, neither the prosecution nor the defense will be able to prove anything beyond a reasonable doubt. Furthermore, all evidence must be considered relevant, reliable, and competent; otherwise, it is not admissible in a court of law.⁶ This illustrates the vital importance of DFSC and its role across the military Services.

Investigators from all agencies within all branches of Service are eligible for training and assistance through DFSC. Training and assistance with analysis are available in the following areas: latent prints, DNA, drug chemistry, explosives, firearms and toolmarks, gunshot residue, documents, digital evidence, trace evidence, and legal studies.⁷ Investigators and special agents can attend the Special Agent Laboratory Training Course, which consists of a 1-week

overview of the capabilities that DFSC has at its disposal. Forensic science internships are also available to military police officers. These internships provide a similar training experience; however, they focus more on the role of the supervisor and the ways in which DFSC can help with cases that units may have. DFSC currently assists with an average of about 3,500 cases per year and averages a turnaround time of 30 to 45 days, depending on the number of forensic science analyses requested for a case.⁸

Investigators and commanders should take advantage of the tools and capabilities that DFSC has to offer in order to improve the Uniform Code of Military Justice system and to move forward with the backlog of cases pending throughout the Services. They should also remember that it is important to follow the proper procedures regarding evidence collection, packaging, processing, and the chain of custody in order for DFSC to be of assistance. If evidence is not handled properly, it may be degraded and, therefore, useless once it reaches the DFSC facility.

Endnotes:

¹A—Defense Forensics and Biometrics Agency (DFBA) Broad Agency Announcement for Basic, Applied, and Advanced Scientific Research,” FedBizOpps.gov, 15 July 2013, <<https://www.fbo.gov/index?s=opportunity&mode=form&tab=core&id=a7c4b3a71f3d72ca5272ff574692cb47>>, accessed on 3 February 2015.

²Thomas J. Gardner and Terry M. Anderson, *Criminal Evidence: Principles and Cases*, 5th Edition, Wadsworth Publishing, 2004.

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⁴“DNA Exoneree Case Profiles,” *Know the Cases*, Innocence Project, 2014, <<http://www.innocenceproject.org/know/>>, accessed on 3 February 2015.

⁵A—Defense Forensics and Biometrics Agency (DFBA) Broad Agency Announcement for Basic, Applied, and Advanced Scientific Research.”

⁶Gardner and Anderson.

⁷A—Defense Forensics and Biometrics Agency (DFBA) Broad Agency Announcement for Basic, Applied, and Advanced Scientific Research.”

⁸Ibid.

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(“Calling Attention to the Problem of Army Deserters,” continued from page 22)

been located and apprehended in other countries (including the United States) and returned to military control.

⁶AR 190-9, *Absentee Deserter Apprehension Program and Surrender of Military Personnel to Civilian Law Enforcement Agencies*, 18 January 2007, p. 4.

⁷Personal interview with Major Michael Thurman, interagency fellow, 28 March 2014.

⁸DODI 1325.02, *Desertion and Unauthorized Absence (UA)*, 16 November 2012, <<http://dtic.mil/whs/directives/corres/pdf/132502p.pdf>>, accessed on 28 January 2015.

⁹Title 10, U.S. Code, Subtitle A, Part II, Chapter 47, *Uniform Code of Military Justice*, Subchapter X, Section 886, Article 86, “Absence Without Leave,” 21 July 2010.

¹⁰AR 630-10, *Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings*, 13 January 2006, p. 1.

¹¹AR 190-9, p. 1.

¹²Title 10, U.S. Code, Subtitle A, Part II, Chapter 47, *Uniform Code of Military Justice*.

¹³Ibid, Section 885, Article 85, “Desertion.”

¹⁴*Manual for Courts-Martial, United States (2012 Edition)*, p. IV-14.

¹⁵Ibid, p. IV-12.

¹⁶Ibid. The last execution for desertion was Private Eddie Slovik, who was put to death by firing squad in Germany on 31 January 1945. Of thousands of American Soldiers court-martialed for desertion during World War II, he was the only one executed for the military offense. (Source: Benedict B. Kimmelman, “The Example of Private Slovik,” *American Heritage*, Vol. 38, Issue 6, September/October 1987, <http://www.americanheritage.com/content/example-private-slovik>, accessed on 28 January 2015.)

¹⁷Audit Report A-2013-0119-FMF.

¹⁸Ibid., p. 5.

¹⁹Ibid, p. 9.

²⁰Ibid, p. 8.

²¹Ibid.

²²Ibid, p. 5.

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The Art of Management: **10** Good Habits of a Battalion S-3

By Captain Jennifer L. McNamee

Imagine that you are a precommand captain; and 8 months after completing the Military Police Captain's Career Course, you are assigned as the provisional battalion plans, operations, and training officer (S-3). You have half of the staff of a full battalion with which to deploy the battalion headquarters in 30 days, deploy a company to three separate combatant commands with less than 90 days' notice, and maintain the home station law enforcement mission. How do you manage the chaos? What are your immediate priorities? How do you maintain focused training for the units at your home station?

These were the challenges presented to me in the 93d Military Police Battalion (Provisional); and if it hadn't been for the leaders who chose to take the time to mentor and develop me, I would not have been able to quickly adjust systems and synchronize operations to successfully meet the provisional battalion missions. Through trial and error, I learned the importance of knowledge management and the need to effectively employ people, processes, and tools while seamlessly supporting subordinate units and meeting the demands of our three higher headquarters. My ability to provide synchronized operations through the provisional S-3 team depended on the proven methodologies of 10 good habits, with an emphasis on knowledge management, the operations process, and leader development.

Habit 1: Have a Routine

The S-3 must look inward, upward, and outward. This can become overwhelming and can distract from the time needed to actually observe the training that subordinate units are conducting. It is important that the S-3 observe the training firsthand. An understanding of the abilities of the leaders in the organization and the quality of training that subordinate units are conducting allows the S-3 to gain a situational understanding and develop an honest assessment of the battalion. This assessment improves decisionmaking when directing operations. Establishing and maintaining a routine reserves time for the S-3 to observe training each week—in spite of the 543 other tasks on his or her plate. A well-structured routine forces the continual evaluation of

planning and training and ultimately answers these questions:

- Are we doing the right things?
- Are we doing things right?

The following example outlines a routine, which—if consistently conducted each week—allows for an assessment of current, near-term, and long-term battalion operations:

- Spot-check training.
- Spot-check company training meetings.
- Review training schedules (T+7).¹
- Review the battalion calendar (T to T+7).
- Review operation orders and fragmentary orders before publication.
- Spot-check the tasking tracker.

Habit 2: Stick to the Plan

Establishing a synchronized and executable common operational picture is 90 percent of the battle, but this task is not always as easy as it sounds. Knowledge management is a fundamental aspect of getting the people within an organization on the same sheet of music. According to Field Manual (FM) 6-01.1, *Knowledge Management Operations*, the knowledge management principles are: understand, share, integrate, connect, learn, and trust.² These principles are accomplished using established systems and tools within the battalion to develop plans, organize operations, and execute missions.

If an organization is humming along in harmony, it's likely that the staff has—

- Published annual and quarterly training guidance.
- Established an executable battalion battle rhythm that is properly synchronized to its higher headquarters.
- Published operation orders and fragmentary orders for the execution of tasks.
- Published training events on near- and long-range calendars.

- Reviewed subordinate unit training schedules (T+7).
- Sent Microsoft® Outlook calendar invitations (with links to the orders) to appropriate personnel.
- Reviewed the battalion calendar each week (T to T+7).
- Conducted a number of in-progress review meetings for specific events.
- Published products on a well-organized battalion portal.
- Reviewed the schedule for the week with commanders.

Now it's just a matter of sticking to the plan. Adding or changing a meeting or training during the week of execution should require an Act of Congress. Last-minute changes reflect poor planning and create high levels of frustration among companies that have developed their own company and platoon level plans against the established calendar.

Habit 3: Find Intrinsic Motivators

The bare minimum of a leader's motivational technique should involve publicly praising good behavior and privately correcting ineffective behavior. We don't need sweeter carrots or sharper sticks; we need intrinsic motivators that allow purpose, autonomy, and mastery.³ The time that officers and noncommissioned officers (NCOs) spend in staff provides them with an intimate environment in which to develop as future leaders. Decentralized mission command of the staff empowers the officers in charge (OICs) and the noncommissioned officers in charge (NCOICs) of each section to take ownership and responsibility of their teams. The OICs and NCOICs need the autonomy to improve systems and manage their teams in an enabling work environment. The S-3 is responsible for providing challenging work and feedback through counseling. As teams begin to bond and operationally control their sections, the S-3 becomes more available to look upward and outward.

Habit 4: Set Benchmarks for the Staff

Conducting huddles twice a week with staff OICs and NCOICs offers an opportunity for the S-3 to establish clear and measureable goals, benchmarks, deadlines, and end states for each section. Establishing a method for tracking suspenses is necessary to prevent missions from falling off the plate. When possible, the staff should be allowed to assess and recommend realistic suspenses for their assigned tasks. This can provide autonomy, instill ownership and pride, and relieve unwarranted stress among subordinates. In addition to semiweekly huddles, it is important that OICs discuss the status and progress of tasks with the S-3 on a daily basis. This improves the S-3's situational understanding and provides the S-3 with an opportunity to support the OIC in issues that may have been encountered.

Habit 5: Have Group Therapy Sessions

Proper and effective management involves getting things done through people.⁴ People are the basis of military organizations, and military operations involve human interactions.⁵ Group therapy sessions—or meeting with teams to discuss their progress and future goals—are means that can be used to improve

the teams within each section. Team members are free to discuss which things are going well and the roadblocks that they may be encountering. And the S-3 has the opportunity to break down barriers that may be hindering team progress. Group therapy sessions are as useful to the development of the S-3 as they are to the teams.

Habit 6: Read the Briefing Before the Meeting

Reading briefings before attending meetings significantly improves the S-3's understanding of the material to be presented and facilitates an efficient and, hopefully, effective meeting. It provides the S-3 with the opportunity to consider the material, conduct research, and think. Read-aheads should be available 24 to 48 hours in advance of the meeting. There should be limited tolerance for exceptions, compelling subordinate leaders to thoroughly develop their plans and review their briefings before making their submissions. Briefers then have the opportunity to present, and perhaps clarify, the information before discussing the S-3's notes.

Habit 7: Bring the True Author of the Briefing to the Meeting

Action officers—the true workers—are part of every staff. They are likely the ones producing the initial products for every briefing and meeting. Although the staff may be developed through initial guidance, mentoring, and notes about products, there is another great way to develop the staff—allow action officers to attend the meetings for which they prepared the briefings. This allows the action officer to observe the impact of the product, listen to direct feedback, and track deliverables from the meeting. There is no need for the S-3 to rehash the feedback from the meeting for the action officer; the action officer uses his or her own notes to publish the minutes and prepare future briefings, if appropriate.

Habit 8: Formalize Tasks

A common question is: "Why can't I simply tell the companies what day the slides are due?" The answer comes down to human nature. People process and remember information differently, so it is important to take advantage of several different avenues (fragmentary orders, reminder e-mails, and discussions of task status in training meetings) when pushing information to the companies. The battalion supports the companies; and right now, at this very moment, every military police company is facing an array of taskings from the executive officer; the personnel officer (S-1); the intelligence officer (S-2); the S-3; the logistics officer (S-4); and the command, control, communications, and computer operations officer (S-6). They are trying to disseminate and manage these taskings while also planning training and executing missions. The S-3 can alleviate confusion and frustration by issuing fragmentary orders for all taskings and, as necessary, publishing specific guidance through standard operating procedures. The company S-3 sergeants then have references to use while managing internal operations and trackers.

(continued on page 28)

The NATO Military Police Chiefs' Conference

By Captain Daniel E. McCarey

The highest-ranking military police officers from each of the 28 North Atlantic Treaty Organization (NATO) nations come together annually with representatives from other countries to discuss the future of military police within NATO.¹ The goals of this recurring meeting are to increase interoperability and build rapport among member nations. The most recent conference was held 22–26 September 2014 in Berlin, Germany. This conference featured the largest number of participants ever; in addition to the representatives from the various NATO organizations, 61 individuals from 30 nations were also in attendance. Given the increase in NATO activity around the world during the past several months, this is not surprising.

The conference consisted of a variety of hosts and guest speakers who shared their knowledge with senior participants, including the provost marshal, Allied Command Operations, Supreme Headquarters Allied Powers Europe; the commander of the European Gendarmerie Force; and the commander of the Allied Rapid Reaction Corps. The director of the NATO Military Police Centre of Excellence and a representative from the NATO Stability Policing Centre of Excellence also participated in the conference.

