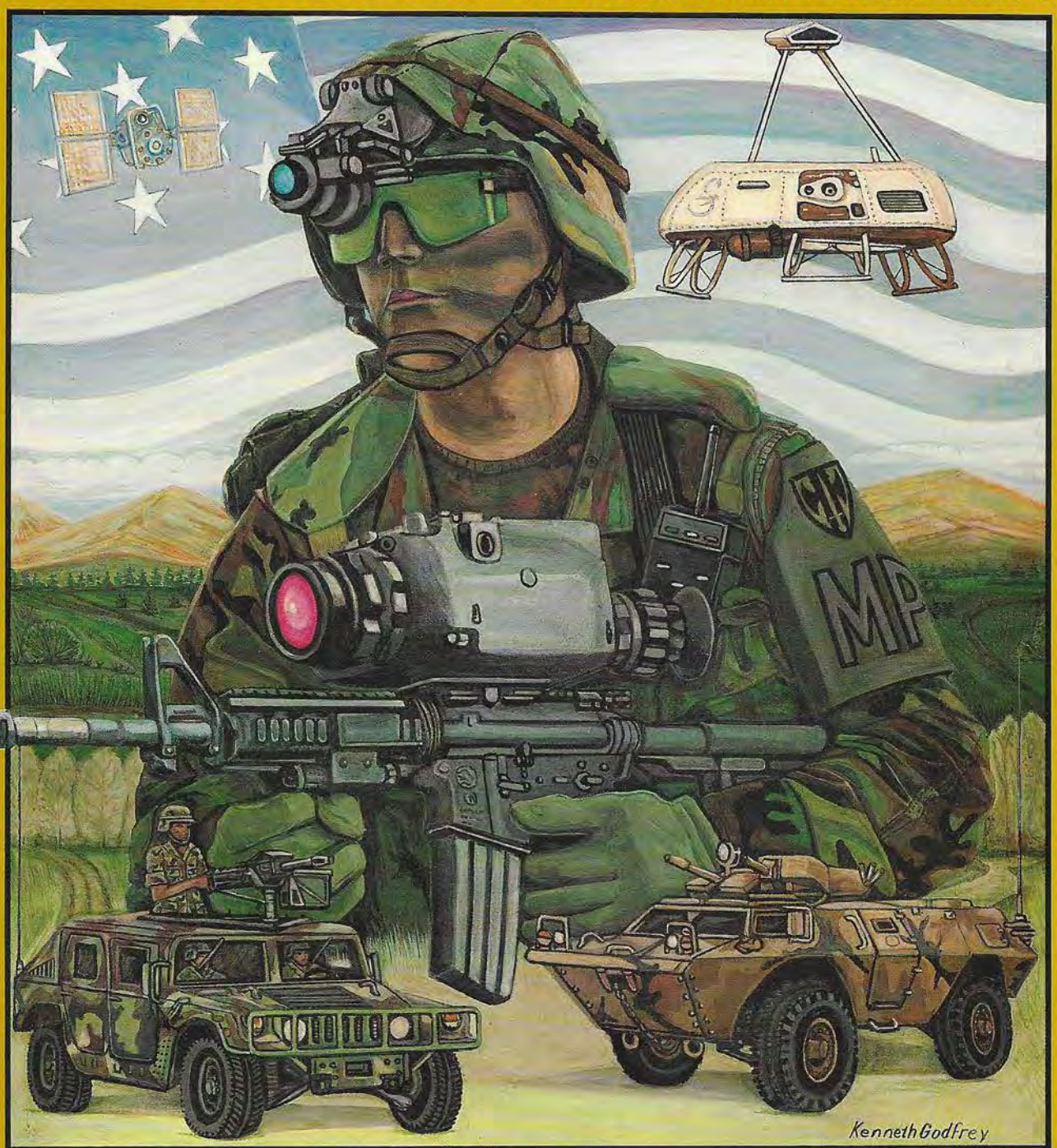
MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS



HEADQUARTERS, DEPARTMENT OF THE ARMY
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FRONT COVER: Illustration depicting 21st Century Military Police. Feature includes state of the art weaponry, detection systems, and the Multipurpose Surveillance and Security Mission Platform (MSSMP). An article on the MSSMP will be featured in the next Winter issue. Cover design and illustration by Kenneth D. Godfrey.

This medium is approved for the official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

By Order of the Secretary of the Army:
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03157

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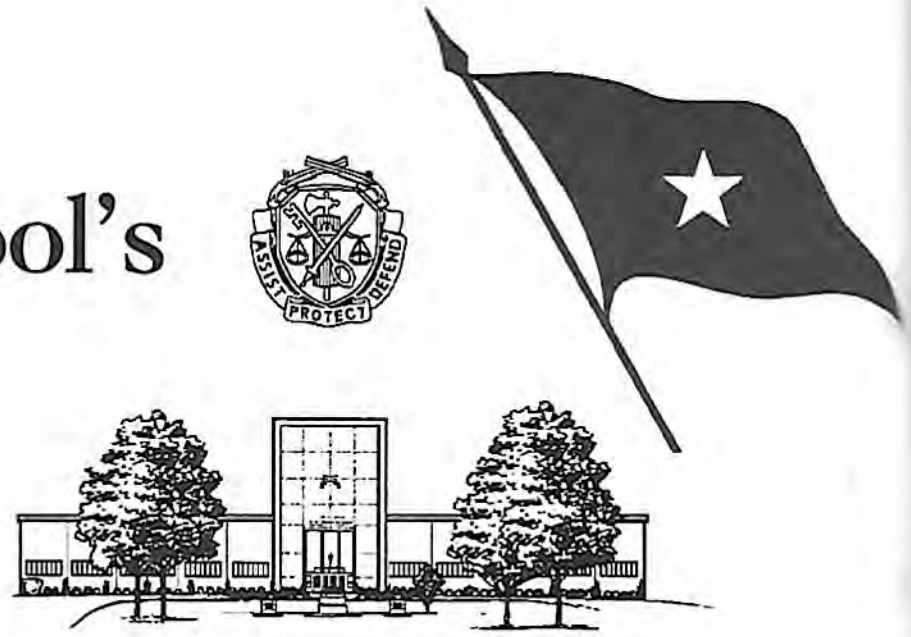


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Military Police School's Commandant



Brigadier General David W. Foley

As a result of Public Law 101-510, Base Realignment and Closure (BRAC) 95, the United States Army Military Police School (USAMPS) will relocate, along with the United States Army Chemical School, during the spring and summer of 1999 to the current home of the Engineer School, at Fort Leonard Wood, Missouri. This transition will provide an opportunity for TRADOC to leverage the synergistic impact of three schools at one location.

While the three schools will retain a distinct identity and branch proponency, elements of each will be combined to establish the Maneuver Support Center (MANSCEN). This will further TRADOC's efforts to establish school clusters organized around enduring battlefield functions. The intent of our efforts will be to enhance execution of training, doctrine, and combat developments.



Commandant, United States Army
Military Police School
Brigadier General David W. Foley

We have a proud history at Fort McClellan which influenced the development of the Military Police Corps into the "Force of Choice" it is today. Generations of soldiers, noncommissioned officers and officers were trained here and have gone off to influence the Corps and the Army. All of us serving in the Regiment were shaped and molded to some degree by our experiences here. The capability of military police was shaped by the doctrine, training products, organization and equipment developed by a multitude of professionals, some still serving, some now retired. One cannot help but be impressed by the Regiment progression into its current form.

An important catalyst for progressive development of the Regiment is the Military Police School. It provides a focal point to synergize ideas to strengthen the Regiment as a professional, capable, and multi-talented force within our nation's military. The school is effective in its mission because of the participation of the Regiment's members.

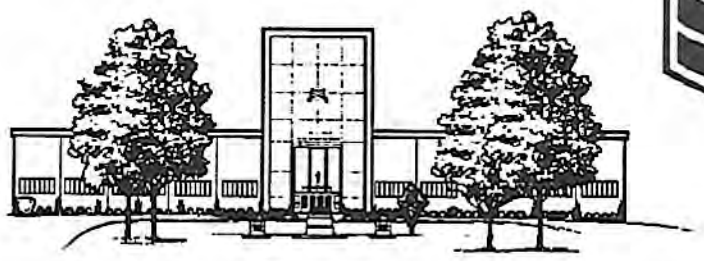
Many of us have had assignment to USAMPS at one time or another i our careers. From whatever capacit served in the school, you affected th future of the Regiment. The influenc upon the Corps, however, does not sto with the trainers, training developer or combat developers assigned here Many of you contribute to the function of USAMPS with lessons learned o ideas sent in from the field. While at tending courses you share exper ences with fellow students. Throug friendships and acquaintances deve oped at the school, you have share ideas; each building one on anothe resulting in a Corps of excellence; "Force of Choice."

Fort McClellan, like Fort Gordon will remain a proud part of our histor but as the school has been a catalys for change, change now dictates our relocation to For Leonard Wood. This transition will close a chapter o USAMPS' history, but it also opens a bright new horizon Soon, construction will begin on new facilities to suppor MANSCEN and the proponent schools. We are workin very closely with the Kansas City District Corps o Engineers to ensure project designs provide us wit the most modern facilities and ranges from which we will be able to enhance our soldier training and leade development.

While the location of the school transitions, as wel as the manner in which it functions, the vision of the scho will remain the same. We will remain committed to the achievement of transformational change in doctrine training, leader development, organizations, materie and soldiers to provide military police and Force XX commanders increased capability and flexibility acro all operational environments in support of joint, mul national, and interagency operations.

Regimental Command Sergeant Major

CSM Harold L. Burleson



As I reflect on our Military Police Corps' many accomplishments during this past year, we can be justifiably proud of each other. Because of everyone's tireless efforts, sacrifices, and selfless service, we can now reflect on our past achievements and look forward to more challenges in the future. This year, using our success as an impetus, we can exceed our past endeavors. Our senior military and civilian leaders have already expressed the need to continue deploying military police units as the "Force of Choice" in situations worldwide.

Recent deployments have proven how quickly events can change. One day we can be at home watching CNN and the next day be interviewed on CNN by reporters who seem to be everywhere. As military police, we must work on presenting a professional image at all times.



Regimental Command Sergeant Major
U.S. Army Military Police School
CSM Harold L. Burleson

In addition to our high visibility and multiple deployments, we will maintain our focus on high technological advances. For example, we used to wait for information about new equipment and items being tested under the soldier enhancement program. Now we sign on to the "web" site and view the information and pictures at our work sites. At our last MP Warfighter's Symposium, I enjoyed watching our briefers during their preparation. Many brought their information on a diskette; others sent their information ahead over e-mail. Moreover, each briefer had a choice of how to bring up the next chart on the screen by using a remote, voicing the command "next chart please," or clicking a laptop computer mouse button. I really enjoy not having to carry dozens of charts and files with me. With the variety of multimedia available, and knowing the type of hardware and software programs on hand at my destination saves me time and undue stress.

High technology also extends to the classroom. Students at the MP School and our soldiers at installations worldwide are using e-mail and other resources on their privately owned laptops or conventional PCs in the billets. Currently, Distance Learning is being field tested and will be available in the near future. In the field test, three installations successfully used the Battle Staff NCO Course. We are waiting for the next class to come to the MP School. Ask about the Distance Learning programs at your home stations. Next to resident training, it is a great way to achieve and maintain competence for the "Force of Choice."

As we strive to meet our future challenges, I remind you to always **Assist, Protect, Defend!**

Commandant's message continued.

Through this transition, we will not only continue our mission to develop competent and confident military police leaders and soldiers, prepare the Military Police Corps for the future, and foster the rich history and traditions of the Military Police Corps Regiment; we will strive to improve the environment within which a significant catalyst for positive refinements of the Regiment resides. The participation of every member of the Regiment will influence that effort. Whether you are assigned as staff and faculty, are here as a student, or input to the school with ideas and lessons learned, your participation will determine success in our mission. Our home will become Fort Leonard Wood, but our true existence travels the world through those who have walked the halls and ranges of the school. **"Of the Troops–For the Troops."**

MANSCEN

The Military Police School's position in TRADOC in the 21st Century:

The Maneuver Support Center, Fort Leonard Wood, Missouri

Dr. Charles E. Notar

The title, Maneuver Support Center, and its abbreviation, MANSCEN, is used to refer to the integrating center headquarters for the consolidated activities, the three schools, and the Fort Leonard Wood (FLW) installation. The MANSCEN will provide command and control for the Military Police, Chemical, and Engineer Schools and Fort Leonard Wood. MANSCEN consolidates most non-teaching functions of the three schools, provides consolidated officer and NCO education systems, and horizontally integrates activities of the three schools. School Commandants have direct responsibility and control over the development of Branch-specific training and doctrine, materiel and organizations. Commandants conduct Branch-specific and one-station unit training. An "Enduring Battlefield Function" (EBF) focused battle lab coordinates and supports related developmental efforts.

The MANSCEN overall organizational structure is shown in Figure 1. In the following paragraphs, each major organizational element is described.

The MANSCEN commander (MP, Engr, or CML general officer) is responsible for the TRADOC missions assigned to the installation and operation of the installation itself. The MANSCEN commander will be assisted by a command sergeant major. Each of the school commandants is also a deputy commanding general of MANSCEN and has assigned responsibilities for one or more focus areas across the command, e.g., common training, training development, combat development, etc.

The Special Staff provides administrative and protocol support to all assigned general officers and other members of the MANSCEN command group and the installation. The Garrison Commander is responsible for day-to-day operation of the installation, providing training support, and planning and execution of the mobilization mission of the installation.

The Directorate of Training Development (DOTD) is shown in Figure 2. The director is responsible for the horizontal integration of the three schools' training developme activities. Four divisions addre the full spectrum of training deve opment and the production of Ar Doctrine and Training Literatu Program (ADTLP) products.

The Development Support D vision provides general support. manages the command's particip tion in the ADTLP and publishes training and doctrinal materials d veloped by the command. It al publishes three separate Bran bulletins.

The other three divisions ha Branch specific cells that are f cused on and responsible for f filling Branch functions in th respective areas.

The Warfighter Division pe forms collective analysis, devel Army Training and Evaluati Program (ARTEP), Mission Trai ing Plans and Battle Drills, a writes warfighter TSPs. The Wa rior Division performs individu front end analysis; designs and d velops soldier training produ (STPs); and programs of instru tion, to include resident and d tributed training products a

ATS courseware. The WARNET ivision designs and develops aining for new equipment sys- ms. It also develops and inte- ates requirements for training ds, devices, simulations and mulators (TADSS) and upgraded ADSS.

The Directorate of Combat evelopment (DCD) is shown in gure 3. The director is respon- ble for the horizontal integra- on of the three schools' combat evelopment activities. Each of e five divisions has three anch-specific branches respon- ble for and with focus on Branch- ecific functions within their spective areas. The Program anagement Office is responsible r overall administration and re- urce support.

The Concepts Division conducts studies and develops concepts in support of Branch, Army and Joint operations. Branch-specific branches are responsible for development of proponent concepts and incorporation of these concepts into Army and Joint/Combined concepts.