The conference is chaired by a representative from one nation for 2 years, and then chairmanship is transferred to a representative from another volunteering nation for the next 2 years. This meeting marked the end of the Canadian chairmanship. Colonel Timothy Grubb, outgoing Canadian chairman, handed over chairmanship to Brigadier General Udo Schnittker, provost marshal of the German army, who, in turn, named Colonel Heiko Thieser, from the German Military Police Headquarters, as the chair of the NATO Military Police Panel for the next 2 years. Because the NATO Military Police Chiefs' Conference tasked the Military Police Panel with a plethora of projects to accomplish before next year's conference, Colonel Thieser and his team will be very busy.

One of the Military Police Panel projects involves the revision of the NATO military police cornerstone document—NATO Standardization Agreement (STANAG) 2296/Allied Joint Publication (AJP) 3.2.3.3, *Allied Joint Doctrine for Military Police*.² This document describes the primary roles and characteristics of military police in support of the joint



Brigadier General Schnittker (left) takes over chairmanship of the NATO Military Police Chiefs' Conference from Colonel Grubb.

and multinational campaign at the operational level. The revision of this document will be accomplished by a multinational military police writing team over the next 12 months; however, because the language must be approved by the legal system of each country, the ratification process could take an additional 24 months.

Another project with which the NATO Military Police Panel was tasked is the creation of a writing team to examine common military police definitions for use in NATO publications. Allied Administrative Publication (AAP)-06, *NATO Glossary of Terms and Definitions (English and French)*, serves as the official glossary of terms and definitions agreed upon, and used by, all NATO member nations.³ However, AAP-06 noticeably lacks military police definitions. In fact, it does not contain an entry for military police . . . yet. This is the task of the NATO military police terminology writing team, which met for the first time in February 2015. With many of the member countries belonging to gendarmerie/marechaussee type forces (which have an understanding of

military police that differs significantly from that of nations that have no civilian police authorities), reaching an agreement on common definitions won't be easy.

Lastly, the Military Police Panel was tasked with the creation of a multinational military police writing team that is to look at the different military police capabilities of various countries and establish capability codes that NATO can use when calling upon military police assets. Currently, when NATO needs military police assets, its planners request them from various levels (platoon, company, battalion); however, NATO does not know exactly what strengths those assets possess. For example, a U.S. military police platoon consists of the same number of Soldiers as some military police companies from NATO/Partnership for Peace nations. While this might initially seem like a good thing, it can lead to logistic nightmares when it comes to living space and other factors. This problem has been recognized, and the multinational writing team has been tasked with identifying these types of differences.

These NATO military police writing teams will meet three times at various locations in Europe, where they will work on enhancing interoperability between nations; then they will present their findings at the next NATO Military Police Chiefs' Conference in September 2015.

Around the globe, military budgets are being slashed and nations are increasingly relying on one another for joint missions and training opportunities. The NATO Military Police Chiefs' Conference is an excellent opportunity for leaders to discuss opportunities and implement strategies for joint training and cost-saving measures. It is only by working together that the military police force within NATO can truly remain strong. Based on the assurance of overwhelming support from military police chiefs at this past year's conference, the alliance will clearly be strong for many years to come.



Endnotes:

¹In addition to NATO members, invitations to the Military Police Chiefs' Conference are also extended to non-NATO member states, such as the neutral countries of Austria, Sweden, Switzerland, and Ireland, who participate in the Partnership for Peace Program. In addition, the conference hosts countries from the Istanbul Cooperative Initiative and the Mediterranean Dialogue. For more information about the Partnership for Peace Program, please visit <<http://www.nato.int/pfp>>.

²STANAG 2296/AJP 3.2.3.3, *Allied Joint Doctrine for Military Police*, 21 September 2009.

³AAP-06, *NATO Glossary of Terms and Definitions (English and French)*, 2014.

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(*"The Art of Management: . . . ,"* continued from page 26)

Habit 9: Know What the Boss Wants

The battalion commander has a vision for the battalion, and the staff supports the companies as they meet the commander's priorities. The S-3 not only knows what "big picture" the battalion commander wants to see, but also the finer details about how the boss wants information presented and how he or she processes information. The S-3 educates and mentors company commanders with regard to these finer details. In cases of a new battalion commander, the S-3 may be able to facilitate smooth briefs through rehearsals and reviews until kinks are worked out with the new commander.

Habit 10: Have Your Thumb on the Pulse of the Organization

Knowledge truly is power. The integration of meetings among the executive officer, the S-3, and companies ensures that everyone is on the same page and has a shared understanding about how training, readiness, equipment, and personnel impact company operations. The addition of meetings is not necessary; rather, the meetings that are already being conducted must be integrated to streamline, improve, and assess everything the battalion does.

Conclusion

Ultimately, good habits require disciplined, routine behavior that provides a level of predictability for the staff and subordinate units. These 10 good habits provide a foundation of established principles that improve the synchronization of operations between higher headquarters, the battalion, and subordinate units. Without a continuous emphasis on knowledge management, the operations process, and leader development, I—as a precommand, 8-month Captain's Career Course veteran—would have been unable to successfully manage and facilitate the battalion missions.



Endnotes:

¹The T refers to the training week; T+7 refers to the planning that takes place 7 weeks before the training is executed.

²FM 6-01.1, *Knowledge Management Operations*, 16 July 2012.

³Dan Pink, "The Puzzle of Motivation," *TED*, July 2009, <http://www.ted.com/talks/dan_pink_on_motivation?language=en>, accessed on 3 February 2015.

⁴Bridget Gladwin and Charles R. McConnell, *The Effective Corrections Manager: Correctional Supervision for the Future*, Edition 3, Jones & Bartlett Learning, 4 October 2012.

⁵Army Doctrine Publication (ADP) 6-0, *Mission Command*, 17 May 2014.

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By First Lieutenant Margaret A. Susman

Criminal intelligence (CRIMINT) is defined as intelligence derived from the collection, analysis, and interpretation of all available information concerning known and potential criminal threats and vulnerabilities of supported organizations.¹ A category of police intelligence operations, CRIMINT is essential to effective law and order operations. Sources of CRIMINT include military police patrols, police engagements, military police reconnaissance and surveillance, criminal investigations, interviews and law enforcement investigations, collected evidence, database queries, and data mining.² Some of this information is obtained by military police intelligence analysts, and some of it is obtained by U.S. Army Criminal Investigation Command (commonly known as CID) intelligence analysts. To benefit from CRIMINT, the U.S. Army Military Police Corps must develop a framework that mandates and facilitates robust information sharing between military police and CID intelligence personnel. If timely information sharing fails to occur, both organizations will suffer from preventable information gaps that hinder their understanding of criminal threats.

Weaknesses

There are several systemic weaknesses of the current Army CRIMINT program. For example, CRIMINT is rarely emphasized by leaders, which means that intelligence collection is seldom a priority for patrols and that intelligence products created by military police and CID intelligence analysts do not often influence operations. In addition, intelligence products are inconsistent within and between installations. Existing information-sharing programs were developed on an ad hoc basis; they are unique to individual installations, and there has been no formal attempt to replicate structures or best practices.

Solutions

To address these weaknesses, military police leaders must develop a framework for mandatory information sharing and ensure that the information-sharing programs are properly resourced and manned. There are eight elements that can be used to assess and solve warfighting capability gaps—doctrine, organization, training, materiel, leadership and education, personnel, and facilities—policy (DOTMLPF-P).³ This article addresses three of these elements that are essential to improved CRIMINT program development—organization, leadership, and training.

“To benefit from CRIMINT, the U.S. Army Military Police Corps must develop a framework that mandates and facilitates robust information sharing between military police and CID intelligence personnel.”

Organization

The organizational structure of CRIMINT personnel must be adapted to allow for the necessary degree of collaboration. Although military police and CID operations are organized to be carried out separately, their intelligence functions would be better served by the joint analysis and creation of intelligence products. The most effective information-sharing efforts would take place in a fusion cell to ensure that both groups received comprehensive intelligence about their areas of operations (AOs). To create an effective CRIMINT fusion cell, the organization must be properly funded to provide the needed work space, analytical software, and personnel. The fusion cell must consist of analysts who are employed by CID and the Department of Emergency Services and leaders who can provide those analysts with appropriate priorities and guidance. An appropriate chain of command must be established. The chain of command must strike a balance between the unique intelligence requirements of each organization and the need for collaboration and decisive leadership. The DOTMLPF-P element of organization is closely related to the personnel element. Fusion cells must be staffed with a sufficient number of personnel based on the size of the installation, and

the personnel must have the training and skills necessary to carry out their intelligence responsibilities.

Leadership

Military police leaders must understand CRIMINT capabilities so that they can lead CRIMINT efforts and use intelligence products in law enforcement operations. Leaders of CRIMINT fusion cells must be able to guide collection efforts and be knowledgeable enough to present analytical products to unit and installation leaders. CRIMINT-educated leaders understand that the benefits of CRIMINT will place the needed command emphasis on the CRIMINT topic. Even military police leaders who do not work in an intelligence-related position must be familiar with intelligence as it is a crucial aspect of law enforcement operations. Therefore thorough police intelligence training should be incorporated into required professional military education classes. Important topics to be addressed are intelligence collection requirements, analytical techniques, intelligence products, and the distinction between military and police intelligence. Once military police leaders receive the necessary training and gain experience with the improved police intelligence system, their expertise can be used to enhance training for future leaders.

Training

There is a significant overlap between the leadership and training elements since the leadership element addresses leader training within the branch. However, CRIMINT analysts, military police Soldiers, and CID agents must each receive the appropriate training.

“Military police and CID personnel must also develop an understanding of the legal guidelines that govern police intelligence collection.”

CRIMINT analysts must receive training on the analytical tools they will be using. But to develop effective training, the Military Police Corps must first standardize the analytical tools across the branch. Analysts must develop a high level of proficiency with all standardized analytical tools. In addition, they must receive training on the intelligence products that they will be expected to create and disseminate. The products needed will be mission- and situation-dependent; therefore, CRIMINT analysts must have the depth and breadth of knowledge necessary to respond to changing requirements. The combination of information from military police and CID intelligence collection efforts will result in an increase in the size and complexity of data sets to be interpreted; this will require a higher degree of analytical proficiency with large data sets. Finally, CRIMINT analysts should also receive introductory training on basic patrol and investigative procedures to gain perspective on their role in the police intelligence process.

Military police Soldiers and CID agents must also receive improved training on their roles and responsibilities in the intelligence process. However, they must first be trained on

intelligence collection procedures. The training may vary according to rank and position; but possible topics include source-handling procedures, interview and interrogation skills, and intelligence-reporting procedures. Military police and CID personnel must also develop an understanding of the legal guidelines that govern police intelligence collection. The nature of the intelligence that is collected and reported will largely dictate the quality of the analysis conducted by fusion cell members. Consequently, the thorough education of Soldiers is a priority.

Several current training courses guide the development of future training for CRIMINT analysts, military police Soldiers, and CID agents. For example, CRIMINT analysts from the 3d Military Police Group (CID), Hunter Army Airfield, Georgia, attend a four-phase training program provided by the Alpha Group, an internationally recognized consortium of criminal justice experts that has been endorsed by the Command Intelligence Operations Center, CID.⁴ The training, which culminates in the eligibility to receive a certificate in crime and intelligence analysis issued by the California Department of Justice and California State University, consists of⁵—

- Phase I, Crime Analysis.
- Phase II, Intelligence Analysis.
- Phase III, Research Methods.
- Phase IV, Investigative Analysis.

The topics covered in this training may be used as a guide to develop branch-wide training for CRIMINT analysts. Likewise, the Southern Police Institute, Department of Justice Administration, College of Arts and Sciences, University of Louisville, Louisville, Kentucky, offers an Intelligence Preparation of the Beat course, which provides introductory intelligence training for patrol officers.⁶ Topics covered in this training include the—

- Role and function of the law enforcement officer in CRIMINT development.
- Use of the Myers-Briggs Type Indicator as a tool to communicate with and influence sources.
- Identification of potential sources of information.
- Development of trust and rapport with sources and the detection of deception.
- Development of engagement plans with sources.
- Legal status of sources and privacy rights.
- Principles and methodologies of targeting.
- Human intelligence tools such as link analysis charts, time and pattern wheel analysis, association matrices, and crime maps.

Similar training could be used to improve the intelligence collection capabilities of military police Soldiers and CID agents.

Standardized Information Sharing

Military police doctrine emphasizes the importance of intelligence information sharing. Army Tactics, Techniques, and Procedures (ATTP) 3-39.20, *Police Intelligence* (continued on page 32)

Guardians Prepare to Battle Hybrid Threats of the Future



By First Lieutenant Markus W. Fischbach

In *Military Police Corps 2020: Strategic Narrative*, Lieutenant Colonel Bob Cosgrove outlines the role of the Military Police Corps in the Army over the next decade, stating, “The Military Police Corps’ primary roles in 2020 will be to protect the force, support mobility, and promote the rule of law in order to enable the Army to conduct decisive action across the range of military operations in an ever increasingly complex and unpredictable environment.”¹ The Army is developing new strategies to deter and defeat various threats while simultaneously facing “growing fiscal constraints that will impact its ability to modernize itself while our future adversaries close the technological gap with our military.”² Many military police units—including the 97th Military Police Battalion (Guardians), 89th Military Police Brigade, Fort Riley, Kansas—are preparing for the future battlefield by enhancing their standoff capabilities with the M1117 Armored Security Vehicle (ASV).

The often overlooked ASV, which is the perfect vehicle with which to confront the hybrid threats expected to be faced on future battlefields, has been a part of the Military Police Corps stock since 1999. It plays a pivotal role in military police support to wide area security and maneuver and mobility support operations on linear and nonlinear battlefields. The main armaments of the M1117 ASV, which was first fielded by the 709th Military Police Battalion in Kosovo in the late 1990s and has since been employed in Iraq and Afghanistan, include the 40-millimeter MK-19 grenade launcher and the .50-caliber M-48 machine gun. In addition, the M1117 has a secondary armament system that consists of the M240H medium machine gun and its defensive aspects are on par with its offensive capabilities. It was designed to withstand small arms fire, mines, rockets, and improvised explosive devices by incorporating a V-shaped hull and the Modular Expandable Armor System. In addition, the M1117 ASV contains a gas/particulate air filtration system to protect its crew from chemical and biological attacks.

The Guardians realized that they were not fully utilizing the ASV. Because many military police are unfamiliar with the capabilities and operation of the ASV, the Guardians developed an ASV training program that focuses on the shoot, move, and communicate aspects of ASV operation.

The 287th Military Police Company, 97th Military Police Battalion, conducted a week-long ASV gunnery training exercise at the Douthitt Gunnery Complex, Fort Riley. Because there was no Military Police Corps-approved gunnery program for the ASV weapons platform, the 97th Military Police Battalion developed and fielded a program that focused on ASV weapon systems marksmanship



An M1117 ASV

and maneuver exercises for a military police squad facing conventional and unconventional forces. The training exercise consisted of crew qualifications on the MK-19 and M-48 against stationary and mobile targets. The exercise culminated in a squad-size maneuver exercise involving the standard platform configuration for a squad within the 287th Military Police Company (consisting of two ASVs, an open-turret M1151 enhanced armament carrier, and an M1151 equipped with the Common Remotely Operated Weapon Station). The Soldiers of the 287th practiced movement formations, movements to contact, and support by fire by engaging targets representing military vehicles and troops in the open. A platoon leader explained, "Today's military is stuck in the mind-set of combat against irregular forces that we saw in Iraq and Afghanistan in the past decade. We have to get back to training for engagements against conventional forces in a linear fight as well as the hybrid threats of the future."

Within a matter of weeks, Soldiers of the 287th Military Police Company had become much more proficient at maneuvering and engaging the ASV within a squad formation. The overwhelming firepower and lethality of a single military police squad appropriately employing its ASVs increase the squad's standoff capabilities against Level I and II threats when supporting maneuver units during force protection missions.

The conclusion of *Military Police Corps 2020: Strategic Narrative* states that the "Military Police Corps of 2020 is equipped with technologically advanced materiel capabilities required to dominate future adversaries. The Regiment possesses unprecedented mission command, mobility, protection, and lethality to detect, deter, and defeat highly capable adversaries employing hybrid strategies in future environments . . ."³ Once military police units are proficient at employing and engaging the ASV, they will be one milestone closer to becoming one of the most dominating and lethal tools in the Army, capable of supporting maneuver forces in linear and nonlinear conflicts. With the incorporation of ASV training against hybrid threats, the 97th Military Police Battalion is striving to fulfill the regimental vision of becoming a vital unified land operations asset to Joint Force 2020. 

Endnotes:

¹Bob Cosgrove, *Military Police Corps 2020: Strategic Narrative* (predecisional draft), Maneuver Support Center of Excellence, Fort Leonard Wood, Missouri.

²Ibid.

³Ibid.

First Lieutenant Fischbach is the executive officer of the 287th Military Police Company. He holds a bachelor's degree in criminal justice with a minor in psychology from Seton Hall University, South Orange, New Jersey.

("CRIMINT," continued from page 30)

Operations, states that "Information sharing among all elements operating in the AO is a critical factor in a successful police intelligence analysis and the production of relevant and timely police intelligence products."⁷ However, information sharing among various installations is presently inconsistent. A standard for CRIMINT must be developed based on doctrine and best practices gathered from the military and civilian sectors, and that standard must be mandated at all installations. The DOTMLPF-P framework serves as a means of analyzing what is needed to instate a police intelligence fusion cell program across the Army.

Conclusion

There are several benefits to taking action to improve the Army CRIMINT program. First, timely CRIMINT analysis will assist installations in addressing criminal threats and improving the safety and quality of life of Soldiers and their Families. Second, improvements in the ability of Soldiers and agents to collect intelligence in the law enforcement environment will lead to improvements in their ability to conduct police intelligence operations in a wartime environment. Finally, the enhanced understanding of the operating environment that is provided by thorough CRIMINT analysis will equip leaders with the knowledge needed to tailor military police presence to the specific operating environment. This article discusses only three of the DOTMLPF-P elements with regard to improving CRIMINT program development. The next step is to conduct a thorough analysis of all DOTMLPF-P elements. 

Endnotes:

¹ATTP 3-39.20, *Police Intelligence Operations*, 29 July 2010, p. 1-4.

²Ibid, p. 4-2.

³"DOTMLPF-P Analysis," *ACQuipedia*, <<https://dap.dau.mil/acquipedia/Pages/ArticleDetails.aspx?aid=d11b6afa-a16e-43cc-b3bb-ff8c9eb3e6f2>>, accessed on 17 December 2014.

⁴"About the Alpha Group," *The Alpha Group Center for Crime & Intelligence Analysis Training*, <<http://www.alphagroupcenter.com/About/>>, accessed on 17 December 2014.

⁵"Criminal Intelligence Program White Paper," 3d Military Police Group, 28 February 2013.

⁶"Intelligence Preparation of the Beat," *Southern Police Institute, University of Louisville*, <<http://louisville.edu/spi/courses/ce-courses/intelligenceprep>>, accessed on 17 December 2014.

⁷ATTP 3-39.20, p. 2-1.

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Project Warrior Officers Have Arrived

By Captain Darrell C. Jones

In May 2013, General Raymond Odierno, U.S. Army Chief of Staff, announced that he was restarting Project Warrior—a program in which captains serve 2 years as observers-coaches-trainers at combat training centers (CTCs) and then 2 years as small-group leaders at U.S. Army Training and Doctrine Command centers of excellence, where they contribute insight gained while conducting complex operations at the CTCs.

By December 2013, behind-the-scenes work was underway to bridge the gap between the CTCs and the centers of excellence. Engineer; chemical, biological, radiological, and nuclear (CBRN); and military police officers traveled from the Joint Readiness Training Center, Fort Polk, Louisiana, and the National Training Center, Fort Irwin, California, to meet with senior leaders at the Maneuver Support Center of Excellence (MSCoE), Fort Leonard Wood, Missouri. Discussions were centered on trends that had been observed at the CTCs and on means that schools could potentially use to combat negative trends before leaders reached their assigned units. Senior leaders from MSCoE had the opportunity to engage observers-coaches-trainers and to determine which areas of study required more classroom instruction time. Other topics of discussion included the hybrid threat and ways in which military police officers can affect operations to help reinforce a particular warfighting function. At the conclusion of the visit, the participants agreed that this form of round table discussion should be continued in the future.

Shortly after the engineer, CBRN, and military police officers visited Fort Leonard Wood, U.S. Army Military Police School (USAMPS) leaders traveled from MSCoE to the Joint Readiness Training Center to participate in a ride-along program. Small-group leaders and cadre observed common mistakes made by junior leaders at the CTC. The observations were taken back to USAMPS and shared among cadre. In the end, small-group leaders refined instructional focus areas to help improve leader development.

During the summer of 2014, several talented engineer, CBRN, and military police officers who had served as observers-coaches-trainers at the Joint Readiness Training

Center were assigned to MSCoE, where they comprised a diverse blend of professional, small-group leaders for the Basic Officer Leader's Course and the Captain's Career Course.

Junior officers attending the Basic Officer Leader's Course and the Military Police Captain's Career Course now have the opportunity to converse with Project Warrior officers about how their decisions could potentially affect the battalion or brigade mission. In addition, as junior officers prepare themselves for offensive, defensive, and stability operations against the multifaceted threat array included in

decisive-action training, other topics of discussion with Project Warrior officers might include interdependence and interoperability.

Project Warrior officers maintain reachback connections with their respective CTCs, which allow them to

serve as liaisons for the centers of excellence to which they are assigned. Furthermore, Project Warrior officers, who have worked together in one fashion or another for the previous couple of years, serve as a bridge for collaboration between branches. As outreach efforts, CTC ride-along programs, and Project Warrior expand, you can expect to see more agile, adaptive leaders arriving at your units.

Are you interested in participating in Project Warrior? To become a qualified applicant, you need—

- An endorsement from your battalion or brigade commander.
- A professional development timeline that allows for 2 years as an observer-coach-trainer and a 2-year, follow-on assignment at a center of excellence.
- An assessment screening by branch/career managers with the U.S. Army Human Resources Command.



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Military Police and DATE Rotations at JRTC

By Captain Clinton G. Davis

Brigade combat teams (BCTs) from throughout the Army continue to train at the Joint Readiness Training Center (JRTC), Fort Polk, Louisiana, to fight and win the Nation's wars. Military police companies play a large role in the revamped training scenarios now taking place at JRTC. Therefore, it is imperative that brigade provost marshals and military police company leaders understand how decisive-action training environment (DATE) rotations are conducted and that they understand their roles and responsibilities from preparation to execution.

With recent changes, the military police platoon is no longer a part of the organic composition of a BCT. This has led to the deployment and attachment of military police companies to BCTs in support of worldwide contingency operations. A similar relationship now exists for deployment to combat training centers such as JRTC.

DATE Rotation

The DATE scenario replicates a very diverse and complicated hybrid threat operating environment in which to train units to conduct decisive-action operations. The training objectives of rotational training units are used to further develop the rotation scenarios and create realistic, relevant, and rigorous training experiences that assist the rotational training units and ensure the greatest training benefits possible.

Military police support to a BCT is a key factor in the success of the DATE rotation mission. Several events that take place during DATE rotations involve military police specialty operations that directly affect mission accomplishment. From elements of noncombatant evacuation operations to numerous security-specific missions and detainee operations, a JRTC DATE rotation is generally a training event with a very high operational tempo that leads to great benefits for individual Soldiers and military police companies.

Brigade Provost Marshal

The proper use of military police capabilities in a BCT starts with the knowledge and adequate communication of military police and Army doctrine. To ensure proper support for the BCT and the attached military police company, the brigade provost marshal must be familiar with current military police doctrine and its support to warfighting functions and decisive actions. The provost marshal must also know the strengths and weaknesses of the military police company. Direct knowledge about the company (including manning and equipment) through a proper staffing estimate is vital to properly shaping the BCT plan and ensuring the proper use of military police assets in support of the brigade mission during the rotation.



Soldiers from the 585th Military Police Company enter a village and immediately take on small arms fire and rocket-propelled grenades during a JRTC rotation.

Military Police Company

A military police company must prepare for a rotation at many different levels and in many different ways. Careful mission analysis, which is vital to a successful deployment,



An officer from the 21st Military Police Company conducts an operation order briefing before the evacuation control center mission during a JRTC rotation.

begins with a thorough understanding of the situation and the planning considerations discussed in Chapter 5, Field Manual (FM) 3-39, *Military Police Operations*. Many areas must be addressed before beginning a rotation—from proper integration and collaborative planning with the assigned BCT to in-depth mission analysis, deployment planning, the development of unit training plans, and the execution of the mission. All of these areas are important in ensuring mission success of the unit and the BCT during JRTC operations.

Because military police companies are not organic to the BCT, it is imperative that—as soon as a specific company is identified for a rotation—the company immediately contact the provost marshal's office (PMO) or the brigade operations section (S-3) of the BCT to which it is to be attached. Linking with the BCT for planning and training events (including 90- and 180-day, long-term planning events) as early as possible helps ensure that the military police company becomes a properly used member of the BCT. Company commanders should develop briefings that cover general military police capabilities and then focus on the strengths of the specific company, explaining how the company can best support warfighting functions and decisive actions. The capabilities briefings contribute to the integration of the company into the BCT because they provide planners with information that may be helpful during upcoming operations.