The Organization Division serves as the developer of organizational requirements generated through the requirements



Figure 2. The Directorate of Training Development (DOTD)

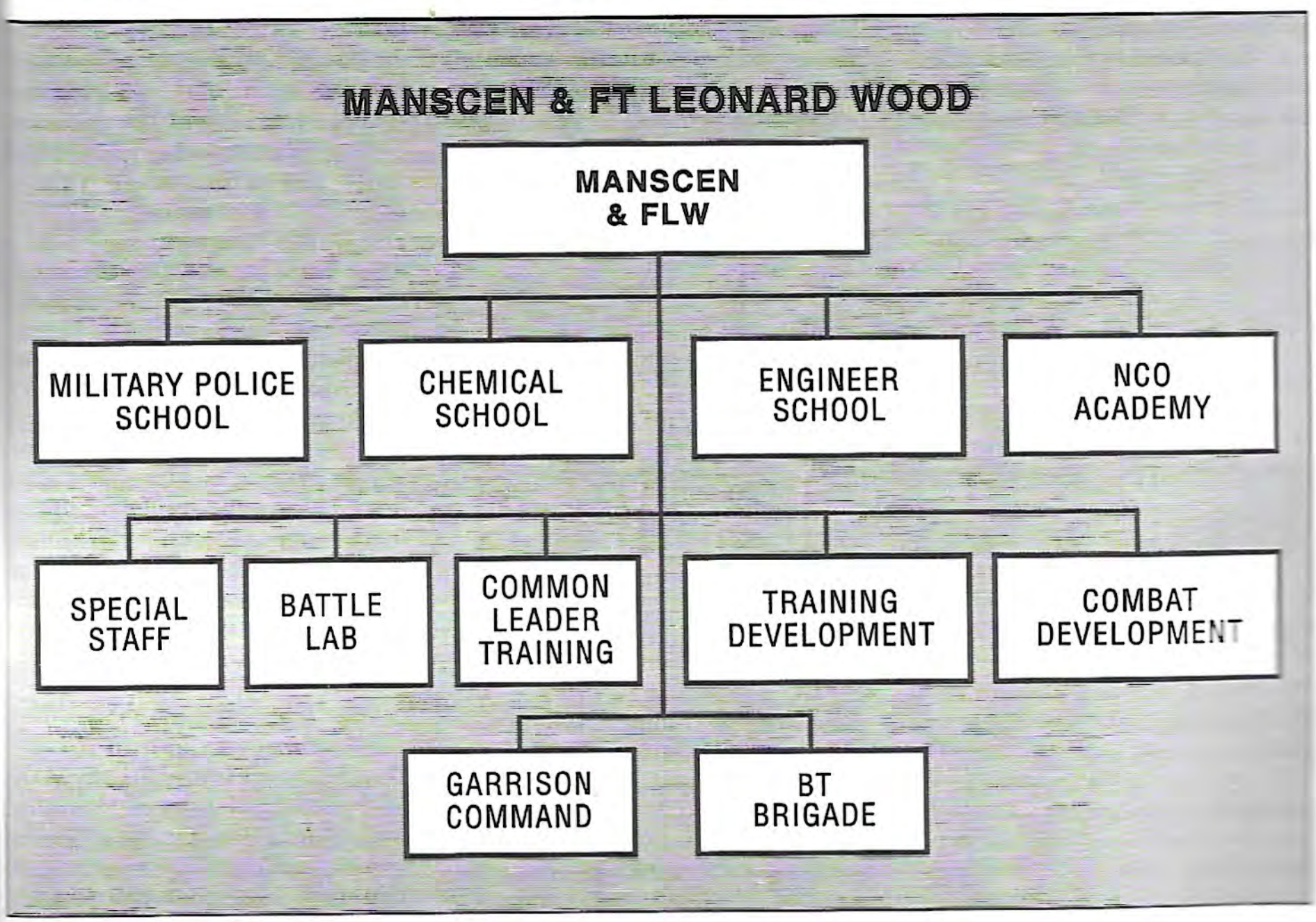


Figure 1. The MANSCEN overall organizational structure

determination process or by leadership guidance. Branch-specific responsibilities are as described in previous paragraphs.

The Materiel Requirements Division serves as the developer of materiel requirements generated through the requirements determination process, by leadership guidance, or by any information on the evolution of new materiel flowing from the Research, Development and Acquisition (RDA) or battle lab processes. Branch-specific responsibilities are as described in previous paragraphs.

The Distributed Simulations Testbed develops, operates, and maintains distributed simulations in support of combat development exercises and tests for the three schools. It provides Branch specific input and representation to the modeling and analysis community.

The Battle Lab Support Element provides branch support to the battle lab community for the three schools.

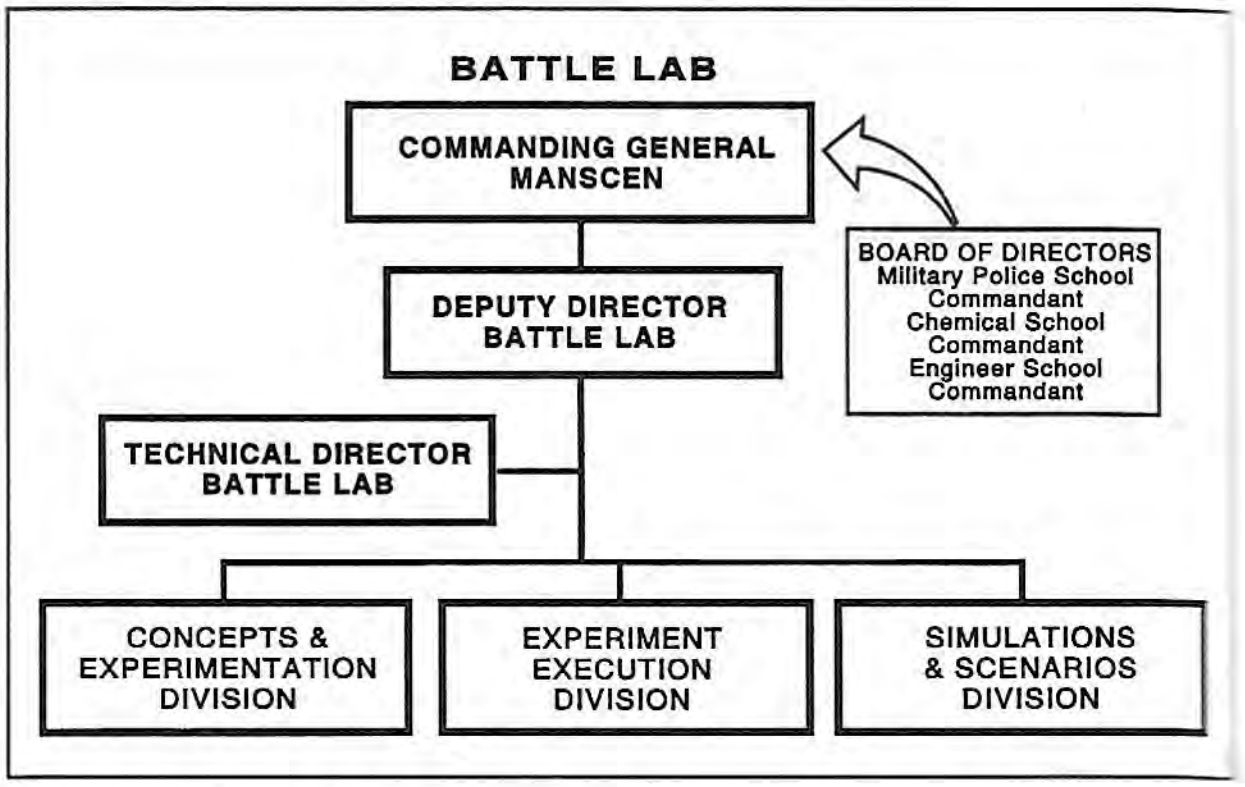


Figure 4. The MANSCEN Battle Lab

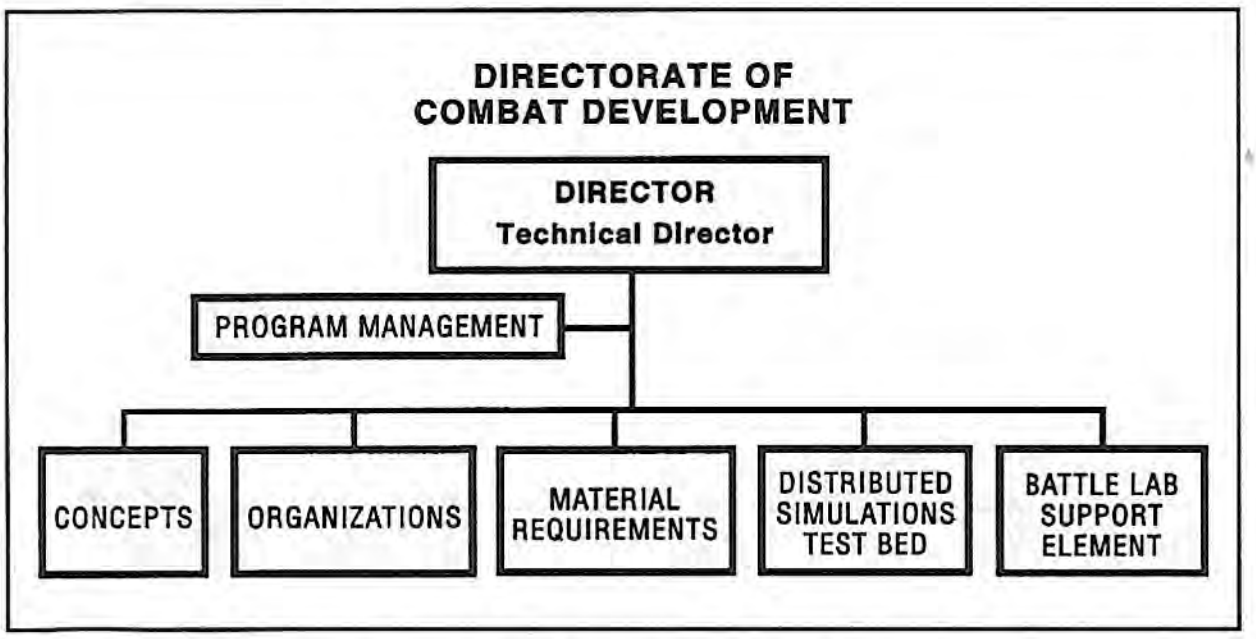


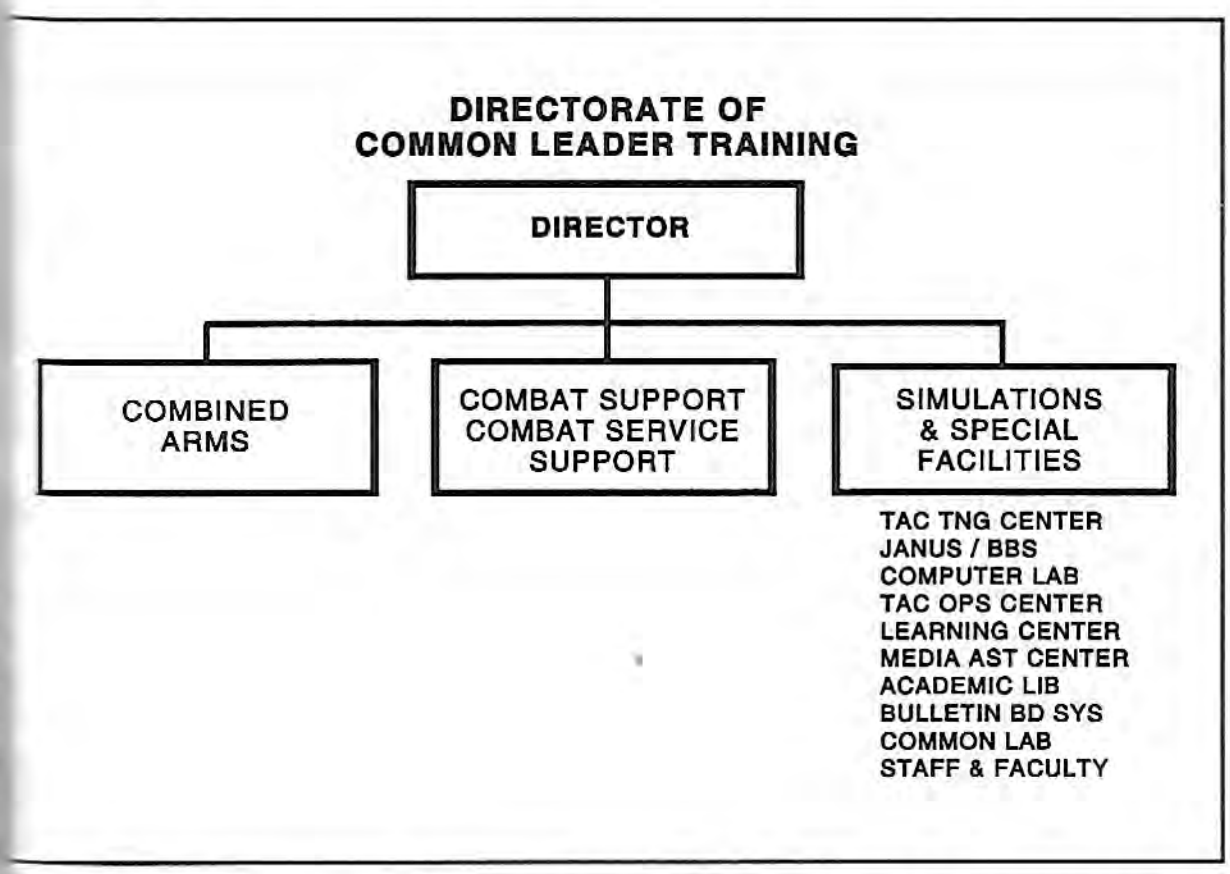
Figure 3. The Directorate of Combat Development (DCD)

The MANSCEN Battle Lab is shown in Figure 4. The Battle Lab provides a focal point for planning and conducting warfighting experiments related to the Maneuver Support enduring battlefield function. It provides an institutional process for gaining insights from progressive and iterative high fidelity constructive, virtual, and live simulations using real soldiers and units in relevant, tactically competitive scenarios. It allows for the refinement of the Maneuver Support enduring battlefield function within the Army Requirements Determination Process (Black Book). The Battle Lab furnishes a functional environment to test new ideas and techniques related to the Maneuver Support enduring battlefield function. It permits the examination of emerging doctrine, training, leader development, organizations, materiel, and soldier (DTLOMS) programs related to the Maneuver Support enduring battlefield function.