Modified tables of organization and equipment for military police companies are designed for the companies to be independently deployable and temporarily self-sustainable. Improper mission analysis could result in the deployment of incorrect equipment—which, in turn, could cause the loss

of unique military police company capabilities. Therefore, it is important that JRTC requirements are analyzed, the proper equipment is deployed, and proper support relationships and sustainment plans are established with the BCT or higher battalion element.

Mission command and communications systems are priorities when planning for operations at JRTC. Military police are frequently spread across the battlefield, and mission command consistently poses a key hindrance to mission success. All communications equipment must be employed and tested in various situations during previous training events so that the unit understands the limitations of the equipment before deployment. If at all possible, interoperability with BCT systems should also be tested before deployment. Specific systems that are fielded together often do not work together or must be modified in order to ensure that products and communications can be shared.

The military police company must view a JRTC rotation as a legitimate, real-world deployment to a combat zone, and training should be planned and executed accordingly. Ideally, the unit should complete individual training through a platoon certification exercise in advance of the JRTC rotation. The training, which should be conducted based on current doctrine, should be used to develop and test a unit level tactical standard operating procedure. However, due to various challenges specific to military police companies (law enforcement commitments and other taskings), this is rarely an option for most companies. To ensure that units remain tactically sound, leaders at all levels must find ways to train Soldiers when the opportunities arise.



Soldiers from the 21st Military Police Company search American citizens before evacuations from “Atropia” during a JRTC rotation.

A company level deployment to JRTC poses many difficulties. But with proper planning and preparation, many of the challenges are easy to overcome. Military police leaders must ensure proper preparation before deployment to JRTC so that the military police company continues to remain a relevant force of choice for the Army in the future.

Military Police Battalion and Brigade Support

Guidance and assistance from higher-level elements can help ensure the success of a military police company tasked with a JRTC rotation. The organic military police battalion and brigade can help subordinate companies with the proper assignment of guest observers-coaches-trainers (OCTs); training management; BCT linkup assistance; and senior-level visits to JRTC.

Due to manning limitations at the JRTC, military police battalions and brigades are generally tasked with sending organic OCTs to assist in the execution of the rotation and to help develop the unit at all levels. It is imperative that the right leader be selected to take on the role of the OCT as the quality of the OCT directly correlates to the quality of training and the improvement made by the unit.

Time must be planned for the company to conduct collective-training exercises. If possible, the company should be “certified” for deployment through a battalion-led and -executed training exercise. Great care should be taken to ensure that the right skills and tasks are trained and certified based on proper mission analysis and coordination with the BCT.

Because early and efficient communication and synchronization with the BCT lead to proper training management and more efficient preparation, battalions and brigades should assist companies with linkups to the BCTs. This

helps to ensure that the company is being properly used and is training toward the correct end state. Training plans and exercises should be linked with the BCT intent and guidance as soon as possible to ensure that the company is trained to complete specific missions as directed by the BCT commander.

The assistance provided by higher-level elements is vital to the success of the company. There is no substitute for the help that organic battalions and brigades can provide.

Cooperation at all levels consistently leads to success at JRTC.

JRTC Contact Information

For questions, information, training guidance, current trends, or additional support, contact military police OCTs at JRTC. OCTs have access to existing and draft doctrine; tactics, techniques, and procedures; numerous unit tactical standard operating procedures; and many other training aids that can help units properly prepare to get the most benefit from the unit rotation. JRTC points of contact are as follows:

Military Police Company OCT:

Captain Clinton Davis

E-mail: <clinton.g.davis2.mil@mail.mil>

Blackberry: (337) 208-3150

Military Police BCT PMO OCT:

Captain Stephen Caraluzzi

E-mail: <stephen.j.caraluzzi.mil@mail.mil>

Blackberry: (337) 208-3163



Reference:

FM 3-39, *Military Police Operations*, 26 August 2013.

Captain Davis is the senior military police company OCT at JRTC. He holds a bachelor’s degree in education from Southwest Baptist University, Bolivar, Missouri, and a master’s degree in education from Missouri State University.

CROSSING THE GAP:

A UNIQUE PERSPECTIVE ON TRAINING MILITARY POLICE FOR UNIFIED LAND OPERATIONS

By Captain Charles A. Dib

The Mission

In late April 2014, the concept for a professional development session for leaders evolved into a plan to conduct a combined arms gap-crossing exercise at Fort Leonard Wood, Missouri. The effort was spearheaded by the 5th Engineer Battalion, but was supported by all branches and echelons within the 4th Maneuver Enhancement Brigade, including the 92d Military Police Battalion. The primary responsibility for providing military police support to the gap-crossing exercise was assigned to the 988th Military Police Company (Combat Support). The 988th had already been preparing for an August platoon certification exercise, which was to serve as the culminating event for its green training cycle.¹ The platoon leaders were notified that the certification exercise would now include providing support for a gap crossing and that they should adjust their training plans accordingly.

“Military police units play a vital role by assisting the commander in controlling traffic at the gap-crossing site and vicinity to allow units to enter and cross the gap as quickly and efficiently as possible.”

The 988th now faced a dilemma. On one hand, it needed to be ready to conduct the specific and very detailed mission of providing military police support to a wet gap crossing. On the other hand, it needed to ensure that platoons were ready to become certified on the full spectrum of military police tasks supporting unified land operations. With the support of the 92d Military Police Battalion staff, company leaders developed a plan to address this apparent dichotomy of interests. Most key collective tasks required for military police to support unified land operations are encompassed within the single mission of providing support for a gap crossing. Therefore, rather than training for a gap-crossing mission *and* a platoon certification, the company would prepare for certification by training to support the gap crossing.

Training Plans

As the company command team and the operations section planned the next 3 months of training, they focused on an end state that included completing a wet gap crossing and receiving the battalion commander’s certification of the unit’s three military police line platoons. According to Field Manual (FM) 3-39, *Military Police Operations*, “Military

police units play a vital role by assisting the commander in controlling traffic at the gap-crossing site and vicinity to allow units to enter and cross the gap as quickly and efficiently as possible.”² At first glance, this appears to be a simple mission; however, it becomes increasingly complex when the gap crossing is analyzed in the context of a decisive operation in enemy territory.

Exercise Preparations

Military police doctrine currently includes three primary disciplines:³

- Security and mobility support.
- Detention operations.
- Police operations.

As a combat support military police company, the 988th needed the ability to execute key tasks from the full spectrum of military police operations in any contingency environment. The goals of the gap-crossing mission coincided perfectly with those of the assigned mission.

The location of the gap-crossing exercise was not the familiar and comfortable environment of stability operations in a developed area; rather, the gap crossing was conducted in support of a decisive operation against an established enemy force in an expeditionary environment. There was no forward operating base, the roads had not been reconnoitered or cleared, and the citizens of the occupied nation were not yet familiar with coalition convoys operating in their neighborhoods.

From the military police perspective, the mission was not to simply sit at an intersection and direct traffic. To be prepared for any contingency, Soldiers needed to be trained in each of the three primary military police disciplines. This requirement shaped the focus of the 3-month period beginning with the initial receipt of the mission and culminating in the events of 18–20 August 2014, when the 988th Military Police Company executed its mission to support a wet gap crossing and certify its platoons in support of unified land operations.

As the 988th Military Police Company began to execute its training plan, the transition to an expeditionary mind-set proved to be the first challenge. Company leaders identified several weaknesses that needed to be addressed immediately. Chief among them were the unit’s dependency on hard site training areas and its forward operating base mentality.



A military police armored security vehicle crosses the wet gap.

For the unit to be truly expeditionary, it must shed its reliance on the ease and convenience provided by a forward operating base and begin living and operating with organic equipment only. The unit embarked on a back-to-the-basics strategy, which began with several weeks of training on the unit modified table of organization and equipment and essential individual tasks for leaders and Soldiers. Each platoon was required to establish its own command post (with the ability to track individual squads and missions) and to communicate with the company command post. Soldiers became proficient at setting up unit tents, radios, antennas, and camouflage netting. Leaders from the squad level and above honed their skills in writing and briefing operation orders and fragmentary orders, performing land navigation, and planning missions.

Task Selection

The next challenge faced by the leaders of the 988th Military Police Company was the selection of key collective tasks to support the wet gap crossing and prepare the unit for unified land operations on a broader scale. The combined arms training strategies unit task list for a military police company lists 112 collective tasks, each with supporting individual and collective tasks representing hundreds of potential training opportunities. Leaders narrowed the training focus by selecting tasks that supported the wet gap crossing and the three military police disciplines.

Security and mobility support is the most straightforward military police discipline related to gap-crossing operations. As part of their operational area security mission, military police at all levels train to secure critical sites

and convoys and to move toward, and react to, contact. Route reconnaissance and surveillance, traffic control posts, checkpoints, and route signing ensure that there are safe and secure routes for follow-on forces. In addition, the strategic use of staging areas, defiles, and holding areas enhances movement and maneuver by providing a smooth flow of traffic into and out of the objective area. Another key component of the security and mobility support discipline that is directly

related to gap-crossing operations is the handling of dislocated civilians on and around the objective.

In the context of a gap-crossing operation, the detention operations discipline is closely linked to mobility support. The rapid, precise, and humane processing of detainees from the point of capture forward enables the maneuver force commander to press the attack without dedicating forces for the purpose of guarding detainees. As the decisive operation advances across the objective, military police forces continue to enhance movement and maneuver by relieving the maneuver forces of detainees. During a training period, squads learned to establish hasty collection points for enemy prisoners of war and platoons learned to establish detainee holding areas.

The police operations discipline does not apply only to the garrison environment. The management and enforcement of traffic during a gap-crossing operation are in direct synchronization with the enhancement of movement and maneuver. After an initial reconnaissance of the routes, military police leaders must develop a solid traffic control plan that includes primary and alternate routes and dislocated-civilian routes. In addition, forensics and biometrics can be integrated into detention operations to further enhance the effective processing of detainees. Although the need for host nation police support depends on the specific circumstances of a mission, the requirement to train and work with host nation police is a constant possibility. Host nation police forces could be especially useful when integrated into a traffic control plan to handle dislocated civilians on and around the objective.

Preparation for Execution

From 16 to 18 July 2014, unit squad leaders demonstrated their ability to conduct route reconnaissance and surveillance, provide security, process detainees at the point of capture by setting up a hasty collection point for enemy prisoners of war, move to contact, and react to contact. The training made use of controlled lanes to focus on and assess specific tasks. From 22 to 25 July, the unit conducted a distributed company field training exercise that focused on platoon level missions. During this exercise, the unit used its organic equipment to conduct 24-hour operations in the field, testing the skills and systems that the squads and platoons had been developing. Platoon leaders established individual checkpoints and were tasked with missions that tested their ability to develop traffic control plans from route reconnaissance, establish a detainee holding area, coordinate traffic movement between multiple traffic control posts and holding areas, move to contact, and react to contact.

As the final plan for the gap crossing began to take shape, the leaders of the 988th Military Police Company were closely integrated into planning and preparing for the exercise. The integration began with company operations representatives and members of the 92d Military Police Battalion meeting with the 5th Engineer Battalion staff for military decisionmaking process sessions and in-progress reviews. As the task and purpose developed, leaders assigned the mission to 3d Platoon and supporting teams from 2d Platoon, constituting the equivalent of about four squads.

The platoon leader and platoon sergeant continued to attend planning sessions, rehearsal-of-concept (ROC) drills, operation order briefs, and separate and combined reconnaissance and rehearsals with the 5th Engineers. The week before execution, military police Soldiers assisting with the gap crossing conducted a full dress rehearsal and finalized their plans. Concurrently, company operations representatives and the executive officer locked in the last of the required resources, ensuring that all Class II and Class IV supplies were on hand. The unit borrowed vital training aids such as Multiple Integrated Laser Engagement System gear, the Biometric Automated Toolset System, and Hand-held Interagency Identity Detection Equipment (which are often assigned as theater-provided equipment to deployed military police units) from the training aids, devices, simulators, and simulations section and outside agencies. Platoon leaders ensured that final preparations—including the verification of packing lists and load plans, precombat checks, and equipment preventive maintenance checks and services—were completed.

Gap Crossing

The gap-crossing operation was executed at Training Area 250, Fort Leonard Wood, 18–20 August. On 18 August, the unit deployed to the field and established platoon and company command posts. On 19 August, 3d Platoon conducted a joint route reconnaissance with the engineers, established traffic control posts, and performed route signing of the main supply routes leading to the objective. Staging,

holding, and detainee holding areas were established in coordination with the 5th Engineers on 20 August.

Upon completion of the wet gap crossing on 20 August, the military police began to route traffic onto the bridge. Following the first group of Bradley fighting vehicles across the wet gap, military police assumed far side security, allowing maneuver forces to continue toward their primary objective. They also established a hasty collection point for enemy prisoners of war on the far side of the gap in support of the advancement of maneuver forces. Several opposing forces took part in the exercise, allowing the military police to capture, process, and route detainees from the point of capture to the detainee holding area.