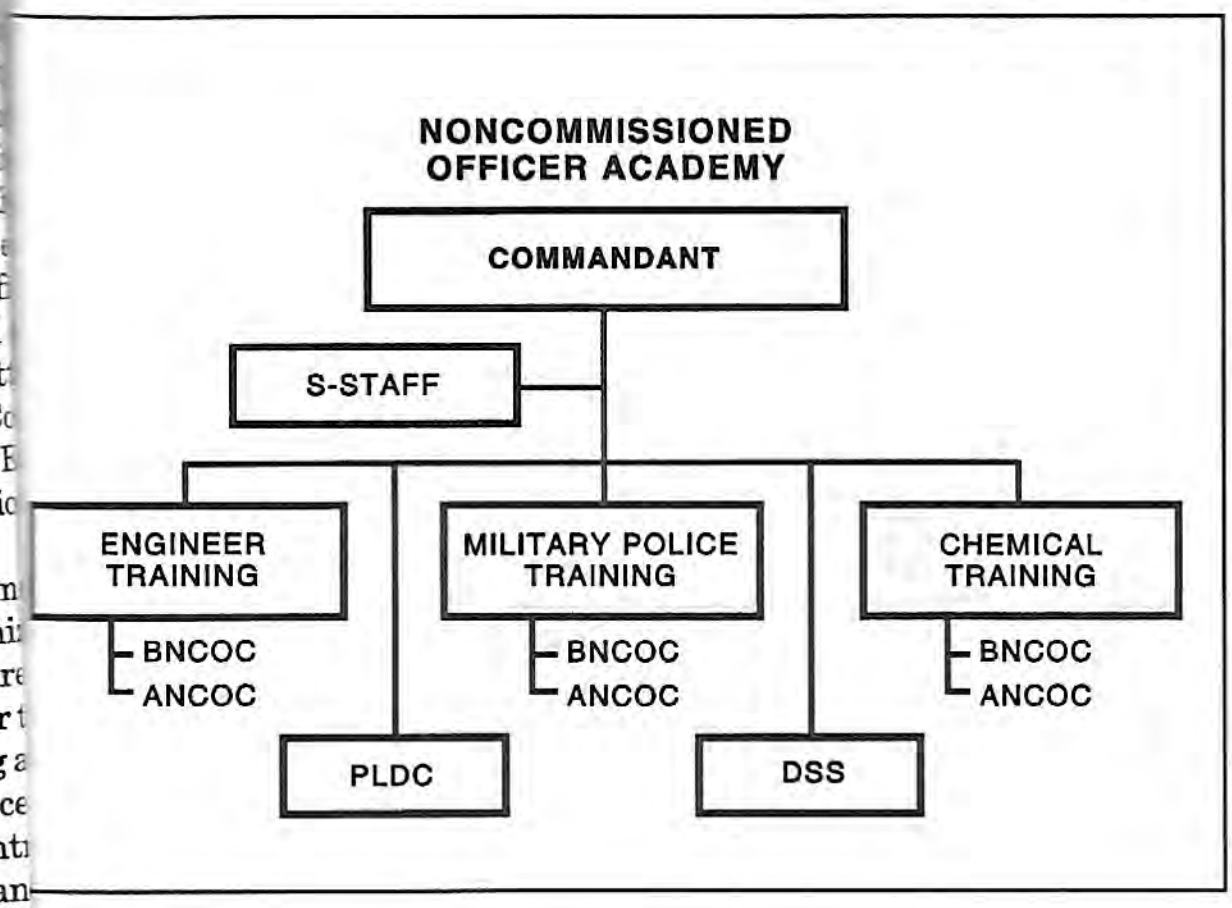
The Director of the Battle Lab is the CG, MANSCEN. The MANSCEN commander is advised on Battle Lab and developmental matters by a Board of Directors (BOD) composed of the commandants. The BOD manages the Battle Lab in consonance with the MANSCEN commander's guidance. The Battle Lab is operated on a daily basis by the Deputy Director. The Technical Director is the executive assistant to the Deputy Director. He/she provides technical advice and has a staff responsible for overall resource management for the lab. The staff includes Engineer, Military Police, and Chemical officers, NCOs, and civilians as well as combat arms personnel. The Battle Lab contains three divisions: Concepts Experimentation Design, Experiment Execution, and Simulations and Scenarios.

The Directorate of Common Leader Training (DCLT) organizational structure is shown in Figure 5. The directorate is responsible for the conduct of all officer core training and the operations and maintenance of special facilities under its control. The three schools provide Branch-unique officer training. The Combined Arms and the Combat Service

upport divisions provide the instruc-rs for the various course common re and consolidated training sub-cts. The Special Facilities Division erates and maintains the special aining support facilities. A single cademic library is operated for all three Branches. Likewise, single facilities are operated for all other capabilities unless student load and student location dictate multiple facilities. This division is also responsible for all service resident instructor training and certification.



gure 5. The Directorate of Common Leader Training (DCLT) organizational ucture



ure 6. The NCO Academy

The NCO Academy is shown in Figure 6. The NCO Academy is led by an academy commandant who is a command sergeant major. There are three school directorates. Each is headed by an assistant commandant, First Sergeant (DA Cir 611-95-1) who is responsible to teach the Advanced Noncommissioned Officers Course (ANCOC) and the Basic Noncommissioned Officers Course (BNCOC). The Military Police, Chemical, and Engineer directorates provide all training using small group leader (SGL) methodology as required by the Sergeant Majors Academy. The NCOA also includes a Primary Leader Development Course (PLDC) directorate and the Drill Sergeant School (DSS) directorate. There is an operations division headed by a Master Sergeant that provides all support to the five directorates. The Academy Commandant and the Operations Division NCO will be rotated between the three Branches.

The United States Army Military Police School (USAMPS) is shown in Figure 7. Our commandant is responsible for quality training of Branch soldiers, NCOs and officers, and writing and developing Branch specific training, doctrine, and combat development products. He/she carries out these responsibilities through an assigned staff and through Branch cells assigned to the Directorate of Training Development (DOTD), Directorate of Combat Development (DCD), and the Noncommissioned Officer Academy (NCOA). These Branch cells focus on the execution of Branch specific functions. The Commandants' Branch Staff includes an aide, secretary, driver, executive officer, resource manager, museum staff, historian, and other support positions as required.

The Commandant is also a deputy commanding general of MANSCEN and has assigned responsibilities for one or more focus areas across the command, e.g.,

common training, training development, combat development, etc. Our commandant has an assistant commandant to focus on day-to-day operations of the school. The senior enlisted member of the school is the Regimental Command Sergeant Major for the Branch. There is a Deputy Assistant Commandant (DAC) for the Reserve Components in each school. They provide oversight over total force integration and ensure that reserve and national guard needs are addressed by the schools and MANSCEN.

The Commandant will have two school organizations to ensure that Branch proponency is served, Branch Personnel Proponency Office and the DTLOMS Integration Office. The Branch Personnel Proponency Office manages personnel programs with direct HQDA interface. The DTLOMS Integration Office (Doctrine, Training, Logistics, Materiel and Soldiers) is a school commandant's agency that provide branch oversight of the DCD and DOTD and acts as the commandants representative to DA and DOD level agencies. This small office develops MP Corps strategies and concepts that will be worked through the requirements determinations process in the DCD and the Systems Approach to Training System in the DOTD. The DTLOMS Integration office will be the primary coordinator for the Commandant with MANSCEN DOTD, DCD, and DCLT. The DTLOMS Office will house the school's doctrine development section.

The Director of Training (DOT) is responsible for management of all Branch-related courses and conduct of Branch-specific MOS, functional and officer development training not assigned to the school's training brigade. The DOT also operates and maintains Branch-specific facilities not otherwise assigned to the Director of Plans, Training, and Mobilization (DPTM), the Director of Common Leader Training, or a training brigade.

USAMPS will have a Branch-specific training brigade at FLW. This brigade will have two One Station Unit Training Battalions and a battalion for professional training.

Organizations of other Services at Fort Leonard Wood are shown in Figure 8. These service elements are supported tenants at FLW. Their support at FLW is governed by Interservice Support Agreements (ISSAs) and Memorandums of Understanding (MOUs).

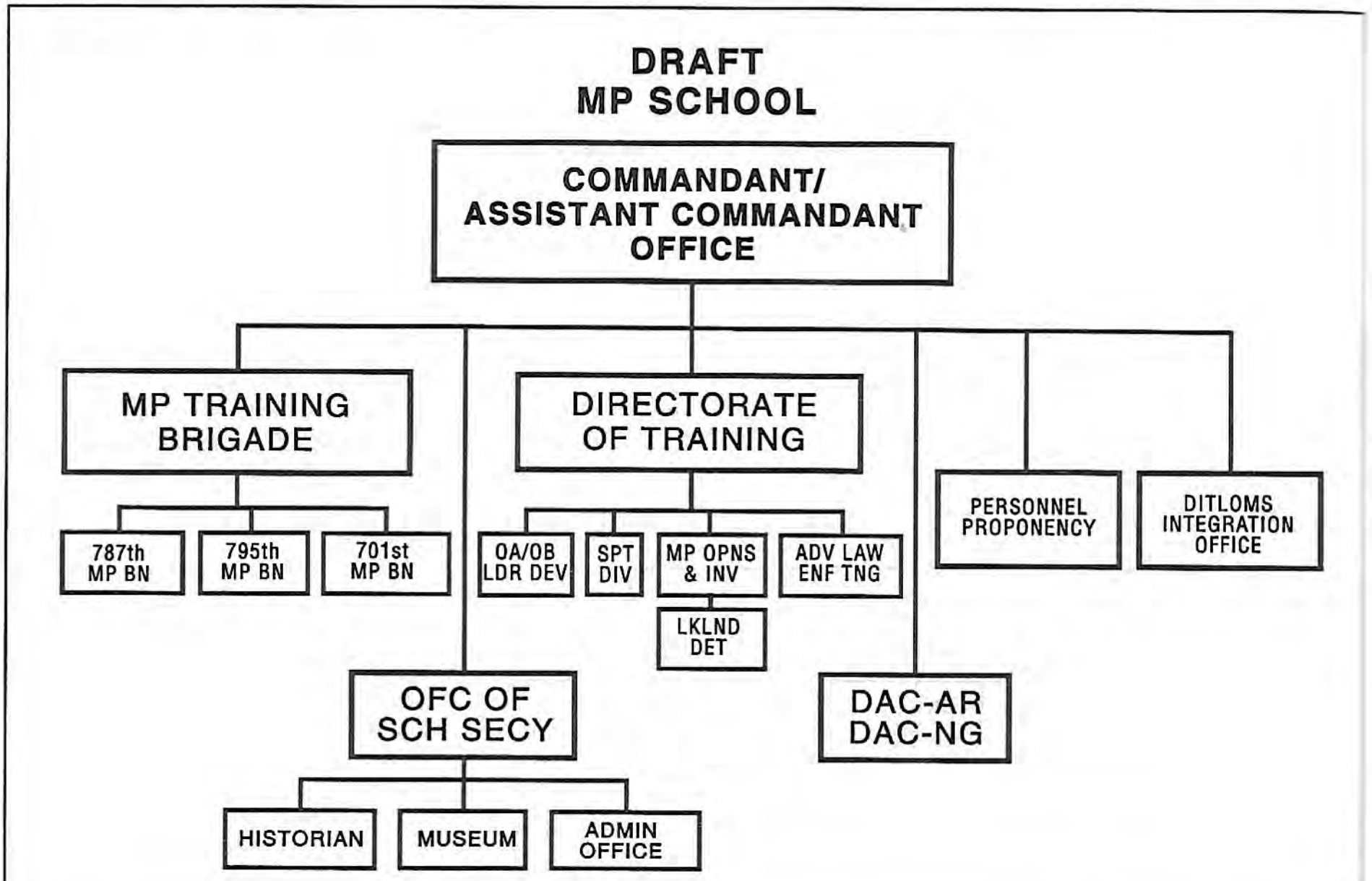


Figure 7. The United States Army Military Police School (USAMPS)

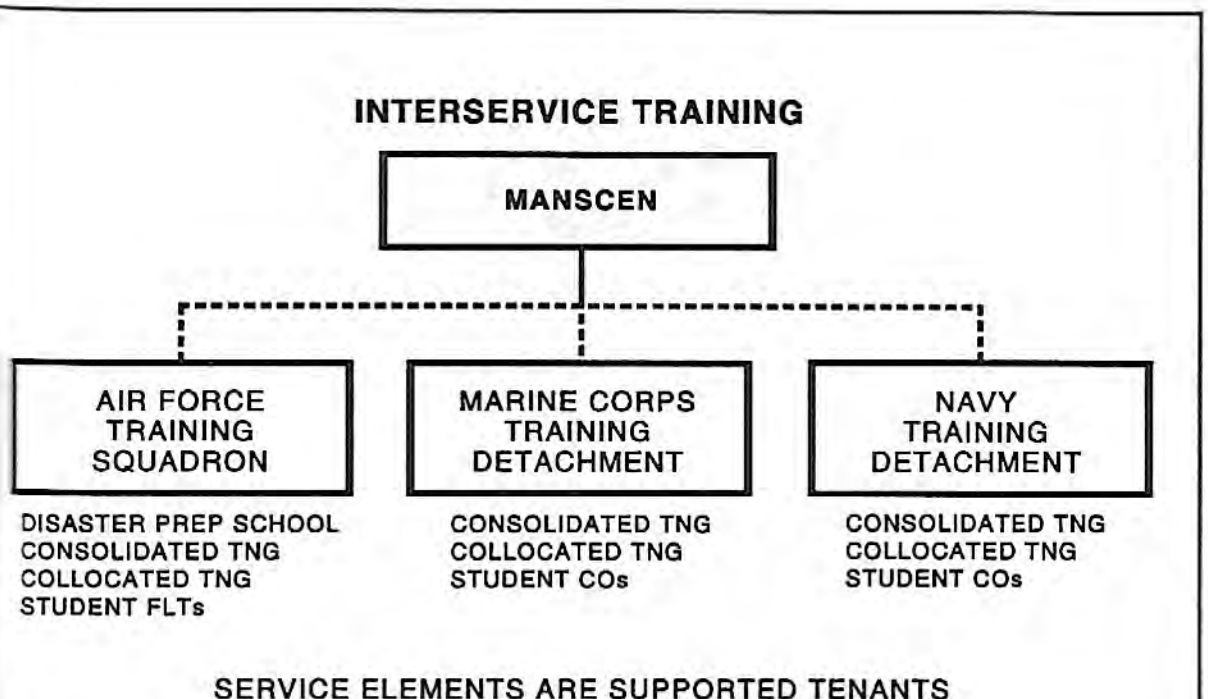


Figure 8. Organizations of other services

The formation of the MANSCEN at FLW requires a large Military Construction, Army(MCA) to accommodate the additional student load and specialized and unique training missions. Figure 9 depicts the MCA projects and the corresponding timelines for construction.

The move to FLW is predicated on completion of the new facilities and environmental concerns. Barring any unforeseen delays the watch word is "See you in Missouri 1 October 1999!"

Dr. Charles E. Notar is the deputy director of the Directorate of Training Developments, U.S. Army Military Police School, Fort McClellan, Alabama.

MANSCEN MILESTONES

CONSTRUCTION PROJECTS	DESIGN %	DESIGN COMPLETION	DESIGN STATUS	CONSTRUCTION* COMPLETION
GENERAL INSTRUCTION FACILITY	100	COMPLETE	COMPLETE	APR 99
APPLIED INSTRUCTION FACILITY	100	COMPLETE	COMPLETE	NOV 98
UNACCOMPANIED ENLISTED PERSONNEL HOUSING	95	MAR 97	ON TRACK	MAR 99
CHEMICAL DECONTAMINATION FACILITY	95	MAR 97	ON TRACK	MAR 99
RENOVATION	65	MAY 97	ON TRACK	MAR 99
RANGES	95	OCT 97	ON TRACK	APR 99
MOUT	95	OCT 97	ON TRACK	JAN 99
GENERAL OFFICER QUARTERS	95	JAN 97	ON TRACK	MAR 98

*CONSTRUCTION COMPLETION DEPENDENT ON ENVIRONMENTAL IMPACT STATEMENT SCHEDULE AND CONTRACT AWARD ACTIONS.

DOCUMENTATION (TDA)	% TDA DESIGN	DUE HQ TRADOC	DUE HQDA	STATUS
SCHOOL	100	JAN 97	AUG 97	ON TRACK
BRIGADE	100	JAN 97	AUG 97	ON TRACK
HQ MANSCEN	100	JAN 97	AUG 97	ON TRACK
INSTALLATION	75	JAN 97	AUG 97	ON TRACK

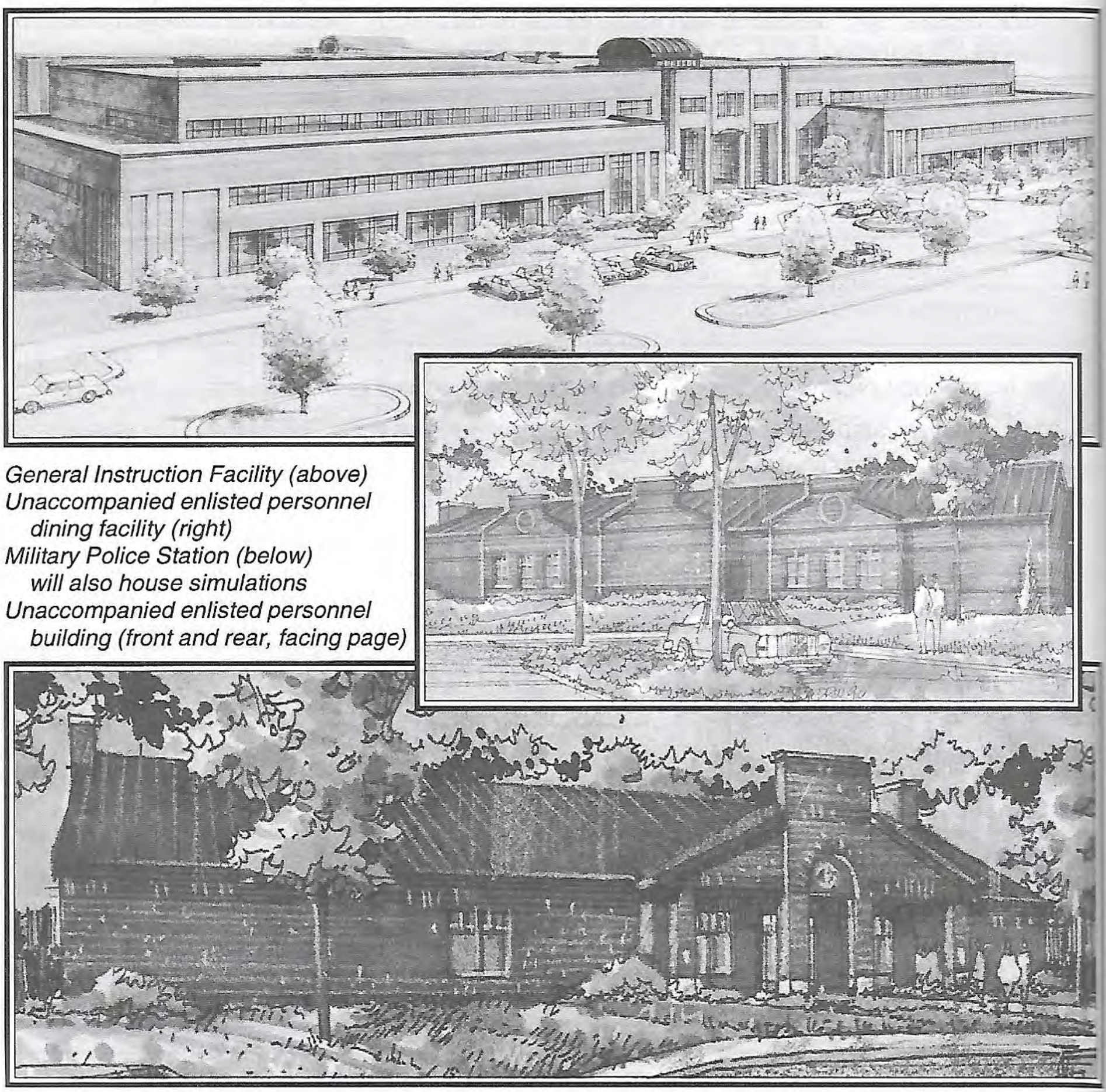
RELOCATION	START	COMPLETE	STATUS
ADVANCED PARTY/CD/TD	JAN 99	MAR 99	ON TRACK
SCHOOLS(-) MOVE	APRIL 99	SEP 99	CONSTRUCTION DEPENDENT
TRAINING BRIGADE MOVES	MAY 99	SEP 99	CONSTRUCTION DEPENDENT
CARETAKER STATUS	OCT 99		PROGRAM DEPENDENT
DISPOSAL ACTIONS		SEP 01	ON TRACK

MILESTONES CURRENT AS OF 1 FEBRUARY 1997

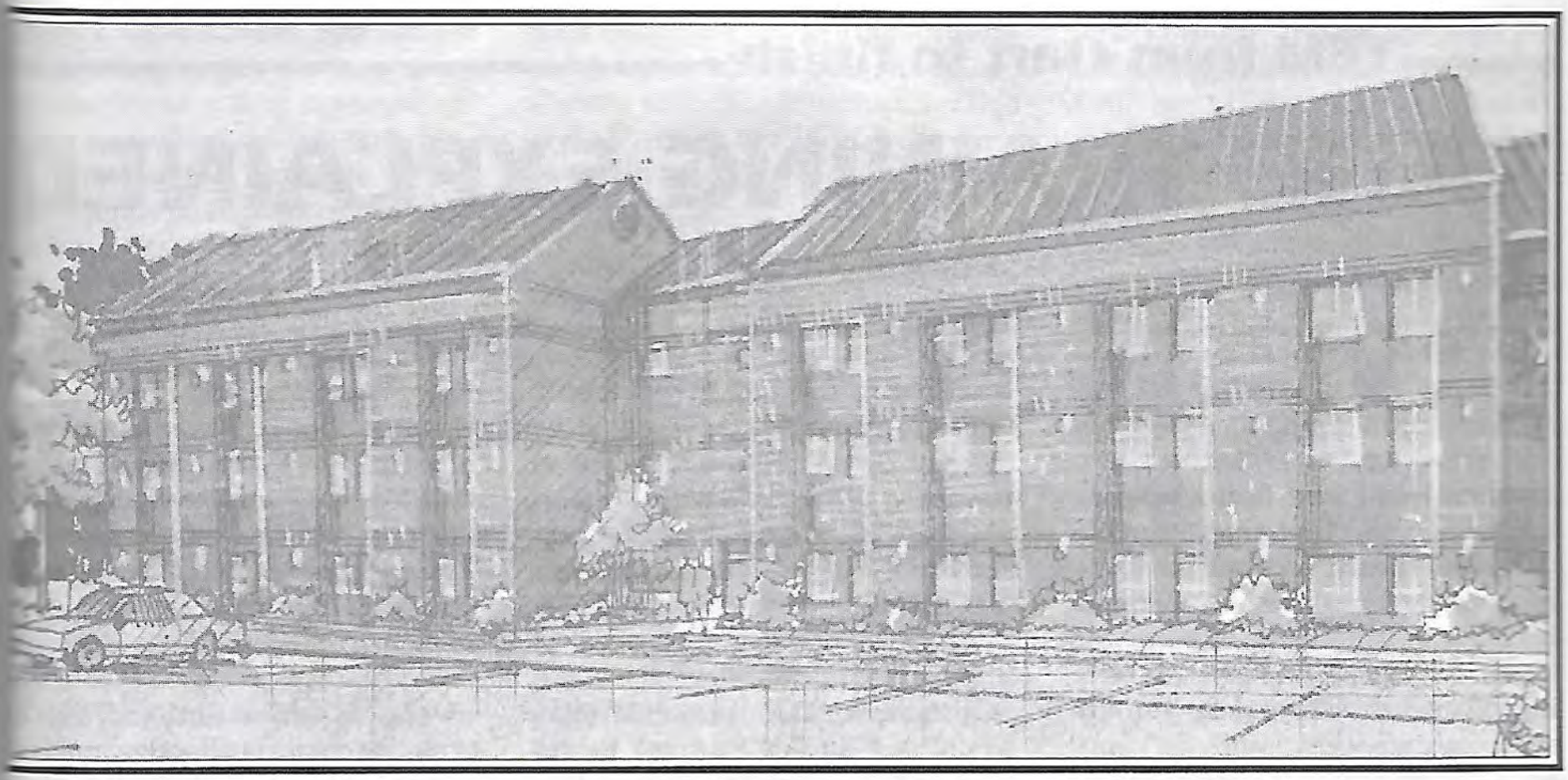
Figure 9. Military Construction projects and the corresponding timeline

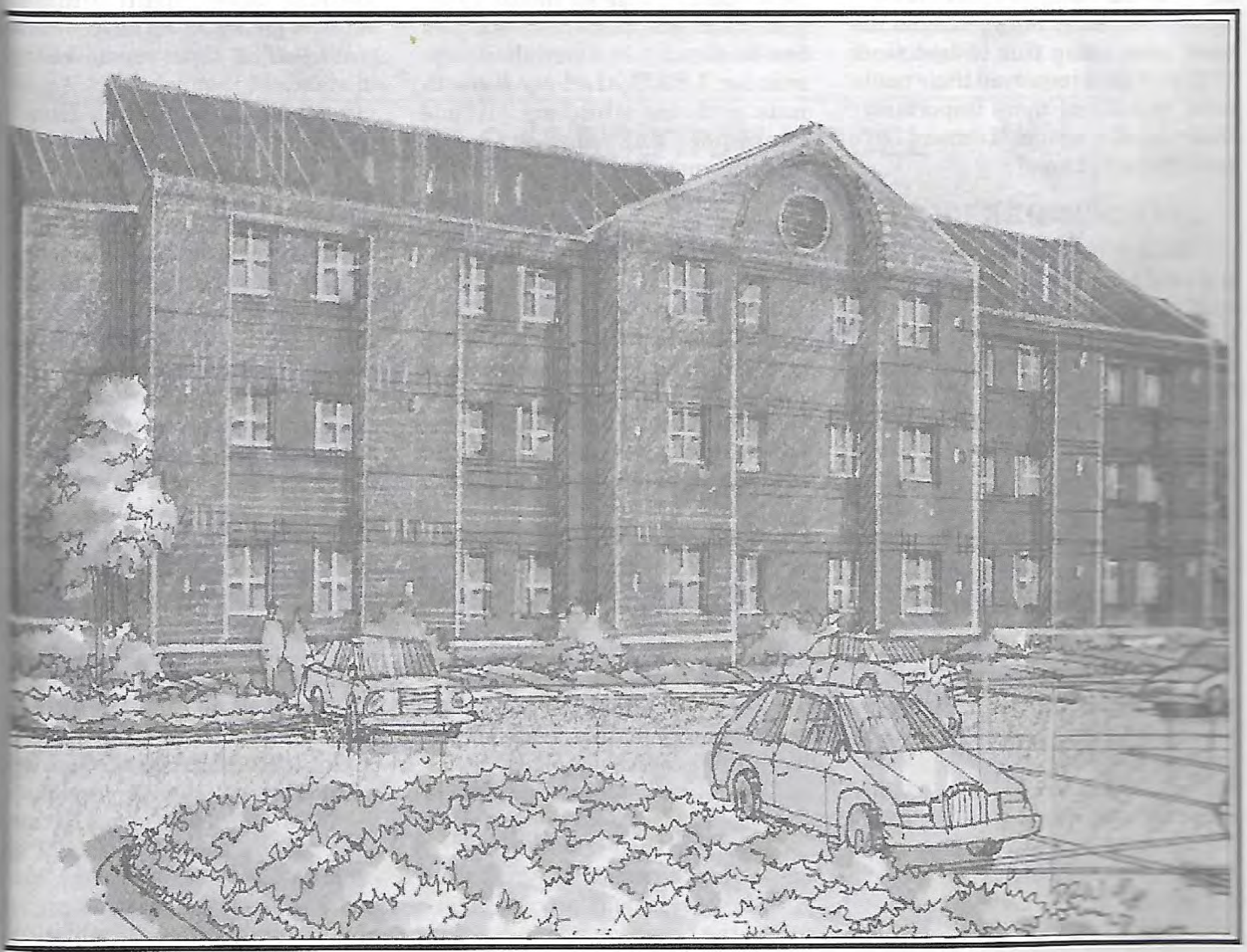
NEW FLW FACILITIES

Leonard Wood construction will accommodate additional student load and specialized and unique training missions.



General Instruction Facility (above)
Unaccompanied enlisted personnel dining facility (right)
Military Police Station (below) will also house simulations
Unaccompanied enlisted personnel building (front and rear, facing page)





TEM from start to finish

LANE TRAINING EXPLAINED

Colonel David F. Treuting

What if I could provide you with a widget that could simplify your training program, focus the synergistic effect of your unit's training efforts and as the main product of this widget produce a combat/deployment ready force for worldwide contingencies? Would you be willing to try this widget in your unit's training program? Okay, okay, you are saying not another "quick fix" remedy by some desk jockey on the loose again. Suppose I tell you that units have been using this widget since 1992 and have improved their readiness, esprit and more importantly their mission accomplishment. Are you interested now?

GROUNDWORK FIRST

This article will explain lane training tailored for military police small units. The training execution model (TEM) follows Army doctrine and training philosophy of hands-on, Mission Essential Task List (METL) driven training right out of FM 25-101. It's shaped to be driven by the company/platoon echelon, but it has application to all echelons. The only prerequisite is that a unit's training program is approved, evaluated, and directed from two levels up. For example, a squad leader must receive approval through the chain of command from his company commander to execute a training event; a platoon leader gets approval through his food chain from his battalion commander and so forth. This approval usually consists of the acceptance of the unit's Quarterly Training Brief (QTB) by the approval authority. Your QTB is a contractual obligation between the senior leader with the junior. In a military police battalion company commander's QTBs are approved by the brigade commander. The platoon's plans are approved by the battalion commander. All training is evaluated whether internally by the unit leaders or externally by higher headquarters. External Evaluations (EXEVALs) of Mission Training Plan (MTP) Army Readiness and Training Evaluation Program (ARTEP) tasks are evaluated two levels up. As a battalion commander, I EXEVALed my subordinate platoons while my brigade commander EXEVALed my subordinate companies; this parallels the QTB arrangement. The division provost marshal of a division EXEVALs his direct and general support military police platoons while the division chief of staff/G3 EXEVALs the division provost marshal's office as well as the division military police company headquarters. Armed with this knowledge, take a look at the widget known as the training execution model (TEM).

The TEM incorporates combined arms lane training methodology and quite simply adjusts it to meet the differences between how a military police unit operates vice a tank company or an infantry company team. You must have an approved company METL and an assessment by platoon leadership of its training status on collective and individual tasks. Most units have their own assessment methodology for assessing their training.