The last-minute addition of more than 20 vehicles to the convoy that was slated to cross the bridge enhanced the training value of the operation for the military police Soldiers involved. The increased traffic more thoroughly tested the ability of the unit to manage and control traffic. It also allowed the unit to identify several lessons learned regarding the placement of traffic control posts and holding areas, which needed to be adjusted to handle the increased number of vehicles. More than 30 vehicles were routed through the objective, crossing dry and wet gaps without congestion.

Lessons Learned

The primary benefit of this exercise was the exceptional learning environment that was provided to the leaders of the 988th Military Police Company. The level of research, planning, and coordination involved in executing such a complex operation added a dimension to the unit green training cycle that would not have otherwise been present. The chance to operate in a combined arms setting with organizations at higher echelons and within other branches provided leaders with valuable insight and experience. In addition to the gap-crossing operation, the unit executed additional missions in other scenarios to complete its certification. Ultimately, the strategy of training for unified land operations by focusing on supporting a wet gap crossing worked well. The training of key tasks with an expeditionary mind-set allowed the unit to successfully execute the gap crossing and its platoon certification exercise.



Endnotes:

¹Green training focuses primarily on Soldiers and leaders. All administrative and other activities are minimized so that Soldiers can fully participate in the training. Green training always supports the objective of the mission-essential task list.

²FM 3-39, *Military Police Operations*, 26 August 2013.

³Ibid.

Captain Dib is the commander, 988th Military Police Company. He holds a bachelor's degree from North Greenville University, Tigerville, South Carolina, and a master's degree from Webster University.

18th Military Police Sends Representatives to UNMILPOC

By First Lieutenant Sara K. Sbarbaro

The Nordic Defense Cooperation biannually conducts a 3-week United Nations Military Police Course (UNMILPOC) in Aalborg, Denmark. This past fall, the 18th Military Police Brigade sent two junior officers and two noncommissioned officers (NCOs) to the course, which consisted of 34 students from 17 different nations.

The objective of UNMILPOC is to teach officers and NCOs from many different nations how to learn, operate and, eventually, instruct in a multinational military police environment. Like the U.S. Army Military Police School (USAMPS), UNMILPOC incorporates the military police functional areas. However, unlike many U.S. military schools, UNMILPOC does not focus on improving upon specific military tactics; rather, it focuses on attaining a baseline understanding of operational environments and solutions for international problems. There are four main areas of UNMILPOC focus:

- Officer administration.
- Officer operations.
- NCO administration.
- NCO operations.

These focus areas are intended to present students with a common platform for military police operations within a multinational military police unit in a United Nations, North Atlantic Treaty Organization, or coalition operational area.

The first week of the fall 2014 course began with English classes in the mornings. These classes offered U.S. Soldiers the unique opportunity to serve as assistant English instructors—especially in the areas of land navigation and vehicle maintenance military terms. The English classes were followed by operations classes, which focused on decisionmaking, presentation, and communication. Officers were grouped into teams of three; the teams created operation orders for military police missions, such as personal security detachment and area security operations. NCOs were grouped into teams of five; those teams planned and sometimes executed squad level missions. Representatives from each country had their own ideas about which

particular section was most essential, and each country had its own standard for writing operation orders. Additionally, team members possessed varied skill and language levels, which led to some confusion but, eventually, to some unique products. In general, U.S. Soldiers were considerably more detail-oriented and tactically aggressive than others, whereas Nordic countries tended to use a significant number of local police for operational support.

The second week of the course focused on United Nations-themed basic police skills, administration, and military police reports. A hands-on approach toward riot control and professional law enforcement was used during this portion of the course. Riot control training started by exposing students (with and without the protection of masks) to tear gas and eventually progressed to setting them afire with Molotov cocktails. Additional training consisted of teams of two extinguishing a dummy that had been set afire, rescuing a gas canister from a burning building, and deescalating demonstrations. Most of the Finnish soldiers were specifically trained in riot control and were, therefore, a great asset for this portion of the course. They provided instruction in the chaotic and confusing environment, thereby demonstrating the value and strength that is possible with a United Nations mission. For professional law enforcement training, officers and NCOs were grouped into teams of five and the groups responded to traffic accidents, house robberies, and host nation complaints. These exercises allowed the students to learn a common standard and gain a basic understanding of the international operational environment.

The final week of the course included a culminating event—the 3-day Blue Beret Exercise—in which class members worked together to execute an initial deployment to a host nation and begin conducting United Nations military police missions. The students quickly established a military police company headquarters and two provost marshal offices. Patrols immediately began responding to traffic accidents, claims violations, and host nation police brutality reports. Meanwhile, the company headquarters was being flooded with operation orders for protection details, luggage checks, and key leader meetings. The exercise scenario included a

notional chain of command, with the military police brigade led by a Sudanese lieutenant colonel, a battalion led by a Ukrainian major, and an operational staff from five different countries. The brigade and battalion leaders spoke minimal English, making it very difficult to communicate with the higher command. Challenges stemming from the diversity were particularly noticeable during the first briefing to the brigade commander as his customs differed incredibly from those of the host nation and the military police company. The Blue Beret Exercise concluded with two key leader engagements, a riot, and public affairs interactions with local police. These scenarios were extremely complicated, and the ability of the multilanguage class to operate based on the principal understanding of military police functions was impressive. The results of the course after action



Soldiers participate in UNMILPOC riot control training.

review indicated that participants recognized the value of participation from native English speakers, soldiers with prior combat deployment experience, and soldiers who knew and understood doctrine. It was also agreed that the wide variety of countries that participated strengthened the class.

Because of the representation from a variety of countries, UNMILPOC students realized the importance of understanding cultural differences and differences among countries in planning and conducting operations. The most significant observation was that, despite minor differences between the militaries, it was possible to successfully conduct professional law enforcement operations in a multinational environment. This was because the nations involved had a common basic understanding of military police functions. U.S. Soldiers learned the value of training in a multinational environment and saw how cooperation can impact the result of a vital operation. The experience gained through course attendance was an asset to individual Soldiers and to the units to which they returned.



First Lieutenant Sbarbaro is the platoon leader, 1st Platoon, 615th Military Police Company, 709th Military Police Battalion, 18th Military Police Brigade, Grafenwoehr, Germany. She holds a bachelor's degree in computer science from the U.S. Military Academy-West Point, New York.



Soldiers respond to being set afire during UNMILPOC riot control training.

Friends and Competitors

By Master Sergeant James E. Gaereminck II

On 23 July 2014, 12 of the best Soldiers and noncommissioned officers from the 91st Military Police Battalion (Guardians), 16th Military Police Brigade, Fort Drum, New York, shared physical pains, camaraderie, and esprit de corps as they competed with two Canadian soldiers from the 2 Military Police Regiment, Canadian Forces Base Petawawa, Ontario, Canada.

Canadian soldiers Sergeant Daniel Hansen and Corporal Christopher McConnell made the 6-hour drive from Ontario to Fort Drum and quickly integrated with the Guardians, forming a partnership between units and a friendship with their brothers in arms.



Soldiers from Canada and the United States compete on the M4 rifle range.

The morning began with the soldiers competing in the “Feat of Strength”—a type of Army physical fitness test with added events such as a rope climb and a 120-pound sled drag. Although the events were very demanding, the soldiers completed them with motivation and determination.

Next, the soldiers were transported to the Fort Drum Air Assault Obstacle Course where they tackled more than 15 obstacles. The soldiers found the course to be challenging, but they also realized that it was a great tool to help them overcome their physical fears.

Tired but undaunted, the soldiers loaded into a light medium tactical vehicle and headed to the M4 rifle qualification range to finish the competition. Each of the soldiers received an M4 rifle that was set at mechanical zero and

just six rounds of ammunition for zeroing to the shooter. The Canadian soldiers operated under the same standards as their U.S. Army counterparts.

The day culminated with an awards dinner. The 91st Military Police Battalion command team of Lieutenant Colonel Michelle Goyette and Command Sergeant Major Russell Erickson presented Army Achievement Medals to Sergeant John Kindrick of the 23d Military Police Company and Specialist Grafton Spinks of the Headquarters and Headquarters Detachment. Sergeant Hansen and Corporal McConnell were also recognized and were awarded the Army Sharpshooter Badge for qualifying with the M4 rifle. These

two outstanding Canadian military police hit 31 of 40 targets on their first attempt at qualification with rifles they had never before fired. This is a testament to their organic unit training and to the mentorship provided by the range cadre of the 23d Military Police Company.

Although the Canadians were not competing to move forward to the 16th Military Police Brigade competition, they provided an extra element to the Guardian competition and they helped create a relationship between the 2 Military Police Regiment and the 91st Military Police Battalion that will continue into the future. In the spirit of friendship, Sergeant Hansen and Corporal McConnell were invited

to attend the 91st Military Police Battalion Ball in October 2014.

Although, in the end, the 91st Military Police Battalion selected two competitors to move forward and compete in the 16th Military Police Brigade Soldier and noncommissioned officer of the quarter competition, the biggest reward for our unit was gaining a new partnership with our military police neighbors to the North!



Master Sergeant Gaereminck is an operations sergeant with the 91st Military Police Battalion. He holds an associate's degree in general education from Pierce College, Pierce County, Washington, and is working toward a bachelor's degree in criminal justice from the American Military University.

The Griffin Police Force: An Organization of Problem Solvers

By Major Early Howard Jr.

The Fort Hood Directorate of Emergency Services and leaders of the 89th Military Police Brigade (Griffins) recognized the need to change policing strategies at Fort Hood, Texas. Junior military police leaders had gained abundant combat skills through multiple deployments to Iraq and Afghanistan, but they had little garrison policing experience. Griffin leaders needed to find a policing model that could replicate conditions similar to combat, but could easily be applied to the garrison mission. They recognized that a shift from reactive to preventive policing was required in order to solve complex crime problems. The Fort Hood Police Department made cutting edge changes in military policing by adopting a professional policing model, conducting police performance management, shifting to the use of criminal intelligence (CRIMINT), and assigning company sectors to solve garrison policing problems.

Professional Policing Model

A professional policing model helped provide a philosophy and strategy to prevent crime on Fort Hood. Installation leaders elected to transition from a community policing model to a problem-oriented policing model. Problem-oriented policing models address how police should perceive their function and approach their work, and they offer specific mechanisms for doing so. Problem-oriented policing requires a commitment to implementing the new strategy, rigorously evaluating its effectiveness and, subsequently, reporting the results in ways that will benefit other police agencies. This method of policing focuses on statistical concentrations—places, times, offenders, and victims.¹ Problem-oriented policing helped to significantly reduce crimes committed on the installation.

Police Performance Management

Conducting police performance management helped to improve police performance by setting standards focused on outcomes. Effectiveness was not only measured by the number of patrols or case closures, but also by reductions in crime, disorder, and fear levels on and off the installation. The Fort Hood Police Department established four goals for police performance:

- **Goal 1.** Prevent, reduce, and control crime.
- **Goal 2.** Prevent, reduce, and control disorder.
- **Goal 3.** Prevent, reduce, and control the fear of crime.

- **Goal 4.** Improve the effectiveness, efficiency, and fairness of police operations.

Measures of effectiveness were used to evaluate police patrol performance at the tactical level. Each of the measures can be statically tracked and compared using a statistical comparison process introduced by the New York City Police Department in 1994. The process, which has supported a paradigm shift in modern policing, allows statistics to drive police messages, responses, and allocations. The implementation of police performance management initiatives helped hold police managers (company commanders) accountable for their measured performance.²

CRIMINT

The area of police intelligence operations has always been a military police battlefield function that supports the operations process and protection activities by providing exceptional police information and intelligence to enhance situational understanding, the protection of the force, and homeland security.³ Police intelligence operations integrate and support military police and Army operations in combat environments, but they do not provide enough focus for the garrison environment. Griffin leaders realized that a shift to the use of CRIMINT was necessary to professionalize the force in garrison policing.

CRIMINT, which has been successfully used by national and international policing agencies for more than 20 years, is the result of the collection, analysis, and interpretation of all available information concerning known and potential criminal threats and vulnerabilities of supported organizations.⁴ Shifting from police intelligence operations to the use of CRIMINT signaled Fort Hood senior leaders that military police are professionals in analyzing crime using industry standards. The focus on crime analysis helped develop patterns, seasonal trends, and actionable intelligence in support of the garrison policing mission. The crime analysis framework was structured along two levels of planning:

- **Tactical.** Tactical-level planning emphasized options and flexibility. Companies developed CRIMINT cells to collect and analyze information from their sectors. The function of the CRIMINT cells in garrison policing was similar to that of company intelligence support teams during deployment.

Police Management Capability: How It Works

Unit Level Problem Approach Model: SARA

Scanning: *Identify crime problems and sources of public discontent.*

C–Community: Public must experience harmful events.

H–Harmful: People or institutions must suffer harm.