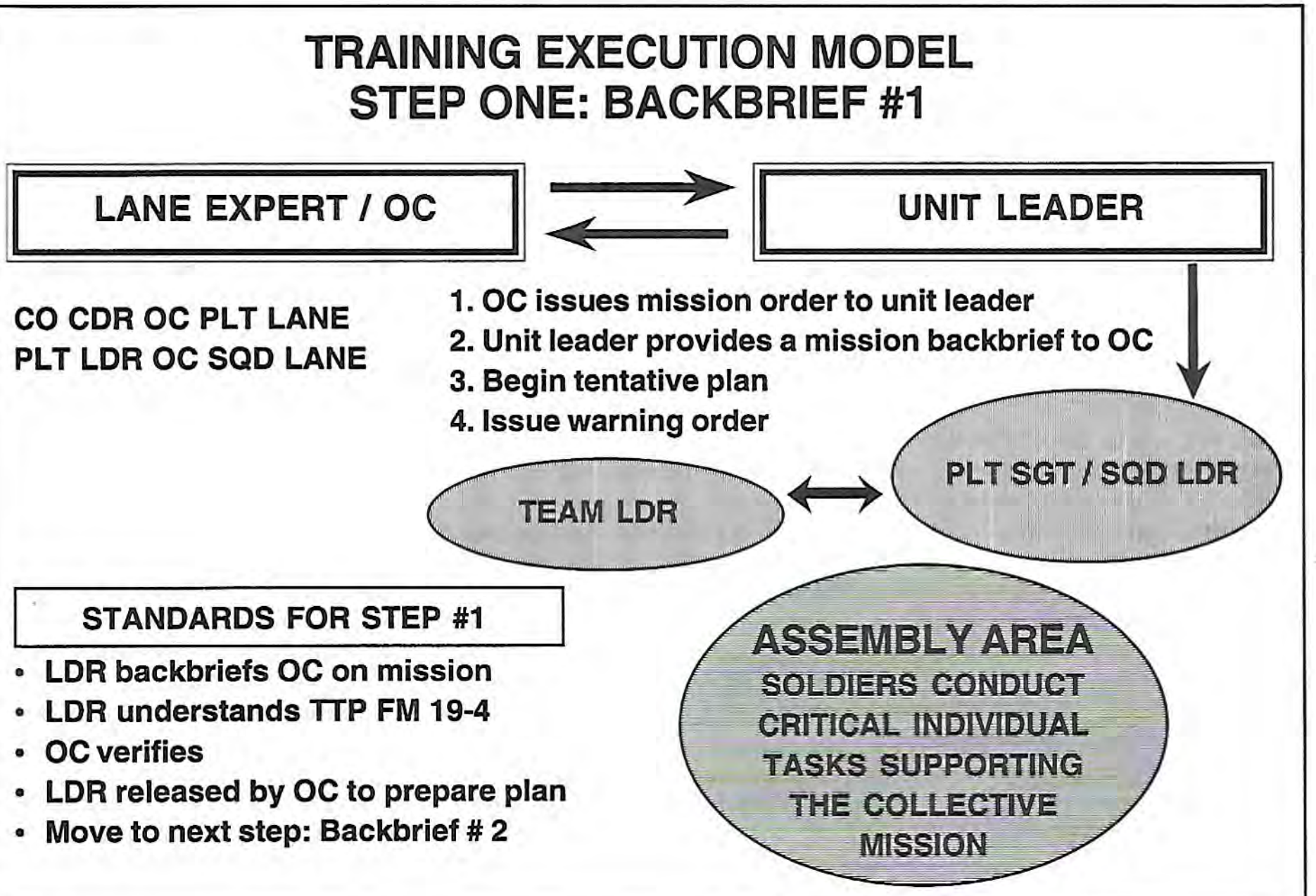
So approved METL, coupled with an assessment process determines the collective and individual tasks to be covered in the upcoming quarter. The TEM was the methodology to ***"train to standard, not to time"*** and was derived from numerous rotations at the National Training Center (NTC) as well as the train-ups that took place just prior to those rotations. The American Army has been plagued throughout its history with a time shortage for training critical collective and individual tasks. Unfortunately, younger leaders often fall prey to the "train to time" beast versus the train to standard requirement. We simply never have enough time to train on what we want to train our units on. Mission pressure, deployment pressure, and eclectic leaders rob the subordinate leader of the maximum available training time. The TEM focuses the unit on what time you have available in your training cycle to address the most critical collective and individual tasks. The TEM is an **eight step training methodology** that can be mastered by any unit. Its foundation is its leader certification of both the lane expert/observer controller (OC) as well as subordinate unit leaders. In this article the lane expert is an observer controller. The TEM causes numerous rehearsals and identification of tactics, techniques and procedures (TTP) required for mission accomplishment. It causes each soldier, regardless of position, to understand the unit leader's plan with contingencies and the TTPs required. It places the company commander as the OC for his subordinate platoons and the platoon leader as the OC for his subordinate squads during internal evaluations

forces the battalion commander nd the S3 to certify each company ommander as a lane expert or observer controller prior to training.

What is the purpose of the OC? The OC has to be certified as he lane expert for the collective asks within the specified lane. It lso makes the platoon leader a ane expert for squad tasks. Captains should be OCs for lieutenants, its the natural order of vents in military units. In battalions, the commander and/or the S3 certifies captains and platoon eaders in the conduct of a specified training event or "lane." Certification assures that the unit is n solid doctrinal ground as well s MTP standards. The OC eaches, coaches, and corrects nits in the lane and ensures the orrect TTPs are understood and pplied by the unit. OC selection and certification are absolutely critical to the TEM function. Armed with this information, lets walk through the TEM from start to finish.

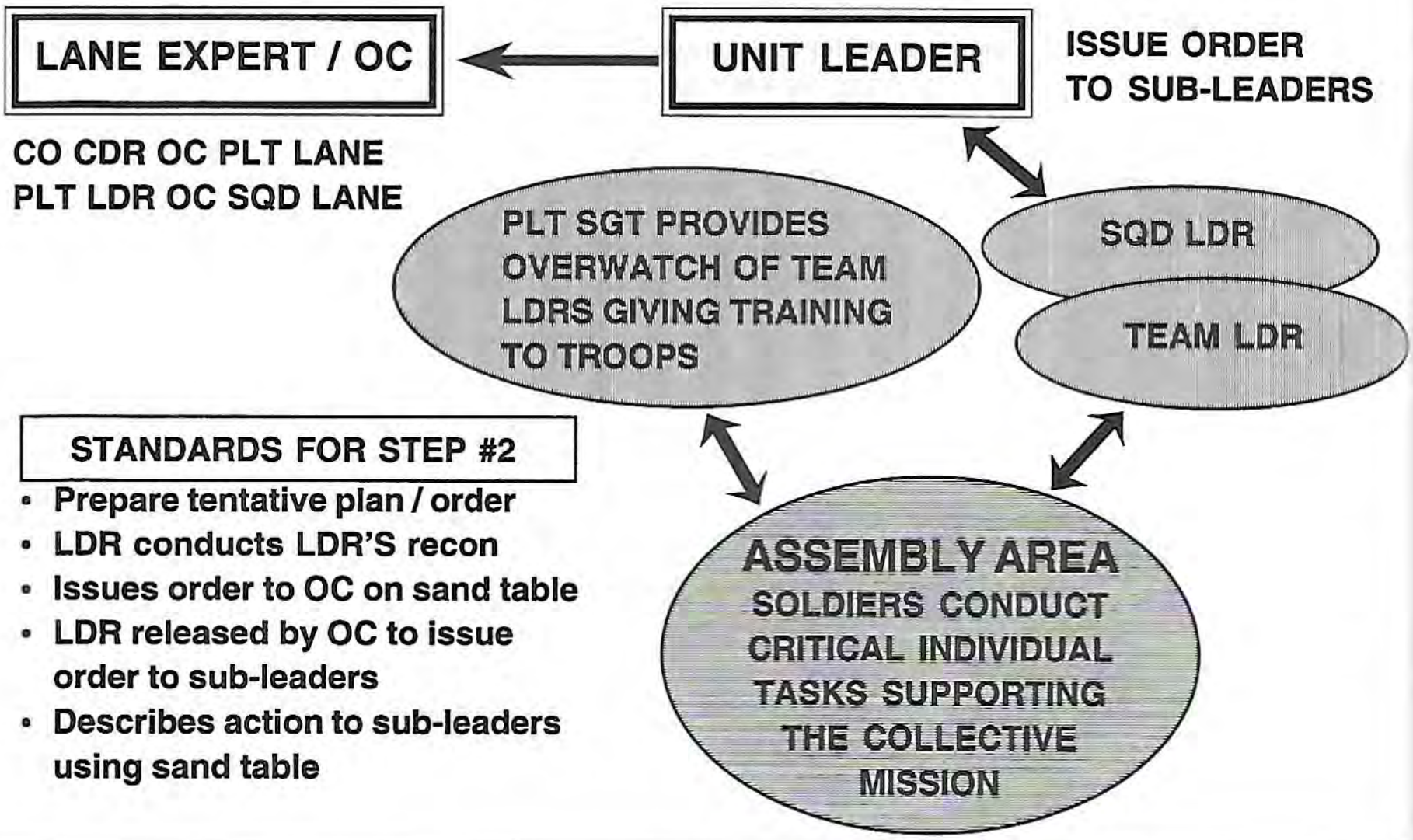
THE TRAINING EXECUTION MODEL (TEM)

Step one in the TEM is **BACKBRIEF # ONE.** The OC issues the mission order to the unit leader, in this case a platoon leader. A sand table which the platoon has built is used to brief the platoon's mission. That platoon leader then provides a mission backbrief to the OC; in this way any misunderstanding or confusion is eliminated at the very beginning of the mission/plan cycle. When I was a platoon leader and received the order to attack my mind immediately began to race ahead on how I was going to **attack** and I would invariably miss the subtleties of the mission order, often to my unit's detriment. Backbrief One eliminates that haze and fog of misunderstanding. The platoon leader's backbrief is only with the OC. This allows the interaction between the OC and the unit leader to take place while leaving the platoon leader's credibility intact. With no subordinates present, the environment to learn and ask questions without appearing "dumb" is established. In a nearby assembly area (AA) the soldiers are training on those critical individual soldier tasks that support the platoon's collective tasks. Here the platoon sergeant checks on the focus and progress of those individual tasks that have been assessed as weak. Step two of the Training Execution Model follows illustration of Backbrief #1.



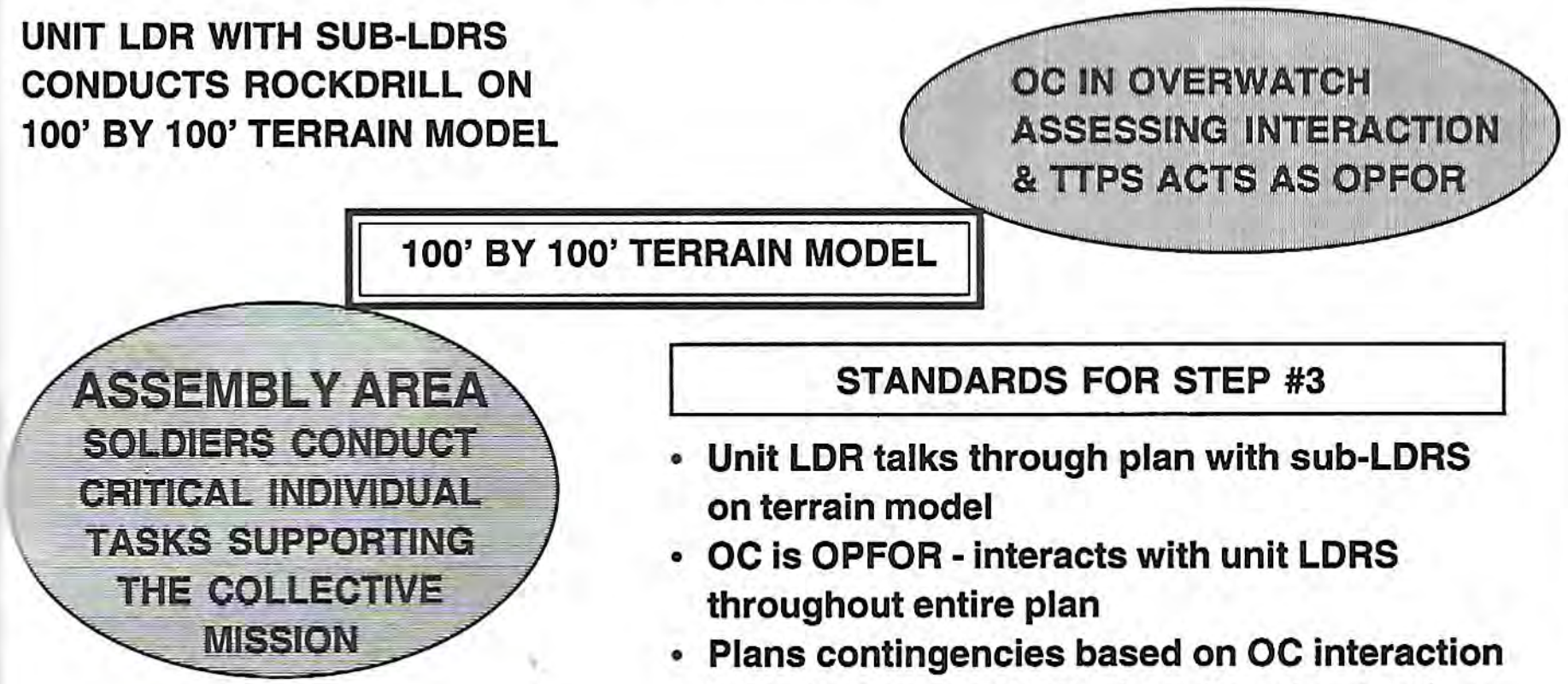
Step two, is called **BACK-BRIEF # TWO**. The unit leader, returns to the sand table area where the mission order is received from the OC. The tentative plan for the mission is briefed to the OC. Once the OC verifies the MTP standards and pertinent TTPs the unit leader briefs subordinate leaders on the same sand table. The OC remains present to hear the interaction among the platoon leadership. When the subordinates are briefed, the unit leader conducts the leaders reconnaissance. If any modifications to the tentative plan are required based on the recon, the unit leader will brief the OC. If changes ar approved then the subordinat leaders are again briefed. The in teraction and planning gets mor focused after the leader recon an you can feel the excitemen around the sand table begin t grow. Step three of the TEM follow illustratiion of Backbrief #2.

TRAINING EXECUTION MODEL
STEP TWO: BACKBRIEF #2



Step three--ROCKDRILL--is extremely critical. The unit leader and subordinate leaders conduct a rockdrill on a terrain model that the platoon has constructed of the actual training lane. Again the OC is in an overwatch position, always assessing the interaction of the leadership, serves as the opposing force (OPFOR) for the rockdrill. The unit leader talks/walks through the plan with all subordinate leaders on the terrain model. In reaction to the OPFOR, contingencies are solidified based upon the interaction on the terrain model. The OC's **"what if"** drills usually inspires detailed planning. The credibility of the unit leadership is still intact because the interaction and dumb questions are not being conducted in front of the soldiers. They are still in the AA continuing their individual training as well as preparing equipment based upon the warning order received. Once the OC is sure that the plan is understood by the platoon leadershi he releases them to conduct a wal through, which is step four.

Step four is the **Subuni Leaders Walk Through on** the **Football Field**. All terrain features and control measures are displayed. During the walk through the unit leaders imitate the movement selected such as traveling traveling overwatch and bounding overwatch. The leaders also used actual radio procedures and cal



gns in accordance with the pla- n plan. The platoon's leader- ip is demonstrating its grasp of e plan and the mission without oops so once again its credibility still sound. Once the OC is satis- d that the platoon leadership is track, they are released to brief soldiers on sand table(s) previ- ly mentioned. Squad leaders sure that their team leaders and diers understand by showing m on the sand table what their t of the mission is and how that into the overall platoon mission. strations of steps four, five, six, seven, are on the following page.

Step five--WALK THROUGH TH TROOPS. Once the soldiers e been briefed on the mission via sand table the platoon leader as- bles the platoon on the football d. The MP teams walk and talk mission. The platoon walks ough its actions of the plan, the diers react and dress on their m, squad, and platoon leaders. Commands are shouted out so all can hear. Movement is imitated as well as radio procedures, call signs, fire commands, calls for suppression, etc. The platoon is observed by the OC who plays the OPFOR and interacts with the platoon through its leaders. Often the walk through has to stop to correct or inform soldiers. The platoons interaction on the football field is a critical component of mission accomplishment. The OC will only releases the unit for the next step if satisfied that the unit understand the leaders plan and the required TTPs.

Step six--DRY RUN ON THE ACTUAL LANE. Here the unit conducts a dry run of the mission following the leader's plan on the actual training lane. The OC observes to ensure that the unit follows its plan as well as conducts the mission to MTP standards. The dry run identifies weak subtasks and allows the platoon to retrain or to repeat the dry run. This is a full dress rehearsal and ensures that the platoon is firing on all cylinders. If the unit performs satisfactorily on the dry run the OC releases them to execute at "war speed."

Step seven--EXECUTION. The unit executes the mission at war speed against a free play OPFOR that is controlled by the OC. This is the phase that involves force on force, controlled by the OC with complete MILES usage. The OC ensures that the standards of the MTP are adhered too as well as the TTPs. The OC calls ENDEX when the training lane has run to culmination. He now has enough information to assess the platoon performance and initiate the all important **After Action Review** (AAR) which is step eight of the TEM.

Step eight--AFTER ACTION REVIEW. The unit now conducts an AAR of the lane. The AAR is usually conducted on the objective or a site that overlooks the lane if at all possible. The OC facilitates the AAR.