E–Expectation: Police are expected to address the causes of the harm.

E–Events: Police must be able to describe the event that makes up the problem.

R–Recurring: These events must recur.

S–Similarity: Recurring events must have something in common.

Analysis: *Understand conditions that cause problems to occur.*

Crime analysis is the systematic collection of information that describes crime trends and patterns.



Response: *Develop and implement solutions.*

- Increase the effort of crime.
- Increase the risks of crime.
- Reduce the rewards of crime.
- Remove excuses for crime.
- Find the owner of the problem.

Assessment: *Determine the impact.*

- Was the plan implemented?
- Are we making progress toward the goal(s)?
- How do you know?

The SARA Model

- **Operational.** Operational-level planning linked tactics and strategy. The intelligence section of the police division conducted crime analysis in support of commanders who were planning crime reduction activities. Monthly meetings that were held to compare statistics supported more detailed crime analysis to focus policing efforts. Desired outputs included patrol distribution plans, patrol scripts, and strategic communication messages.

The Scan, Analysis, Response, and Assessment (SARA) Model was applied to assist with problem solving at each level. The purpose of the model is to help “ensure that the necessary steps are undertaken in proper sequence—for example, that solutions are not adopted before an analysis of the problem has been undertaken.”⁵

Company Sectors

Griffin leaders realized that, after more than 10 years of war, some junior leaders were unfamiliar with garrison policing. Consequently, they implemented a sector concept, which replicated the way in which military police were arrayed in theater. The assignment of company sectors helped establish ownership and reinforce accountability to the commander. Because the military police on patrol were familiar

with their sectors, they were better equipped to recognize crimes within those sectors. The sector concept also helped establish better relationships between military police and the citizens and improved citizen participation in town hall meetings.

Conclusion

The Fort Hood Police Department made cutting edge changes in military policing by adopting a professional policing model, conducting police performance management, shifting to the use of CRIMINT, and assigning company sectors to solve garrison policing problems. The guidance and direction of the leadership helped support putting the “P” back in “MP,” according to *Military Police Strategy 2020*.⁶

Endnotes:

¹Michael S. Scott and Stuart Kirby, “Implementing POP: Leading, Structuring, and Managing a Problem-Oriented Police Agency,” Center for Problem-Oriented Policing, September 2012, <http://www.popcenter.org/library/reading/pdfs/0512154721_Implementing_POP_FIN_092019.pdf>, accessed on 6 January 2016.

²Jon M. Shane, “Performance Management in Police Agencies: A Conceptual Framework,” *Policing: an International* (continued on page 53)



Headquarters and Headquarters Company

16th Military Police Brigade

(One of a Kind)



Lineage and Honors

Constituted 23 March 1966 in the Regular Army as Headquarters and Headquarters Detachment, 16th Military Police Group.

Activated 20 May 1966 at Fort George G. Meade, Maryland.

Reorganized and redesignated 16 July 1981 as Headquarters and Headquarters Company, 16th Military Police Brigade.

Campaign Participation Credit

Vietnam

Counteroffensive, Phase II	Summer–Fall 1969
Counteroffensive, Phase III	Winter–Spring 1970
Tet Counteroffensive	Sanctuary Counteroffensive
Counteroffensive, Phase IV	Counteroffensive, Phase VII
Counteroffensive, Phase V	Consolidation I
Counteroffensive, Phase VI	Consolidation II
Tet 1969/Counteroffensive	

Armed Forces Expeditions

Panama

Southwest Asia

Defense of Saudi Arabia

Liberation and Defense of Kuwait

War on Terrorism

Afghanistan

Consolidation I

Consolidation II

Iraq

Transition of Iraq

National Resolution

Iraqi Surge

Decorations

Meritorious Unit Commendation (Army), Streamer embroidered VIETNAM 1966–1968

Meritorious Unit Commendation (Army), Streamer embroidered VIETNAM 1968–1969

Meritorious Unit Commendation (Army), Streamer embroidered SOUTHWEST ASIA 1990–1991

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2004–2005

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2006–2007

Meritorious Unit Commendation (Army), Streamer embroidered AFGHANISTAN 2009–2010

Republic of Vietnam Cross of Gallantry with Palm, Streamer embroidered VIETNAM 1966–1971

92d Military Police Battalion Hosts Warfighter Event

By Staff Sergeant Mark S. Patton

About halfway through a 12.4-mile foot march held at Fort Leonard Wood, Missouri, on 19 September 2014, Sergeant Joshua Brenner huddled with his three-Soldier team and gave his teammates a pep talk. "We're going to be the doers; we're going to be the ones who did it," said Brenner, who was the team leader. And he was right. The team, which represented the 463d Military Police Company, was made up of Sergeant Brenner, Specialist Daniel Bido, and Private First Class Elisabeth Rogers. They went on to earn first place in the foot march event and capture top honors in the first 92d Military Police Battalion Warfighter Team Competition.



Private First Class Rogers, Sergeant Brenner, and Specialist Bido compete in the 12.4-mile foot march.

The march was the culminating event of the 4-day competition, which pitted six teams—each consisting of one noncommissioned officer and two lower-enlisted Soldiers—against each other. The teams represented their respective companies within the 92d Military Police Battalion, 4th Maneuver Enhancement Brigade, 1st Infantry Division.

Troops were mentally and physically tested during the competition, which included a written examination, an oral board, a physical fitness test, a 3-mile run with weapon, a 2-mile kettle ball run, an obstacle course, day and night land

navigation, and combatives. Participants slept at the battalion headquarters and subsisted on meals, ready-to-eat during the week. "They never knew what was coming next throughout the week," said Sergeant First Class Charles Shuck, the noncommissioned officer in charge of the competition.

The lead in the competition changed hands throughout the week, and the winner was too close to call heading into the final day. However, the ability of the team members from the 463d Military Police Company to quickly recognize and use each other's attributes proved to be the difference, as Sergeant Brenner's strength, Specialist Bido's endurance,

and Private First Class Rogers' speed combined to set themselves apart from the rest of the field.

The 463d Military Police Company rallying cry of "Never Quit" is a motto that was not lost on the Soldiers who represented the company at the competition. "We took our motto to heart," said Sergeant Brenner, who cherishes the title of warfighter champion. And Private First Class Rogers, who joined the unit just a month earlier, said that earning the title of warfighter gave her a big boost in confidence.

First Sergeant William Justice, first sergeant of the 463d Military Police Company, was proud of the winning team. "They really trained hard in preparation for this, working around our already busy schedule. I think

that kind of motivation and teamwork is what makes this competition and these Soldiers so special," he said.

Each winning team member was awarded coins, a plaque from the Military Police Regimental Association, an Army Commendation Medal, and other items.



Staff Sergeant Patton is a journalist with the Public Affairs Office, 4th Maneuver Enhancement Brigade, Fort Leonard Wood.



By First Lieutenant Julia N. O'Neil

On 15 January 2014, 1st Platoon, 615th Military Police Company (1/615), Grafenwoehr, Germany, deployed to Kosovo (located in the Balkans region of southeast Europe and bordered by the Republic of Albania and the former Yugoslavian Republics of Macedonia, Serbia, and Montenegro) in support of the 504th Battlefield Surveillance Brigade. The platoon was tasked to maintain a safe and secure environment and freedom of movement during the Kosovo Forces rotation (KFOR). Military police stationed in Kosovo operate a provost marshal's office based at Camp Bondsteel, where they enforce law and order, conduct security operations, and provide antiterrorism/force protection support.

Coordination began upon receipt of the mission in June 2013 and continued throughout all phases of the operation. The 2d platoon, 527th Military Police Company (2/527), 709th Military Police Battalion (which was serving in Kosovo at the time of initial coordination), provided the 1/615 with Annex T—the training annex attached to the deployment order. The annex contained all mission training requirements, including annual Army Regulation (AR) 350-1, *Army Training and Leader Development*, training; more than 200 additional tasks; and on-the-job training with the local provost marshal's office. The 1/615 conducted a 5-day predeployment site survey visit to Kosovo to meet with 709th Military Police Battalion personnel (a squad leader, the 2/527 platoon leader, the 527th first sergeant and executive officer, and the battalion operations officer [S-3]); discuss the mission; and receive recommendations for preparing for foreseeable challenges. The information obtained helped set the conditions for the success of the 1/615 in Kosovo. **Lesson 1: The coordination and dissemination of information between rotational units is essential for mission success.**



Rehearsals began with the mission readiness exercise in Hohenfels, Germany, and ended upon arrival in Kosovo. The mission readiness exercise, which was led by subject

matter experts, started with classroom instruction on law enforcement topics such as active-shooter response, police investigations, and police intelligence operations. The classroom instruction was followed by an actual 24/7 exercise portion that tested all sections of the provost marshal's office, ensuring that military police knew how to react to sample incidents similar to those expected to be encountered in Kosovo, complete the paperwork, and report the incidents. Participants received expert feedback on law enforcement operations and reporting procedures. The mission readiness exercise provided the 1/615 with an opportunity to work with the 504th Battlefield Surveillance Brigade, Fort Hood, Texas, before supporting operations in Kosovo. The mission readiness exercise was validated when all exercises were successfully

conducted in Kosovo as full-scale force protection exercises, military police exercises, or real-world incidents. **Lesson 2: Rehearsals are crucial in the final preparation for the mission.**

Upon its arrival in Kosovo, the 1/615 spent 8 days in transition with the 2/527. During that time, the military police familiarized themselves with the area; completed a property book inventory; provided all customs support, including the inspection of 100 percent of the personnel and equipment leaving the country; planned for a transfer-of-authority ceremony for Multinational Battle Group-East (MNBG-E); and conducted a full-scale force protection exercise. The force protection exercise involved the participation of more than 10 Camp Bondsteel tenant units, which responded to two simultaneous incidents—a violent protest at the access control

point and a suspicious package explosion accompanied by mass casualties. Military police, who were considered the subject matter experts in incident response, assumed incident command in all cases. **Lesson 3: Flexibility and adaptability in dealing with the worst-case scenario are extremely important in learning about the responsibilities and capabilities of the other units on the installation.**

As a result of training, certification, and exercise participation, the 1/615 platoon leader was assigned as the assistant antiterrorism officer, assistant emergency manager, and physical security officer for MNBG-E at Camp Bondsteel. Responsibilities included establishing continuity of operations, updating force protection plans, planning and executing force protection exercises, and briefing higher headquarters elements on the status of MNBG-E force protection programs and plans. During a 9-month period, six full-scale exercises, seven tabletop exercises, two program reviews, and one higher headquarters program evaluation were conducted for MNBG-E force protection programs. Force protection plans from previous rotations needed to be improved. The National Incident Command System, which is used in the United States, needed to be incorporated into the plans; and the plans needed to specifically address MNBG-E. The playbook (a quick-reference product that includes compiled responses from all organizations) is an example of a product that was created in such a manner that it embodied the National Incident Command System and, at the same time, was specific to the MNBG-E. The

playbook facilitated efficient 1/615 responses. Exercises involving vehicle-borne improvised explosive devices, suspicious packages, mass casualty situations, active shooters, insider threats, protests, chemical hazard responses, and downed aircraft were essential in validating portions of the current plan and demonstrating plan shortcomings that were eventually addressed in the final program review. **Lesson 4: Military police are viewed by other occupational specialties as the subject matter experts in force protection, security, and law enforcement—with high expectations for results.**

The military police mission in Kosovo serves as a great learning experience. Platoon leaders have an opportunity to execute and supervise many different missions including force protection, security, and law enforcement operations—all while managing a property book, conducting training, and taking care of Soldiers. Plans continually change; therefore, it is important that Military Police Corps leaders be flexible, adaptable, and prepared. They must be well versed in force protection, security, and law enforcement operations so that they can provide commanders with the support needed in garrison and contingency operations. 

Reference:

AR 350-1, *Army Training and Leader Development*, 18 August 2014.

First Lieutenant O'Neil is the platoon leader, 1/615. She holds a bachelor's degree in criminal justice from the University of Dayton, Ohio.

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:

¹AR 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 Pfizer

By Major Brendan P. Joliet

The Military Police Corps participates in the Training With Industry (TWI) Program—an invaluable program in which Soldiers are sent on 12-month assignments to civilian global corporations and then assigned to follow-on utilization tours where they employ lessons learned. The objective of the TWI Program is for Soldiers to share their own expertise while working with, and learning from, their civilian counterparts, mutually enhancing security management skills and procedures. As a TWI Program intern, I was assigned to the Global Security Operations Center (GSOC) at the world headquarters for Pfizer, Incorporated, in New York City, New York.

Pfizer Background

Pfizer is a pharmaceutical company with a 165-year production history that includes contributions in research and development, pharmaceutical advancement, employment, and social programs in America and across the world; this is no small feat.

Pfizer's first domestic production was launched in 1862; and as the Civil War raged on, the company became a critical drug (morphine and iodine) supplier for the Union Army.