TRAINING EXECUTION MODEL
STEP FOUR: SUB-LDRS WALK THROUGH

UNIT LDR WITH SUB-LDRS WALK THROUGH ON A FOOTBALL FIELD

ASSEMBLY AREA
SOLDIERS CONDUCT CRITICAL INDIVIDUAL TASKS SUPPORTING THE COLLECTIVE MISSION

FOOTBALL FIELD WALK THROUGH

STANDARDS FOR STEP #4

- Walk through actions
- Imitate movement (traveling, traveling overwatch, bounding)
- Use actual radio call signs/procedures
- OC observes, releases LDRS for next step if satisified with preparations
- Unit LDR briefs on sand table terrain model to soldiers in AA

TRAINING EXECUTION MODEL
STEP FIVE: SUB-LDRS WALK THROUGH

UNIT LDR WITH SUB-LDRS WALK THROUGH ON A FOOTBALL FIELD

PLATOON →

ASSEMBLY AREA
SQD LDRS BRIEF SOLDIERS ON MISSION ON SAND TABLE AND / OR TERRAIN MODEL

FOOTBALL FIELD WALK THROUGH

STANDARDS FOR STEP #5

- Walk through actions with troops on sand table and/or terrain model
- Troops act on LDR's commands
- Imitate movement
- Use actual radio call signs/procedures
- OC observes, releases unit for next step if satisfied that unit understands LDRS plan and TTP's

TRAINING EXECUTION MODEL
STEP SIX: RUN IN ACTUAL LANE

UNIT CONDUCTS DRY RUN OF MISSION FOLLOWING LDR'S PLAN ON THE ACTUAL LANE

STANDARDS FOR STEP #6

ACTUAL LANE DRY RUN THROUGH

- Conducts mission to MTP standards
- Identify weak sub-tasks
- Retrain weakness
- Do the lane again
- OC releases unit to execute at war speed if satisfied with performance

TRAINING EXECUTION MODEL
STEP SEVEN: EXECUTION

UNIT EXECUTES THE MISSION

STANDARDS FOR STEP #7

ACTUAL LANE

- Conducts mission to MTP standards
- Full use of OPFOR/miles
- Force on force free play
- OC controls OPFOR
- OC calls ENDEX

TRAINING EXECUTION MODEL
STEP EIGHT: AFTER ACTION REVIEW
UNIT CONDUCTS AAR OF TRAINING EVENT

STANDARDS FOR STEP #7

- **OC facilitates AAR**
- **State training objectives (task, conditions, standards)**
- **Bottom-up discussion**
- **Have soldiers identify mistakes**
- **Have leaders identify mistakes**
- **Conduct on training lane or objective**
- **OC assess task IAW MTP (T,P,U)**
- **Assessment "T". Go to next training objective**
- **Assessment "P" or "U". Do it again**

or the platoon leader will state tasks, conditions, and standards the training objective. The OC kes sure it becomes a review that driven from the soldier level up wards the top. He elicits the sol- rs to identify their actions both ht and wrong, and gets the lead- to do the same. The OC states at went right and wrong with the ssion in accordance with the MTP the appropriate TTPs, always ving to leave the AAR on a posi- note to improve soldier/unit rale and performance. The OC esses the task accomplishment MTP standards with a T, P, or U. he training is assessed at T, the t moves to the next mission. If essed at P or U the unit should the lane again, but given time straints the platoon might assessed at P and be directed to ve to another task previously luated as a U. That completes actual eight step process. That's TEM; but we need to add con- for its use by military police units.

SELECTION OF TRAINING CYCLES

Most military police units sta- ned outside the continental United States are not collocated with a battalion or even company sized element. The unit has to have the ability to meet real world mission requirements, take care of soldiers personal needs, and most importantly--train for its wartime mission. Each unit will have to tailor its training cycle for the prime time training management system (PTTMS) of the training cycles of GREEN, AMBER, and RED discussed in FM 25-101. The resources and time necessary to run four platoons of the GREEN cycle company through the same training lane could be the right answer for the military police battalion at Fort Hood or Fort Bragg, but might be dumb for units stationed in Korea or Germany.

In Korea, there were four GREEN platoons from four different companies located at four different local training areas. We were forced into platoon cycles versus company cycles because of the law enforcement support requirements at the seven different communities that the battalion supported. Additionally, we had four platoons, battalion-wide in an AMBER cycle. The salient point of this discussion is that lane training can be modified to meet the training cycle that your unit is configured to; but you have to be executing the guidance contained in FM 25-101 in the first place. In other words you have to build or already possess a training cycle which manages training time.

The 728th MP Battalion stationed in the Republic of Korea selected 30-day training cycle for its 24 military police platoons rotation in its prime time training management system. This cycle permitted the battalion to focus its resources on a monthly EXEVAL program while concurrently the majority of the battalion GREEN platoons were conducting lane training using the TEM. Monthly, more specifically, the third week of each month, the battalion would send an OC package (see the appropriate MTP for evaluation packages and their respective structure) from a different company along with the OC package unit's AMBER platoon to another company. Since our METL included transition to war, the OC package conducted a readiness exercise to initiate an EXEVAL. The spirit of the EXEVAL was, while graded, not a test. You must elevate the inhibitions to true learning by removing any linkage to tests.

The battalion S3 section was the EXEVAL controller headquarters and keeps the resources focused on the EXEVAL's training objectives. The internal lanes of the other units of the battalion not affected by the EXEVAL still used the TEM but, were under the control of the company OC which was usually the company commander. Therefore the battalion training cycle, rotation, and evaluation program was tailored to our internal and external situation with the training methodology being the training execution model. The EXEVAL did not stop the rest of the battalion from using TEM to maximize the time we had to train. Often units close everything down for an EXEVAL, this tends

to rob Peter to pay Paul and impacts on over fifty percent of the unit's training.

The 545th MP Company, of the 1st Cavalry Division also conducted 30-day training cycles in PTTMS. With two out of six platoons supporting law enforcement and two other platoons supporting AMBER taskings the two remaining platoons (a general and direct support platoon) were trained under the TEM methodology. The deputy provost marshal of the division would EXEVAL platoons just prior to their National Training Center rotation. This gave that platoon EXEVALed the time to retrain prior to deployment. This resulted in more realistic training as well as improved military police performance during brigade rotations to the NTC. This would also supplement the training interface provided by the military police OC at the NTC. The bottom line is that the model works in any type of military police unit.

STRENGTHS OF TEM

Any training methodology has strengths and weaknesses. Lets review the strengths first. The TEM enforces and trains platoon leaders and platoon sergeants on military police doctrine and the respective mission training plan of the military police unit. Instead of guessing or ad-libbing, the soldiers follow and then modify from a known doctrinal position to support the battlefield. The TEM lets the subordinate unit leader practice the collective tasks away from the ever critical eyes of the soldiers. It causes leader certification to take place within a unit rather than just show up on a briefing chart to keep the "old man" happy.

The TEM builds up the confidence and credibility of the unit sergeants in the eyes of the unit soldiers. It also points out the weaknesses of the junior leaders and allows a valid officer, NCO leader development program to address those weaknesses prior to a deployment or worse - combat. When was the last time you were on a mission when all of the soldiers knew and understood the plan and could execute that plan?

The soldiers who undergo the TEM methodology retain the knowledge and experience gained through this lane training well beyond the completion of the lane. TEM also improves the weak individual task status of the individual soldier by addressing those needs in the assembly area. It forces people to train to standard and not to fall into the temptation to train to time. The biggest strength is **it prepares your soldiers for combat or real world operations.**

A side effect of TEM is that it exposes flaws in the unit's METL. A one over the world type of unit METL requires a massive amount of time to conduct using lane training. I have often found that units METLs are usually copied directly from an MTP anyway and generally couldn't be executed by any unit. How many of you have seen a company METL of 17 or 18 collective missions? METL synthesis and the actual approval of the METL are the basics to a focused training program, no matter what methodology the unit selects to execute its training program. Weak METL is exposed by lane training. Any unit worth its salt should be able to show the METL linkage between the different echelons, if it can't, it will have a problem in its training program and ultimately in war.

WEAKNESSES OF TEM

The biggest weakness is often that the unit simply doesn't understand the concept of lane training, much less the methodology. It takes leader development time to implement TEM into a unit. TEM represents a different way of doing training and is dependent upon a fundamental knowledge of FM 25-101. Because it is a new way, the older leaders get nervous and some times drag their feet. TEM methodology requires an investment in time during the QTB process to ensure that the units assessment of its training status is accurate and the projected quarter's training addresses the strategy to strengthen the unit's identified weak areas. That QTB represents the handshake or contract and allows the battalion or brigade commander to ensure that platoons, and companies are training on their unit weaknesses and not the stuff they like to do or are good at. The TEM demands a tremendous amount of the time of platoon leaders and company commanders. The senior leaders have to adjust to this consequence, if you work for somebody who wants you to be anchored to your office or desk, TEM will break down without its required unit leaders and certified OCs. Lastly, you move at a slower pace, you cannot address all unit weaknesses in one cycle.

SUMMARY

The Training Execution Model is a tailored model for lane training for military police units. The TEM is a methodology for conducting unit training to standard and not to time. It forces units to assess their training status and plan/act upon that assessment to execute its training program to improve proficiency. Moreover, the biggest advantage of the TEM is forcing the people with the most experience in training to participate in the training of the unit's most precious resource--the soldiers. Sometimes convincing the senior leaders to undertake lane training is harder than the actual training itself. Try the training execution model, I promise you'll like it.

Colonel David F. Treuting was the Director of the Directorate of Combat Developments, U.S. Army Military Police School, Fort McClellan, Alabama, at the time this article was written.

MILITARY POLICE DEPLOYMENTS

Military police units, both active and reserve, remain deployed throughout the world. We continue to represent Force Projection at its finest. (Current as of May 1997)

OPERATION / UNIT	DEPLOYED LOCATION
USAREUR:	
ABLE SENTRY:	
501st MP Div Co(-), (MP SQD), Bad Kreuznach, GE	Macedonia
USAREUR FORWARD:	
286th MP Det (CID), Wurzberg, GE	Taszar, Hungary/Bosnia-Herzegovina
560th MP Escort Gd Co(-), Mannheim, GE	Taszar, Hungary
JOINT GUARD (TASK FORCE EAGLE):	
1st MP Div Co(+), Wurzberg, GE	Bosnia-Herzegovina
(Aug by elements from 18th MP Bde)	
FORSCOM:	
USAREUR FORWARD:	
571st MP CSC, Fort Lewis, WA	Taszar, Hungary
JOINT GUARD (TASK FORCE EAGLE):	
108th MP CSC, Fort Bragg, NC	Bosnia-Herzegovina
977th MP CSC, Fort Riley, KS	Bosnia-Herzegovina
U.S. SUPPORT GROUP-HAITI:	
PM Cell	Haiti
JOINT TASK FORCE BRAVO:	
209th MP CSC(-), Fort McClellan, AL	Honduras
SUSTAIN LIBERTY:	
511th MP CSC(-), Fort Drum, NY	Panama
MULTI-NATIONAL FORCE OBSERVER:	
511th MP CSC(-), Fort Drum, NY	Sinai
SOUTHWEST ASIA:	
463d MP CSC(-), Fort Leonard Wood, MO	Kuwait
ARMORED SECURITY VEHICLE TEST:	
410th MP CSC(-), Fort Hood, TX	Fort Hood, TX
USARPAC:	
COUNTER DRUG/SECURITY OPS:	
Elements of USALEC and 25th MP Bn	Pacific
Fort Shafter and Schofield Barracks, HI	
RESERVE COMPONENTS NG/USAR BACKFILL:	
649th MP CSC (NG), Alameda, CA	Germany
933d MP CSC (NG), Chicago, IL	Germany

MILITARY POLICE CORPS, "THE FORCE OF CHOICE"

EXPANDING THE ROLE OF THE PWIC

Major Edward J. Kornish

What is a PWIC?

A PWIC is a Prisoner of War Information Center. The mission of the PWIC is to provide a United States central agency in each theater of operation for the receipt, processing, maintenance, dissemination, and transmittal of required information and data relating to enemy prisoners of war and civilian internees in theater, and American prisoners of war and civilian internees about whom information is received from theater or other sources. The PWIC serves as the theater's nerve center for enemy prisoner of war (EPW) information and operations. The PWIC is normally assigned or attached to a military police brigade or to theater headquarters.

How many PWICs are in the Army's force structure?

The Army has three operational PWICs: one Active PWIC (the 122d Military Police Detachment at Fort Bragg, North Carolina); one Reserve PWIC (the 324th Military Police Detachment in Indiana), and on National Guard PWIC (the 152d Military Police Detachment in West Virginia). Force planners should include a PWIC in the force structure for all major regional contingencies (MRC). If the Army plans for two concurrent MRCs that develop sequentially, then the Army should plan for the simultaneous deployment of two PWICs. That leaves the third PWIC available for any other worldwide contingency. The Army needs to maintain three operational PWICs to meet the strategic needs of the United States.



SSG Gary Woofter and SGT Johnny Jackson, 152d MP Det (PWIC) - road security during convoy stop.

How versatile is a PWIC in war and Stability and Support Operations (SASO)?

When the Army deploys, whether for warfighting or SASO the Army deploys with a PWIC. During Operation Desert Storm, the 152d MP Det (PWIC) deployed to the Kingdom of Saudi Arabia. During Operation Uphold Democracy, the 122d MP Det (PWIC) deployed to Haiti. During Operation Joint Endeavor, both the 152d MP Det (PWIC) and the 324th MP Det (PWIC) deployed to Bosnia-Herzegovina. When the Army fights wars, the PWIC performs EPW operations. When the Army conducts stability and support operations, the PWIC performs at least two missions. As a contingency force during SASO, the PWIC stands ready to conduct EPW operations. As an operational information center with the greatest automated data processing capability available to the Military Police Corps in a theater of operations, the PWIC performs operations that best support theater priorities. In Haiti, the PWIC headed an internment facility where people were held who were considered threats to U.S. security. In Bosnia-Herzegovina, the PWIC served to enhance force protection by developing and implementing theater access control policy for all U.S. bases and by developing a by-name data base of all civilians authorized access to any U.S. base.

What did the PWIC do in Bosnia-Herzegovina?

This article documents how the Army employed the PWIC in stability and support operations in Bosnia-Herzegovina. The PWIC did not have to perform its primary mission of conducting EPW operations. The U.S. Army did not have to permanently detain persons for violating the Dayton Peace Accord and the PWIC did not have to operate a detainee information center. The U.S. Army was not required to document the millions of refugees throughout Bosnia-Herzegovina and the PWIC did not have to document any refugees. The U.S. Army's number one mission in Bosnia-Herzegovina was force protection of U.S. forces and the PWIC supported this mission.

When deployed to Bosnia-Herzegovina, the 152d MP Det (PWIC) was assigned to Task Force Eagle and further assigned to the 18th Military Police Brigade. Task Force Eagle was a division based task force centered on the 1st Armored Division and augmented with slices of units normally employed at corps, echelons above corps, and theater levels. Some of the "slice" units included a signal brigade, a military intelligence brigade, and a military police brigade. Colonel Stephen J. Curry commanded the 18th Military Police Brigade and served as the Task Force Provost Marshal. Colonel Curry tasked the PWIC to enhance force protection. He directed the PWIC to assess base access control procedures throughout the theater, to develop base access control policy for the theater, to implement this policy, and to establish and maintain a Task Force data base for all civilians authorized access to any U.S. base.



SFC Sam Elson and SGT R. Bowen - inspecting gate operations Kuntz (BANDIT) Base, near GRADACAC.

When the PWIC assessed existing base access control policy, the PWIC found that each brigade and each base had developed its own base access control policy. Great variance existed between policy and practice from base to base. At least some of the variance was due to different conditions at different bases. Bases ranged in size from company-sized bases with less than 100 soldiers and less than 20 civilians to brigade-sized bases with over 1000 soldiers and over 1000 civilians. Geographic size ranged from small, less than a square mile, to large, several square miles. Traffic ranged from minimal,



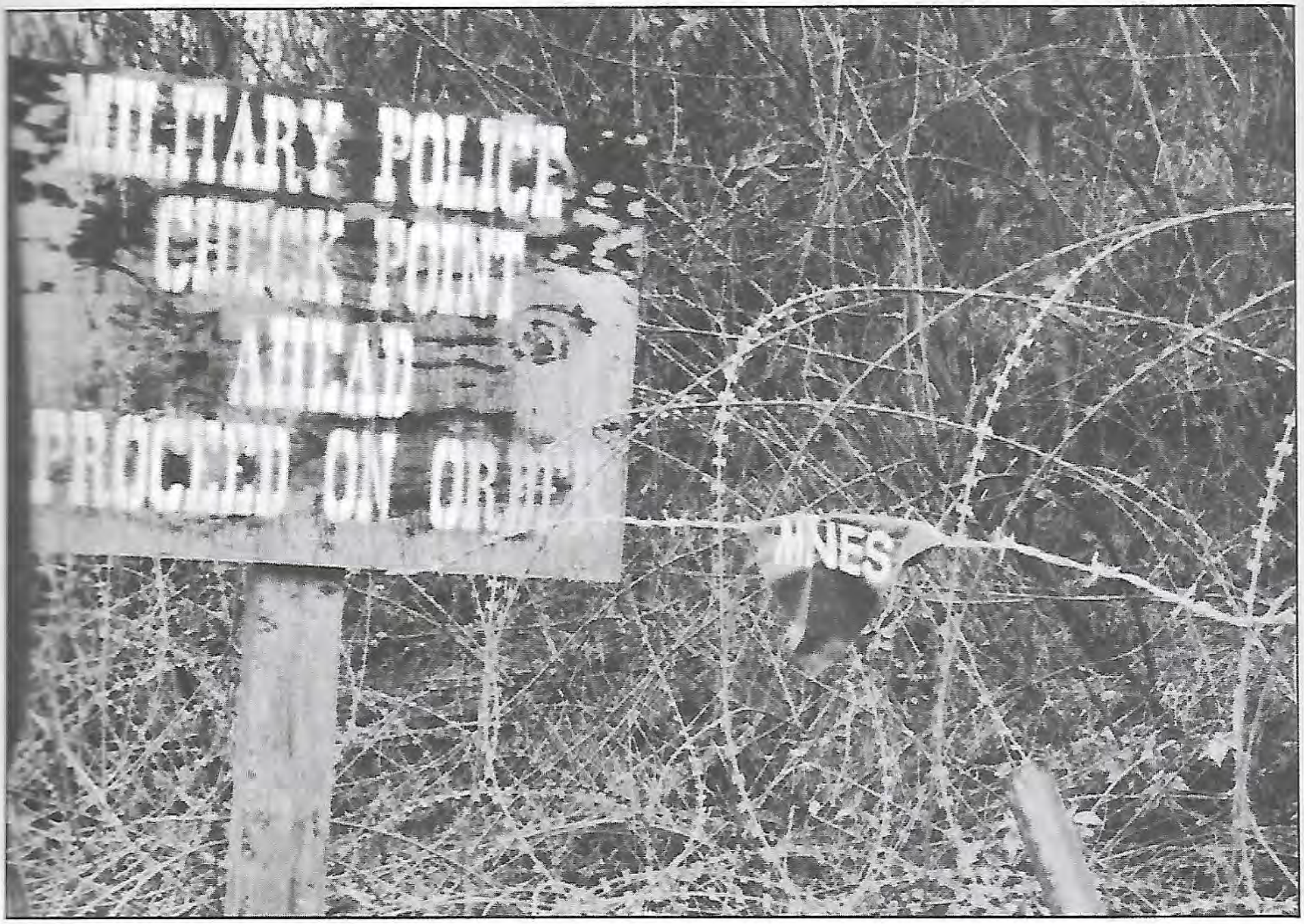
Entrance to Camp Bedrock - home of the MASH and Engineers.

a handful of visitors daily, to major, several thousand visitors and hundreds of vehicles daily. Some of this traffic was unnecessary and later restricted based on military necessity. Access control was good to excellent at most bases, but inadequate at others.

Civilian workers accounted for the vast majority of civilian base traffic. Visiting civilians accounted for very little traffic and were escorted. The civilian workers included approximately 6500 civilians employed by Brown and Root, the Army's prime contractor for base support. Many of these civilians were local national (Bosnian) employees. Other civilian employees included interpreters (most were employed by BDM, a civilian contractor), AAFES employees, contract employees, DOD and DA civilians, ATT and GTE employees, Red Cross workers, education and morale support workers, weapon systems contractors and technicians, intelligence specialists, and security specialists.

Over 80 percent of the civilian employees worked for Brown and Root. Brown and Root is under contract with the Army to provide worldwide base support services. Brown and Root signed its contract with the government after Operation Desert Storm and has provided support in Haiti, Somalia, and Bosnia-Herzegovina. Many of the base access controls established in Bosnia-Herzegovina were previously established in Haiti. Future planning documents, to include Brown and Root's contract with the Army, should be modified to include specific plans for base access control based on the foreseeable presence of a large number of civilian workers.

The PWIC concluded its assessment and found that existing base access controls were inadequate, at least in part, because the Task Force had not established minimum standards for base access control theaterwide. The PWIC considered several alternatives including some rather high technology solutions such as photo identification cards with a bar code or hologram. Counterfeiting any identification card was a critical policy consideration. Cost and time to implement were also key considerations. Ultimately, the PWIC recommended and the Task Force adopted a base access control



152d MP Det (PWIC) - "Danger surrounds us." One of many minefields.



152d MP Det (PWIC) - convoy assembly area outside 18th MP Bde TOC, Comanche Base, Tuzla.

policy that required each base to establish an access roster listing all civilians authorized access by the base commander based on military necessity, not convenience. The Task Force also required each civilian to have at least 2 specific photographic identification cards, one issued by the employer and another one issued by the Task Force (or, for local nationals, the national government). The Task Force required all employers to identify which of their employees required access to each base and to provide this information to each base and to the PWIC. The Task Force required the PWIC to establish and maintain a consolidated data base containing all of this information. Before any civilian entered a base, the gate guards were required to ensure that the civilian was on the base access roster and had the required identification cards. In some cases, the gate guards maintained one of the identification cards at all times and the employee maintained the other card at all times. Whenever the employee entered onto or exited off of the base, the employee exchanged identification cards with the gate guards. This policy of dual photographic identification cards coupled with an access roster allowed the Task Force to minimize cost and time to implement. The cards were already issued and the roster could be prepared quickly. Similar systems were used in Haiti and Vietnam. This system was approved by Colonel John M. Brown III, the Task Force Chief of Staff, and distributed to all subordinate commands and bases in directive form. The PWIC then worked with the 1st Armored Division Provost Marshal's Office to publish a detailed standard operating procedure for civilian access control, gate operations, and detainee operations.

After helping create the Task Force civilian access control policy, the PWIC was tasked to go to all bases, train them on the policy, and then check each base to ensure that the policy was implemented successfully. With 32 operational bases and forward operating sites, this task took approximately six weeks to accomplish. At the same time, part of the PWIC remained on station at Eagle Base (Tuzla Main) to establish and maintain the Task Force data base. After completing assistance visits to all bases, the PWIC revisited all bases as part of joint inspection team that included military intelligence security experts. The PWIC continued to monitor bases that had difficulty complying with the Task Force policy.

Is base security a viable secondary mission for the PWIC in SASO?

In retrospect, civilian access control as performed by the 152d MP Det (PWIC) in Bosnia-Herzegovina is a viable mission for the PWIC in stability and support operations. This assumes, of course, that the PWIC is not performing its primary mission of operating an information center for EPW, civilian internees or detainees, or refugees. Even if no prisoners or detainees are being taken in a theater, the theater should have a PWIC in the force structure as a contingency force. As a theater asset with tremendous automated data processing capability, the need to increase versatility of all units in a downsized Army in SASO, the obvious importance of force protection of American soldiers and civilians, and the foreseeability of a large number of civilians employed by the Army in any sustained deployment, the PWIC should be assigned civilian access control as a secondary mission in SASO.

Major Edward J. Kornish is the Plans Officer for the 152d MP Det (PWIC) and deployed with the unit for Operations Desert Storm and Joint Endeavor.

FORCE PROTECTION
AND THE MILITARY POLICE CORPS

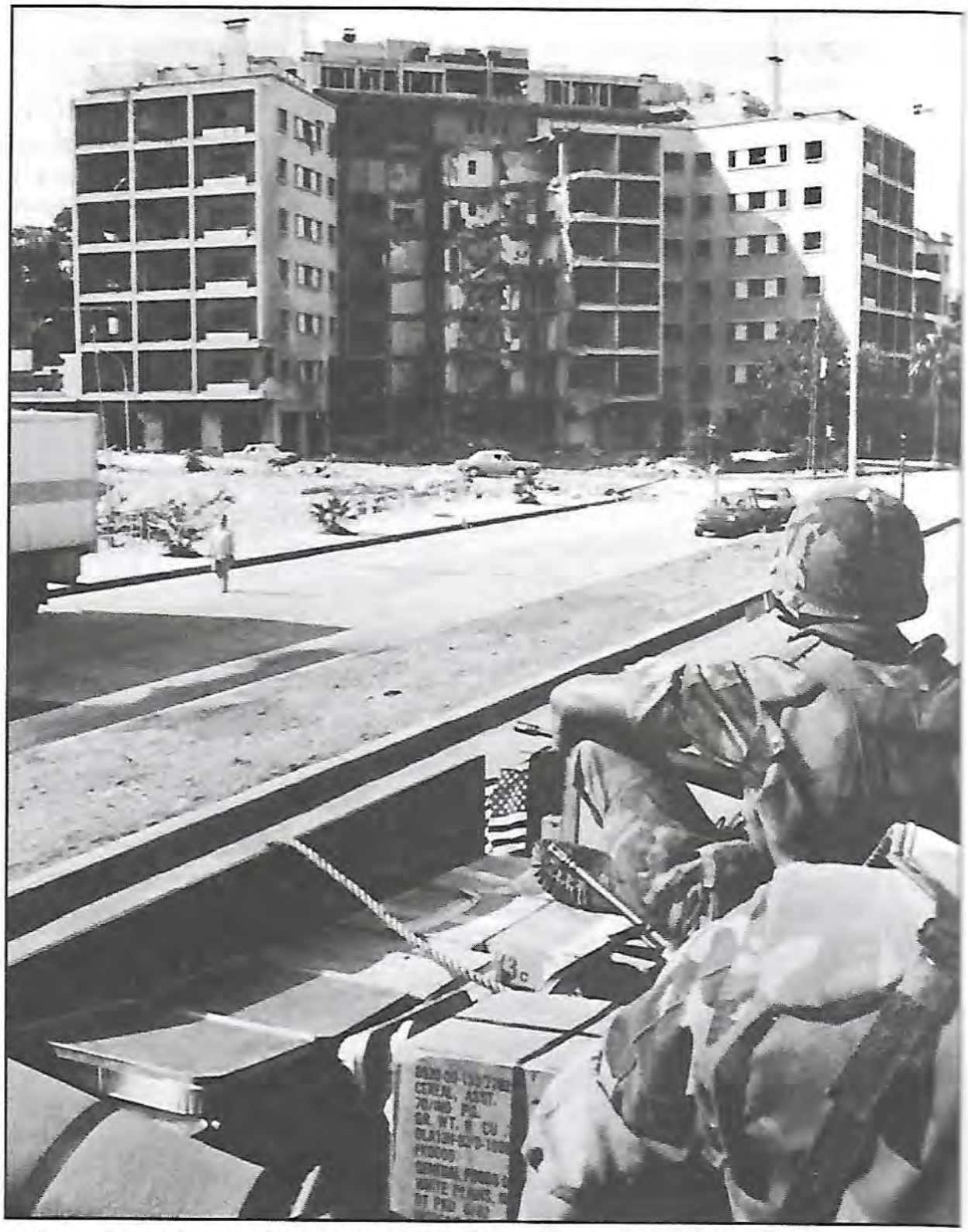
Captain Steven L. Donaldson

From Oklahoma City to Tokyo, from the World Trade Center to Saudi Arabia, the terrorist threat to America and our citizens is ever changing. Our Army also faces these unconventional threats as we can no longer expect an enemy to stand and face us in the traditional sense. No force in the world can challenge us directly; however, campaigns of terror are growing and soldiers deployed throughout the world must become proactive in methods to protect themselves, their families, and their units. The Military Police Corps plays a key role in ensuring that all soldiers have the tools of vigilance to reduce or eliminate the threat of terrorism at home or abroad. Force protection programs, properly implemented, are the key to success.

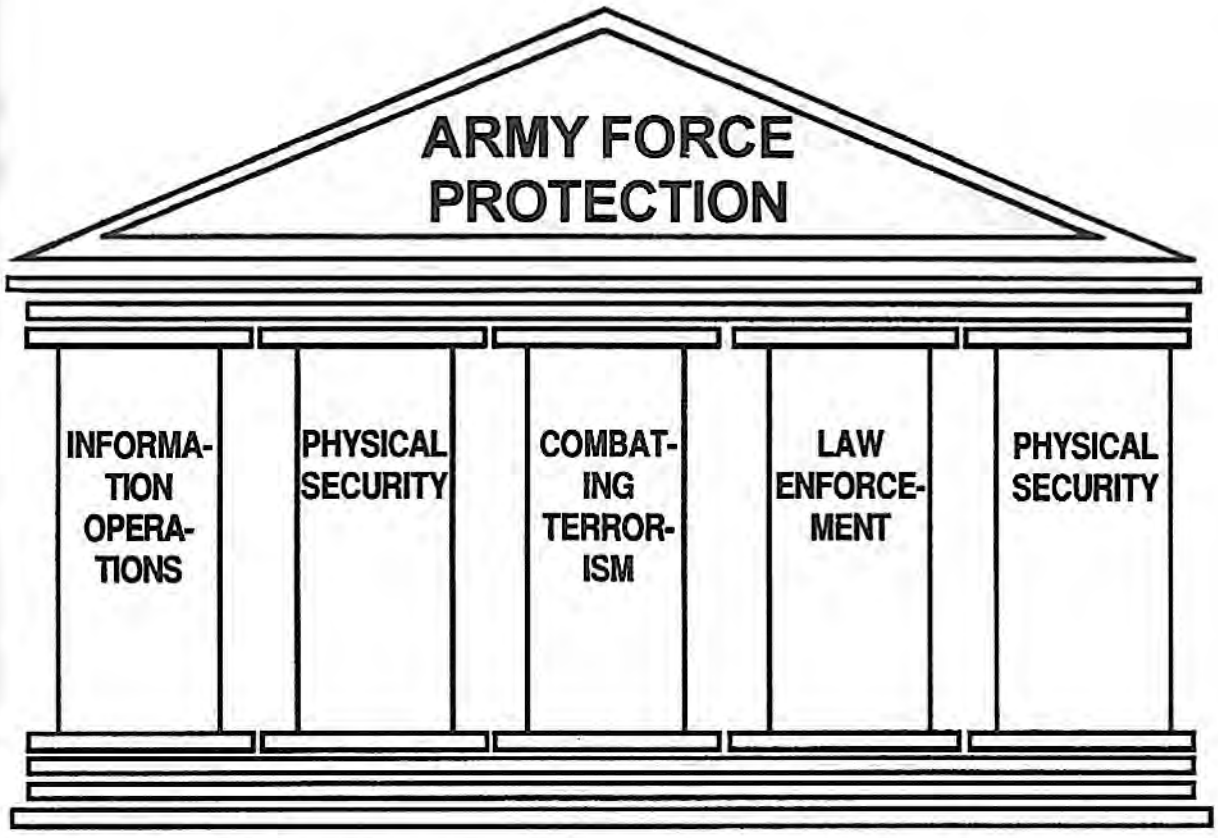
BACKGROUND

In the 1970s and early 80s, terrorist incidents directed at the U.S. military were common and our level of awareness was high. For well over a decade, incidents were few and, as a result, we have suffered from creeping complacency. Suddenly, major terrorists' incidents have occurred: The World Trade Center, Oklahoma City, Tokyo, and finally Khobar Towers in Saudi Arabia. This series of highly publicized and deadly events have energized our emphasis on force protection and focused our attention on changing our mindset. The Secretary of Defense, through the Chairman, Joints Chiefs of Staff, and the service chiefs, established the criteria for this change. The five pillars of force protection: information operations, physical security, combating terrorism, law enforcement, and personal security, provide the basis for change.