After the war, Pfizer used its manufacture of citric acid—a main element of emerging popular soft drinks—as a launching pad for growth during the following decades. Just before the onset of World War II, Pfizer became a leader in the manufacture of vitamins. After America joined the war, the company became essential in the manufacture of penicillin, which was the first real combatant against bacterial infections. Thanks to the investment of Pfizer's own senior management, the company was able to procure the locations and equipment necessary for the production of penicillin and become the largest producer of the drug. Most of the Allied troops who stormed the beaches of Normandy, France, on D-Day carried penicillin that was produced in Pfizer facilities. In 1943, Pfizer was awarded the Army-Navy "E" Award for its war effort.

Throughout the next 60 years, Pfizer expanded exponentially to facilities around the world. During this expansion, Pfizer leadership roles were set apart from those of other global companies in that Pfizer allowed its regional and international employees the power to make vital decisions on the spot without the need to wait long periods of time (up to months) for guidance from the headquarters.

In 1993, Pfizer developed the Sharing the Care Program—a drug donation program that aims to provide uninsured patients and members of low-income households across the United States with needed medications. In 1998, the company partnered with the Edna McConnell Clark Foundation to create the International Trachoma Initiative, which provides medications and medical personnel to help eliminate blinding trachoma, mainly across Africa. In 2000, Pfizer began working on the innovation of new medicines for human and animal health. In 2002, the company launched the Pfizer for Living Share Card Program, which provides low-income people with a 30-day supply of any necessary medical prescription for \$15 per prescription.

Pfizer has been assisting the U.S. military since the Civil War, and it continues to provide invaluable medications and advancements for humans and animals. The company discounts or donates millions of dollars' worth of medications each year.

Call to Action

The tragic and horrific events of 11 September 2001 struck too close to home and brought to the forefront a need for Pfizer to establish a 24-hour operations center to communicate with, account for, and assist Pfizer employees around the world in times of crisis. The result was GSOC—a 24/7

“Real-time situational alerts are provided to Pfizer business travelers before and during travel to mitigate risks and to ensure that Pfizer employees can continue to safely do business in the global market.”

hub that monitors all Pfizer operations and Pfizer personnel traveling worldwide and also serves as a multiplier to the physical security and guard force of New York City. GSOC—which is overseen by retired New York City Police Department officers who specialize in physical security, personal/executive security, investigations, and crisis management—is primarily tasked with monitoring and assessing global events and intelligence to determine whether Pfizer operations (including ventures in 90 countries) or Pfizer personnel (encompassing 95,000 employees) are impacted by impending or unfolding events such as protests from animal rights activists or the Occupy movement; the internal turmoil currently plaguing Egypt, Syria, and Ukraine; or the tsunami that struck Japan in March 2011. GSOC acts as a horizontal and vertical conduit of information across Pfizer on a daily basis. Real-time situational alerts are provided to Pfizer business travelers before and during travel to mitigate risks and to ensure that Pfizer employees can continue to safely do business in the global market. In addition, Pfizer

contracts with Securitas—another substantial company—for the services of a moderately sized guard force to protect the headquarters, which is located in close proximity to the United Nations headquarters and numerous foreign consulates and foreign mission offices. The guard force is managed within, and reports directly to, GSOC.

TWI Program

The TWI Program has been providing military personnel with exposure to GSOC at Pfizer for about a decade. The integration of Soldiers into the unique GSOC environment provides the Soldiers with an atypical, but exceptional, professional management, problem-solving, interpersonal, assessment, and team-building opportunity that will benefit the military and enhance the Military Police Corps Regiment when the Soldiers return.

My role in GSOC involved routinely assisting with daily operations, providing physical security assessments for the Pfizer world headquarters, and observing and participating in crisis management drills. I worked closely with the contracted guard force that provides security for the multi-building Pfizer world headquarters, assisting with force management; training; and reviews, updates, and recommendations to standard operating procedures. I also observed and participated in the Lower Manhattan Security Initiative (modeled after Great Britain's "Ring of Steel") that consists of a network of about a half-million, closed-circuit television cameras belonging to New York City businesses and corporations, including Pfizer. The New York City Police Department can access the camera network, thereby enhancing counterterrorism efforts throughout the city. In addition, I assisted in preparing for the annual Pfizer global asset protection inspection and in making the improvements recommended in the postinspection report. The global asset protection scheme ensures that Pfizer is doing everything it can to protect its world headquarters buildings and intellectual property and the employees that come and go each day.

Asset Protection

Pfizer's dedication to ensuring the safety of its employees, products, and intellectual property is always at the forefront of its security considerations. As a result, the company has developed a large document that describes its minimum security requirements and provides guidelines for all Pfizer-related security measures; as with military standard operating procedures, the Pfizer document undergoes continuous reviews and updates. In addition, Pfizer conducts an annual security assessment, known as the Pfizer global asset protection inspection, in which the company brings in external security personnel to assess Pfizer's security measures against its minimum security requirements. This provides an unbiased picture of Pfizer security operations and indicates how well the company is complying with its operating guidelines. The ability to deploy well-rounded, proactive countermeasures is a critical asset in any operating procedure. Neither businesses nor organizations can survive without synchronized protective measures to combat evolving threats. Therefore, Pfizer conducts continuous self-evaluations in an ever-changing world.

Intelligence Sharing and Threat Prevention

During my TWI internship with Pfizer, I participated in information-sharing conferences designed for corporations that are likely targets for many types of threats, ranging from native and foreign activists and protestors to terrorists. Demonstrations, protests, and ever-changing political climates result in the need for corporations to communicate with one another regarding information about growing threats and the security measures necessary to counter those threats and keep corporate personnel operating in safe working environments. Corporations are restricted with regard to the amount of resistance they can muster in deterring groups of activists or protestors and the extent to which they can rely on local law enforcement agencies for dispersal. They make up for those limitations through physical security, internal and external intelligence gathering, and corporate information sharing.

Pfizer is also a member of the Overseas Security Advisory Council—an impressive government/private-sector partnership that serves as a worldwide threat analysis, product-producing, information-sharing organization operated through the U.S. Department of State. The Overseas Security Advisory Council holds an annual conference; and as a TWI intern with Pfizer, I had the opportunity to attend the very informative 2013 conference with Pfizer security personnel.

Conclusion

Military police leaders must be able to evaluate any location or situation and properly assess security threats, weaknesses, necessary improvements, and required personnel. The TWI Program provides military police with an excellent opportunity to gain experience in working with security personnel outside the Military Police Corps Regiment and outside the military. At Pfizer, TWI interns get the unique chance to work alongside retired New York City Police Department officers who have experience in executing physical security in one of the busiest, most high-profile, most highly threatened cities in the world. TWI interns with Pfizer are trained and mentored, and their knowledge and expertise are welcomed and valued.

The TWI Program partnership with Pfizer serves as a valuable tool in enhancing the professional skills of military police officers. My own internship with Pfizer resulted in personal improvements in my ability to think outside the box and outside my comfort zone. It also enhanced the skill set that I brought back to the Military Police Corps Regiment.



Major Joliet completed a TWI internship with Pfizer, Incorporated, and is now assigned to the 316th Sustainment Command (Expeditionary), Coraopolis, Pennsylvania. He holds a bachelor's degree in history from John Carroll University, University Heights, Ohio, and a master's degree in business and organizational security management from Webster University.

Internship at McKesson Corporation

By Captain Christopher A. Gehri

You have successfully completed company command; and for the first time since branch selection as a cadet, you are inundated with significant follow-on assignment choices. But how will you decide? Should you pursue a traditional postcommand assignment—or should you apply for one of the many new broadening opportunities (the latest catchphrase) available to your year group? Among the many broadening opportunities available, the Training With Industry (TWI) Program clearly stands out. But what is it? And what does it really encompass?

From my perspective as a TWI intern with McKesson Corporation, the TWI Program provides a unique opportunity to learn best-in-class security applications while working alongside leading security professionals in corporate America. Top security managers at McKesson Corporation include former federal agents, state and local law enforcement personnel, commissioned Military Police Corps officers, and a few specialized business professionals who have particular expertise in the application of security principles. While team members' skills and abilities vary greatly, their efforts secure the people, product, and property of the world's largest pharmaceutical distribution network—which, with \$122 billion in annual revenue, was ranked 14th on the annual "Fortune 500" list of top-grossing companies for 2013.¹

If you become a TWI intern with McKesson Corporation, you will have the unique opportunity to apply your current law enforcement/security professional skill set in consultations on a variety of projects within the business. Your opinion, experience, and leadership skills will merit true value. The key is applying these skills within the guidance and intent of corporate leadership. Because business transactions are relationship-driven, much of your time will be spent socializing (discussing concepts among a group of peers) before developing and initiating a plan of action. Socialization will quickly become your main platform for learning new techniques to achieve security compliance, formulate business proposals, and approach investigations while working within budget constraints to determine the best course of action.

Much of the corporate security function involves security compliance adaptations and loss and legal risk reduction methods that can be exercised without negatively impacting the bottom line. Security compliance is an important aspect of corporate operations; however, it is an aspect that will not survive if it detracts from the productivity or profitability of the business. Each dollar that is spent by a business unit must be accounted for in terms of the ultimate return on investment. As a TWI intern working with corporate security personnel, you will quickly learn how to apply security to

the environment, gain security compliance, and take action without disrupting operations.

Specifically, as a TWI intern with McKesson Corporation, your main duty during your 1-year assignment will be to serve as the director of operations for the Corporate Security Operations Center. Performing many of the same functions associated with the Division Tactical Operations Center and 9-1-1 Central Monitoring Station, you will oversee real-time security at nearly 90 locations encompassing 37,000 employees. On the technical side, you will work with security system integrators who will help operations center officers monitor all associated access control and closed-circuit television platforms and will often perform upgrades and troubleshooting services for the incredibly complex systems in order to secure the enterprise. As an additional duty, you may be asked to take the lead on a training project (such as a project involving workplace violence or security in customer relations) or to serve in a supportive, fact-finding role to influence changes to security policies and procedures or business operations. During your assignment, you will attend multiple American Society for Industrial Security functions—a requirement that is designed to increase your institutional knowledge about security applications, logistic and supply chain operations, and theft reduction methods. You will also be tested for the American Society for Industrial Security Certified Protection Professional credential.

At the heart of the TWI Program is a solid partnership between the U.S. Army Human Resources Command and the participating corporation. TWI internship opportunities exist because McKesson and other corporations believe that the synergies created in connecting law enforcement and security professionals in a collaborative environment are advantageous.

While TWI Program interns are required to learn and understand a myriad of business principles in a short period of time, the priceless opportunity is a solid choice for a post-command broadening program.



Endnote:

¹"Fortune 500 2013," *Fortune*, <<http://fortune.com/fortune500/2013/>>, accessed on 5 November 2014.

Captain Gehri completed a TWI internship with McKesson Corporation and is now serving a 2-year utilization tour as the Provost Marshal Plans Officer, U.S. Army North, Fort Sam Houston, Texas. He holds a bachelor's degree in criminal justice from the University of Central Oklahoma and a master's degree in business and organizational security management from Webster University. He is also an American Society for Industrial Security Certified Protection Professional.

Internship at Siemens

By Major Shawn M. Gralinski

Training With Industry (TWI) Program internships are very useful assignments that greatly assist in developing leaders and shaping new perspectives. Regardless of the exact nature of the position, TWI internships can impact general managerial skills and professional and branch knowledge bases. The key aspects of the TWI Program consist of—

- Developing situational awareness and in-depth perspectives.
- Presenting personnel management as a leadership function.
- Enhancing branch-specific skills.

An internship with the Siemens Corporation is an excellent way to develop the tangible and intangible skills necessary for military police officers.

Developing Situational Awareness and In-Depth Perspectives

Quickly and aggressively developing a complete picture of the operating environment is critical for Soldiers. The TWI internship at Siemens requires that the intern gain a rapid understanding of the corporation, which conducts international operations similar to the global operations of the U.S. Army. Siemens employs about 360,000 personnel and is nearly 170 years old—rivaling the Army in size and experience. Furthermore, Siemens and its subsidiary corporations possess more than 500 facilities in the United States alone and the corporation is present in 190 nations—arguably encompassing a larger footprint than the Army. Like the Army, Siemens must conduct global operations; however, Siemens has the added requirement of producing a profit. The corporate mission is further challenged by competition; the demand for research and new-product development; crime; government relations; and the evolving world political, economic, and social situation. A TWI intern with Siemens must process, understand, and adapt to an organization with an experience pool, climate, and philosophy that rivals the Army, but which has a totally different perspective and outlook.

One way in which the Siemens approach is vastly different from that of the Army is that Siemens rapidly introduces or removes levels of hierarchy and supervision, thereby affecting individual positions or entire geographic executive organizations. This creates a much more flexible and efficient command structure from which employees can

seek information. Another difference between the Siemens approach and that of the Army involves the risk assessment process. Although Siemens conducts traditional risk assessments, the primary tool used for the assessments is the asset classification and protection process. In terms of risk and asset criticality, the results are much different than those valued by government agencies. Often, the most critical Siemens assets are those that are unique or have large production capacities and directly impact revenue. Understanding and adapting to differences such as these require a paradigm shift.

Presenting Personnel Management as a Leadership Function

Siemens originated as a German company; however, it successfully globalized and has thrived around the world despite international uncertainty, conflict, and geopolitical change. The corporation holds more than 60,000 global patents, helps meet one-third of America's energy needs, processes more than 230 million medical transactions per day, purifies one in every 10 glasses of water consumed in America, and is the No. 1 provider of light rail vehicles in North America. These achievements reflect a Siemens leadership philosophy and method of minimizing friction in the operating environment that TWI interns and the Army should consider and understand.

Siemens employs citizens from nearly every nation, and the total number of employees is greater than the number of personnel in the U.S. Marine Corps, Navy, or Air Force. Siemens managers and personnel are extremely flexible and highly adaptive. The company is skilled in hiring and training leaders who produce results and in removing personnel who do not meet requirements or who exhibit poor performance. TWI interns involved in Siemens leadership and training methods learn innovative skills that can be used to support their superiors, peers, and subordinates.

Siemens is also adept at exercising the leadership and management process of rightsizing, which is used to reduce personnel assets and optimize the corporation during periods of economic constraint by creating the best solutions possible using available and authorized employees. Despite reductions, employee morale remains high, employees continue to produce highly desirable outcomes, and the corporation continues to deliver equal or greater capabilities. Siemens has adroitly and appropriately developed overall employee populations to achieve \$102 billion in revenue for

“A TWI intern with Siemens must process, understand, and adapt to an organization with an experience pool, climate, and philosophy that rivals the Army, but which has a totally different perspective and outlook.”

fiscal year 2013, solid stock values, and appreciable dividend yields. The proven leadership at Siemens can serve as a model for Army officers in TWI internship positions.

Enhancing Branch-Specific Skills

Branch-specific police management opportunities are the hallmark of a TWI internship assignment with Siemens, largely because the Siemens environment would be impossible to replicate within a government agency. The governance role, managed at the executive level, includes direct action, advice to senior staff, liaison with various levels of law enforcement, and the leveraging of centuries of combined experience. Available training activities include workplace violence education and readiness, travel security standards, and crime prevention behaviors. Opportunities to learn to plan, make decisions, exercise measured judgment, and resolve issues in the corporate world unquestionably enhance the TWI intern experience and approach and contribute greatly to the intangible aspects that TWI interns learn from their assignments with Siemens.

Siemens maintains a robust emphasis on protection from, and adaptation to, evolving threats. Validation programs (similar in scope to joint staff integrated vulnerability assessments) and comprehensive physical security inspections are executed with intensity and frequency. Due to the diligence of corporate security officers and their staffs, the facility and sector chief executive officers are receptive and helpful. In addition, the vast knowledge base of the corporate security officers has resulted in an unparalleled professional environment and in assistance with preparing for American Society for Industrial Security Certified Protection Professional credentials.

Conclusion

Many Siemens Corporation employees have worked in the same field or the same position for 30 or 40 years and possess unrivaled knowledge about that field or position. A TWI internship with Siemens is particularly useful and productive for Army officers. Military service is positively received and recognized at Siemens. The corporation has an active veterans' network and continuous sponsorship and recognition programs. The Siemens commitment to veterans was showcased when a chief executive officer of Siemens was interviewed during an episode of "Hiring America"—the first national television show connecting combat veterans to potential employers and positions. The TWI internship position can be further developed as officers are provided great resources and unparalleled access to a fascinating, multinational corporation that is dedicated to professional excellence.



Major Gralinski, who served as a TWI intern with Siemens Corporation, is now the officer in charge of operational protection, Combined Joint Task Force–Operation Inherent Resolve, Kuwait. He is a graduate of Valley Forge Military Academy, Wayne, Pennsylvania; and he holds a bachelor's degree from The Citadel, Charleston, South Carolina, and a master's degree from Webster University.

("The Griffin Police Force: . . .," continued from page 44)

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²Jon M. Shane, "Performance Management in Police Agencies: A Conceptual Framework," *Policing: An International Journal of Police Strategies & Management*, Vol. 33, No. 1, 2010, <http://www.researchgate.net/publication/228653602_Performance_management_in_police_agencies_a_conceptual_framework>, accessed on 6 January 2015.

³Army Tactics, Techniques, and Procedures (ATTP) 3-39.20, *Police Intelligence Operations*, 29 July 2010.

⁴Michael Chesbro, "The Criminal Intelligence Function in the U.S. Army," *The International Association of Crime Analysts*, 13 August 2009, <<http://www.iaca.net/Resources/Articles/CriminalIntelligenceFunctionintheUSArmy.pdf>>, accessed on 7 January 2015.

⁵Ronald V. Clarke and John E. Eck, "Crime Analysis for Problem Solvers in 60 Small Steps," Center for Problem Oriented Policing, 8 August 2005, p. 12, <<http://www.popcenter.org/library/reading/PDFs/60steps.pdf>>, accessed on 7 January 2015.

⁶"Military Police Force Strategy 2020," <http://www.army.mil/article/97162/MP_Strategic_Plan_2020/>, accessed on 7 January 2015.

Major Howard is the chief of police, Directorate of Emergency Services, Fort Hood. He holds a bachelor's degree in sociology from Alabama Agricultural and Mechanical (A&M) University, Normal, Alabama, and a master's degree in business and organizational security management from Webster University.

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MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS				
COMMANDER	CSM/SGM	CWO	UNIT	LOCATION
Mark Inch	Dawn Rippelmeyer		OPMG	Alexandria, VA
Mark Inch	Timothy Fitzgerald	John Welch	HQ USACIDC	Quantico, VA
Mark Spindler	Richard Woodring	Leroy Shamburger	USAMPS	Ft Leonard Wood, MO
Mark Inch	Jonathan Godwin		Army Corrections Cmd	Alexandria, VA
Burton Francisco	Jerome Wren		46th MP Cmd	Lansing, MI
Michael Hoban	NA		USARC PM	Ft Bragg, NC
Phillip Churn	Craig Owens	Mary Hostetler	200th MP Cmd	Ft Meade, MD
Duane Miller	Angelia Flournoy		8th MP Bde	Schofield Barracks, HI
Eddie Jacobsen	Winsome Laos		11th MP Bde	Los Alamitos, CA
Bryan Patridge	David Tookmanian		14th MP Bde	Ft Leonard Wood, MO
Erica Nelson	Steven Raines		15th MP Bde	Ft Leavenworth, KS
Alexander Conyers	Jeffrey Maddox		16th MP Bde	Ft Bragg, NC
Zane Jones	James Breckinridge		18th MP Bde	Sembach AB, Germany
David Chase	Jon Matthews		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
Phillip Burton	Jon Sawyer		177th MP Bde	Taylor, MI
Malcom McMullen	John Schiffli		290th MP Bde	Nashville, TN
Richard Giles	Abbe Mulholland		300th MP Bde	Inkster, MI
Keith Nadig	Andrew Lombardo		333d MP Bde	Farmingdale, NY
Roger Hedgepeth	Tara Wheadon	Edgar Collins	3d MP Gp (CID)	Hunter Army Airfield, GA
Ignatius Dolata Jr.	Arthur Williams	David Albaugh	6th MP Gp (CID)	Joint Base Lewis-McChord, WA
Thomas Denzler	Clyde Wallace	Celia Gallo	701st MP Gp (CID)	Quantico, VA
David Heath	Edwin Garriss		Joint Detention Gp	Guantanamo Bay, Cuba
MILITARY POLICE BATTALION LEVEL COMMANDS				
Kevin Hanrahan	Peter Harrington	Anderson Wagner	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	Bryan Schoenhofer		40th MP Bn (C/D)	Ft Leavenworth, KS
Jason Turner	Kevin Pickrel		51st MP Bn	Florence, SC
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
Brian Carlson	Lee Sodic		94th MP Bn	Yongsan, Korea
Marc Hale	Freddy Trejo		96th MP Bn (C/D)	San Diego, CA
Alexander Murray	Kevin Rogers		97th MP Bn	Ft Riley, KS
Michael Fowler	Mark Duris		102d MP Bn (C/D)	Auburn, NY
Craig Maceri	Scott Smilnich		104th MP Bn	Kingston, NY
Steven Jackan	Alpheus Haswell		105th MP Bn (C/D)	Asheville, NC
Robert Watras	Darrell Masterson		112th MP Bn	Canton, MS
Mary Staab	Aarion Franklin		115th MP Bn	Salisbury, MD
John Gobel	Fowler L. Goodowens II		117th MP Bn	Athens, TN
Kenneth Niles	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	Roger Flores		136th MP Bn	Tyler, TX
Dawn Bolyard	James Summers		151st MP Bn	Dunbar, WV
John Dunn	Gregory Derosier	David Knudson	159th MP Bn (CID)	Terra Haute, IN
William Allen	Daniel Williams		160th MP Bn (C/D)	Tallahassee, FL
Jennifer Steed	Victor Watson		168th MP Bn	Dyersburg, TN
Erik Anderson	Callie Leaver		170th MP Bn	Decatur, GA
Larry Crowder	Vacant		175th MP Bn	Columbia, MO

MILITARY POLICE BATTALION LEVEL COMMANDS (continued)				
COMMANDER	CSM/SGM	CWO	UNIT	LOCATION
Robert Paoletti	Andraus Williams		185th MP Bn	Pittsburg, CA
Paul Deal	Boyd Dunbar		192d MP Bn (C/D)	Niantic, CT
Isaac Martinez	Richard Yohn		193d MP Bn (C/D)	Denver, CO
Timothy Starke	Michael Rowan		198th MP Bn	Louisville, KY
John Whitmire	Nathan Deese		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
James Lake	Robert Engle		231st MP Bn	Prattville, AL
Timothy Winks	Ben Adams		304th MP Bn (C/D)	Nashville, TN
James Rogelio	Joseph Mitchell		310th MP Bn (C/D)	Uniondale, NY
Charles Seifert	Vacant		317th MP Bn	Tampa, FL
Christine Borognoni	Paul Shaw		324th MP Bn (C/D)	Fresno, CA
Richard Vanbuskirk	Kyle Jenkins		327th MP Bn (C/D)	Arlington Heights, IL
David Heflin	Joseph Rigby		336th MP Bn	Pittsburgh, PA
Karen Connick	Keith Magee		340th MP Bn (C/D)	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 (C/D)	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 (C/D)	Columbus, OH
Victor Bakkila	Ann Vega	Manuel Ruiz	393d MP Bn (CID)	Bell, CA
Cheryl Clement	Shelita Taylor		400th MP Bn (C/D)	Ft Meade, MD
Eric Hunsberger	Richard Cruickshank		402d MP Bn (C/D)	Omaha, NE
Susan Kusan	Jason Litz		437th MP Bn	Columbus, OH
Timothy Macdonald	James Stillman	Mauro Orcesi	502d MP Bn (CID)	Ft Campbell, KY
Caroline Horton	Mark Hennessey		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 (C/D)	Ft Lewis, WA
Jon Myers	Clayton Sneed		519th MP Bn	Ft Polk, LA
John Fivian	Janet Harris		525th MP Bn	Guantanamo Bay, Cuba
Richard Millette	Mark Bell		530th MP Bn (C/D)	Omaha, NE
Laura Steele	Milton Hardy		535th MP Bn (C/D)	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 (C/D)	Ft Leavenworth, KS
Matthew Gragg	Michael Weatherholt		709th MP Bn	Grafenwoehr, Germany
Leevaine Williams Jr.	John Vicars		716th MP Bn	Ft Campbell, KY
Karst Brandsma	Darren Boruff		720th MP Bn	Ft Hood, TX
James Eisenhart	Robert Eichler		724th MP Bn (C/D)	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 (C/D)	Easton, PA
Jason Marquiss	Scott Anderson		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 (C/D)	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	Martin Eaves	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 10 February 2015				
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.
ATP 3-39.10	Law and Order Operations	26 Jan 15	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: Current.
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, fiscal year 2015.

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.
ATP 3-39.34	Military Working Dogs	30 Jan 15	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: Current.
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 16.
TM 3-39.31	Armored Security Vehicle	20 Aug 10	A manual that provides military police forces with the TTP and related information necessary for the employment of the armored security vehicle. Status: Current.
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.cdiddcoddmpdoc@mail.mil >.			

“Doctrine is indispensable to an Army. Doctrine provides a military organization with a common philosophy, a common language, a common purpose, and a unity of effort.”

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