Within Army, Training and Doctrine Command, (TRADOC) and the United States Army Military Police School (USAMPS) lead training development that supports these five pillars focusing on three of four levels of training mandated by Department of Defense directives.



Beirut, Lebanon...A view of the U.S. Embassy, destroyed by terrorist bombing on April 18, 1983.



LEVELS OF INSTRUCTION

Level I: Level I training targets all soldiers, DOD civilians, and their family members who are deploying to overseas areas. This level is also divided into two qualifying factors based upon the threat levels in the destination country. Low threat deployments require only the viewing of a four part video tape, issuance of JS Guide 5260, "Personal Protection Guide", and a wallet sized card entitled "Security While Traveling". High threat deployments will receive additional training conducted by a qualified Level II instructor.

Level II: Level II training institutionalizes force protection and results in the change in mindset. USAMPS has developed a formal training course entitled "The Force Protection Unit Advisors Course". Students from every Army unit, SFC to Major, battalion and above, will be certified as unit Level I trainers and unit force protection advisors. This two-pronged program provides the commander with enhanced expertise and will integrate force protection in every mission. Tasks taught are designed to "train the trainer" and "train the advisor".

Case studies such as the Saudi Arabian National Guard and Khobar Towers bombings are integrated throughout the training to ensure the lessons learned remain in the forefront. Initially, courses will be conducted by military police mobile training teams, and 250 students will receive training before 1 October 1997. Commander's awareness must also be enhanced in order to compliment Level II training. The Level III program accomplishes that awareness.

Level III: In January 1997, Military Police force protection experts developed and implemented a training support package designed specifically for MAJ (P), LTC, and COL battalion and brigade command designees. This two hour training package has been integrated into Pre-Command Courses at every Army School. In addition to training the required tasks, every school will also energize their package with branch-specific tasks. Required tasks are also undergoing a technology boost using CDROM capability. By the end of the year, every commander will have a disk that will place force protection data at their fingertips.

Level IV: General Officer force protection training is also a necessity. This training will implemented by executive level seminars to be conducted at the National Defense University, Arlington, Virginia and at the National War College. Every echelon will receive the focused and coordinated training.

THE ROLE OF THE FORCE OF CHOICE

The U.S. Army Military Police Corps historically has conducted force protection missions in support of our Army. Four of the five pillars of force protection are direct military police missions. As a result, the Military Police Corps and School spearheads the Army's force protection training programs and our duty is clear. We will change that mindset. Complacency will no longer degrade our vigilance. The lives of our soldiers and families depend on it.

FORCE PROTECTION UNIT ADVISORS COURSE OBJECTIVES

TRAIN ARMY E-7 THROUGH 04

TRAIN THE TRAINER
- Introduction to Terrorism
- Terrorist Operations
- Detecting Surveillance
- Individual Protective Measures
- Hostage Survival

COMMANDERS ADVISER
- Threatcon Measures
- Physical Security
- Information Operations
- Risk Management
- Bomb Threat Management

LESSONS LEARNED / CASE STUDIES INTEGRATED INTO EVERY TOPIC

Captain Steven L. Donaldson was the Chief, Force Protection Branch, Directorate of Training, Advanced Law Enforcement Training Division, USAMPS, Fort McClellan, Alabama at the time this article was written.

MILITARY POLICE IN MILITARY OPERATIONS IN URBAN TERRAIN

MOUT

A SENIOR LEADERS PERSPECTIVE

Major Stephen J. Mills

As part of an ongoing research project at the U.S. Naval War College, I had the good fortune to conduct an interview with the Deputy, CINC, Central Command (CENTCOM), LTG Anthony C. Zinni (USMC). The research project, which focuses on future MOUT from a joint perspective, required input from a current senior leader who had served in a recent MOUT type operation. LTG Zinni's recent experience includes Operation Restore Hope (Somalia) and Operation Provide Comfort (Iraq).

During the interview process, the topics of MOUT training, mindset, force suitability, infrastructure, and security assessments were discussed. LTG Zinni focused on the important capabilities and expertise which military police provide the joint force commander.

Training/Mindset

Below is a one response provided by LTG Zinni which underscores the unique capabilities of military police in MOUT:



Tailoring future MOUT operations will necessarily involve joint, multinational, and interagency capabilities and considerations while satisfying the battlefield functional requirements.



➤ In Mogadishu, we recreated the Somali Police force. We wanted to conduct joint patrols and become interactive with them. There was a level of situations they could handle (the Somali Police) and there was a level beyond which they could not handle. The natural integration with them was through military police. As a matter of fact, LTC Steve Spataro (MP) helped restructure and recreate the Somali Police force. We integrated the U.S. Army MP with the Somalia Police. We let them go (the Somali Police) and handle it and when they needed reinforcements, we were there. They (the Somali Police force) required police training. They needed integration with police. There was a level of support they needed that went beyond their capability. Military police provided that bridge.

Based on recent stability and support operations such as Operation Restore Hope, the future MOUT environment will likely focus on the lower end of the conflict spectrum. Taking this into account, the focus of future MOUT will require the unique MP skills to come to the forefront. LTG Zinni had this to say about functions required for MOUT:

➤ The U.S. military will likely find itself conducting these nontraditional functions in stability and support operations (SAS0) mainly because no one else in the area of responsibility has the organic capability to do so. These nontraditional functions will require us to use nontraditional tactics, techniques, and procedures. Future MOUT will likely be at the lower end of the conflict spectrum and will require us to be flexible, innovative, and be prepared to perform nontraditional functions.

➤ There is a whole series of functions occurring in MOUT. These include humanitarian relief efforts, convoys back and forth through the city, security for political leaders at numerous meetings within Mogadishu. Military police were the logical choice to conduct these missions.

➤ The intent here is not to discount in any fashion the importance of the contribution of combat arms forces in MOUT, but to illustrate the importance that MP unique skills will likely play in future conflicts. LTG Zinni believes the majority of future MOUT will focus on the lower end of the conflict spectrum, which he felt is really where military police provide the greatest support.



The importance of the contribution of combat arms forces in MOUT.

Force Suitability

A unique method of looking at force tailoring is called the Force Suitability Principle. The Force Suitability Principle, originated within the U.S. Army Military Police School, outlines an appropriate approach to force tailoring for future MOUT:

➤ Tailoring a force requires an examination of a unit's capabilities (predicted upon how that unit trains, thinks, and operates) and the political acceptability of the unit (based upon its force signature, and the expectations of the indigenous and international communities). After identifying the optimal composite force for the mission, feasibility constraints such as sustainability, and deployability will need to be factored into the equation. Tailoring future MOUT operations will necessarily involve weighing joint, multinational, and interagency capabilities and considerations while satisfying the battlefield functional requirements.

LTG Zinni used an example during Operation Provide Comfort which illustrates how the Force Suitability Principle can apply in the case of military police:

➤ We had a standoff with the Iraqi military over the provincial capital of DaHuk in Northern Iraq. We had expanded the security zone about four times and now we wanted to open the city of DaHuk and the Iraqis drew the line. "This is the provincial capital and we are not budging." It appeared we were going to have to take the city by force.



MOUT environment will likely focus on the lower end of the conflict spectrum.



Many times, military police can play a unique role because people understand they are police.

In talking with the Task Force Commander, we decided to offer the Iraqis that this would be an open city, no combat arms forces. We wanted to go in and open the city. We told the Iraqis that "we are going to send in engineers to turn on the water and electricity and get the Kurds back. You have to move out all of your military forces. We will not move in any combat arms forces, but we will move in military police." They (the Iraqis) accepted that. Military police were acceptable where combat arms forces would not have been acceptable. They understood the role of military police play. Many times, military police can play a unique role because people understand they are police. There is not the attached baggage. It is a police force which is going to restore order and control.

I also think psychologically, in some cases, when you say we are maintaining control with MP and in cooperation with local police or fledgling police organizations. That gives a lot of signs of hope and psychologically from the psychological operations end and helps a lot by sending a different kind of signal. MP have tremendous value.

Infrastructure & Post Conflict Resolution

Another area of discussion during the interview concerned the importance of infrastructure. Infrastructure preservation can have a dramatic effect on the way in which the affected host nation and its indigenous population views U.S. forces in MOUT. Preservation of infrastructure (utilities, religious structures, and the local government for example) in many instances can significantly lessen the danger to U.S. forces by instilling good will and minimizing the requirement to use U.S. resources to rebuild what has been destroyed. Restrictive rules of engagement, precision engagement, and minimization of collateral damage all contribute to this end.

LTG Zinni had this to say about the importance of MP as it relates to infrastructure and post conflict resolution:

➤ The war is over and now you are cleaning the place up. There is still a security problem. There is a re-establishment of order problem. You will see a heavy infrastructure redevelopment meaning everything from the physical infrastructure (water, sewer, ports, etc.) to the security infrastructure. This is a role for MP. You are going to have civil affairs, psychological operations, heavy engineers, civil/military type organizations, and others to help re-establish local infrastructure.



When you are looking at MOUT security assessments, MP are the right force.





Mindset and training of military police make them the right choice for many future MOUT scenarios.

This type of environment requires as many military police as you can get....In an overall sense, post conflict resolution is an ideal environment for military police.



MOUT will require the unique MP skills to come to the forefront.

Security Assessments

A final area of discussion during this interview concerned security assessments in MOUT. At this point, LTG Zinni again stressed the importance of human intelligence along with the unique perspective military police have when it concerns security:

➤ When you are looking at MOUT/SASO security assessments, MP are the right force. Military police can assess the security environment in a city...The military police, based on his/her training, has a sense of what it is like on the streets. They have a sense of what is happening with the kids, the locals, and the local level of crime and what it's all about. That's where you have to get these indicators of success and where you are going and what might be happening...You can only get that sense of assessment from a police-man...Military police have a sense about this sort of thing.

Conclusion

The intent of this interview was to obtain insights from a senior level (Flag Officer) on what U.S. forces can expect in future MOUT. That objective was accomplished. The bonus of this experience was discovering that this senior leader, from a sister service (USMC) appreciates the unique capabilities of military police. LTG Zinni not only acknowledges the importance of military police in MOUT, he articulated the functions military police are best suited from a joint senior leader perspective. Furthermore, he identified how the mindset and training of Military Police make them a right choice for many future MOUT scenarios.

Major Stephen J. Mills is currently attending the College of Naval Command and Staff, U.S. Naval War College, Newport, Rhode Island. He is also a graduate of the Command and General Staff College.

Lieutenant General Anthony C. Zinni is currently serving as the Deputy CINC, U.S. Central Command (CENTCOM) MacDill, Air Force Base, Florida.

Photographs throughout this article are by Diane M. Wilkerson, Photo Branch, Training Service Center, Fort McClellan, Alabama. Photographs were taken during a MOUT training exercise at Fort McClellan.

Warfighter Rear Operations

10th Mountain Division (Light Infantry) Battle Command Training Program

Major Brice A. Gyurisko, Sr.

The 10th Mountain Division (Light Infantry) Warfighter was conducted 5-9 October 1996. Participating in the exercise were the organic units of the 10th Mountain Division (LI), supported by XVIII Airborne Corps and the Battle Command Training Program cadre from Fort Leavenworth, Kansas.

The focus of this article is how the 10th Military Police Battalion (Provisional) organized and conducted rear operations to support the Division Warfighter. The 10th Mountain Division Provost Marshal wears four hats–the division and installation provost marshal, provisional military police battalion commander, and the division rear battle officer (RBO). During combat operations, the division provost marshal exercises operational control of assigned or attached military police units in the division rear area (DREAR). As the division rear battle officer, the PM is the chief of the security element of the battle management element (BME), responsible for planning and coordinating all rear security operations in the division rear area. The RBO reports directly to the assistant division commander-support (ADC-S), who is the commander of the Division Rear Area.

Coordinating security operations is a monumental task, particularly if a supported rear area operation center (RAOC) is not provided. During the 10th Mountain Division (LI) Warfighter, the 10th Detachment (RAOC) was integrated into the DREAR command post to assist in coordinating the efforts of base and base clusters throughout the DREAR. The function of managing, battle-tracking, and fighting threat levels during division rear operations is: Level I - Base and base clusters respond to, coordinated and managed by the RAOC; Level II - military police as response forces, coordinated and managed by the PM Cell; Level III - Tactical combat force (TCF), coordinated and managed by the RBO/PM Cell and the DREAR G-3.

The Light Division PM Cell is doctrinally authorized three officers and three enlisted soldiers. The 10th Military Police Battalion (Prov) is organized with the 10th Military Police Company (Light Infantry), 511th Military Police Company (CSC), and garrison Military Police Company. During the Warfighter, the battalion organized into two distinct cells. The Battle Simulation Center, where the "board action" occurred, was manned and operated by the 10th Military Police Battalion (Prov) Tactical Operations Center (TOC). The battalion TOC executed all operations planned and directed by the DREAR PM Cell. The battalion TOC was centered around the S-3 officer, S-2 officer, operations NCO, battle NCO, RTO, and two computer operators. The section was divided into a day and night shift, centered around the battle captain (The S3 and the 511th Military Police Company commander). The Operations NCO received all incoming message traffic, ensured it was appropriately logged and proper actions taken. He was critical to ensuring the smooth flow of information. The battle NCO updated and posted the everchanging map board, and kept abreast of the current situation.

Coordinating security operations is a monumental task, particularly if a supported rear area operation center (RAOC) is not provided.

The DREAR PM Cell also was divided into two shifts. The battalion commander/provost marshal/rear battle officer served on the day shift, with a plans officer, operations NCO, battle NCO, and RTO.

The battalion executive officer/deputy provost marshal/deputy rear battle officer served on the night shift with a battle captain (10th Military Police Company commander). A huge success was realized in the invaluable knowledge and experience by trained battle staff NCOs. The operations NCO attended the battle staff course at Fort Bliss, Texas, and the two battle NCOs attended a local division battle staff course.

The plans officer was instrumental in coordinating military police and rear battle efforts through synchronization meetings with other DREAR CP players such as the division transportation officer, engineer, fire support, aviation, movement control, and other battlefield operating system (BOS) representatives. According to the 10th Military Police Battalion (Prov) commander, LTC Mark Haines, "If nothing else is produced, the synchronization matrix is probably the most valuable tool for coordinating efforts of the BOS." The plans officer coordinated daily with the DREAR S-2 for targeting suspected and known enemy positions and a collection plan for these named areas of interest (NAI) in the DREAR. The division engineer was key for identifying not only enemy minefields, but friendly minefields as boundaries and routes moved. The engineers and military police conducted MSR and ASR route security by operating together for clearance and mutual security. A quick fire net was established with the DREAR fire support officer, who cleared all fires within the DREAR. All of the BOS representatives were in proximity to each other in the DREAR. The center of coordinating activities was around a huddle board with a map of the entire area of operations. The huddle board served as the nucleus to conduct a twice-daily stand up briefing to the ADC-S and for impromptu coordination meetings. (See diagram on the following page for information display and location of operational and planning cells in the DREAR CP).

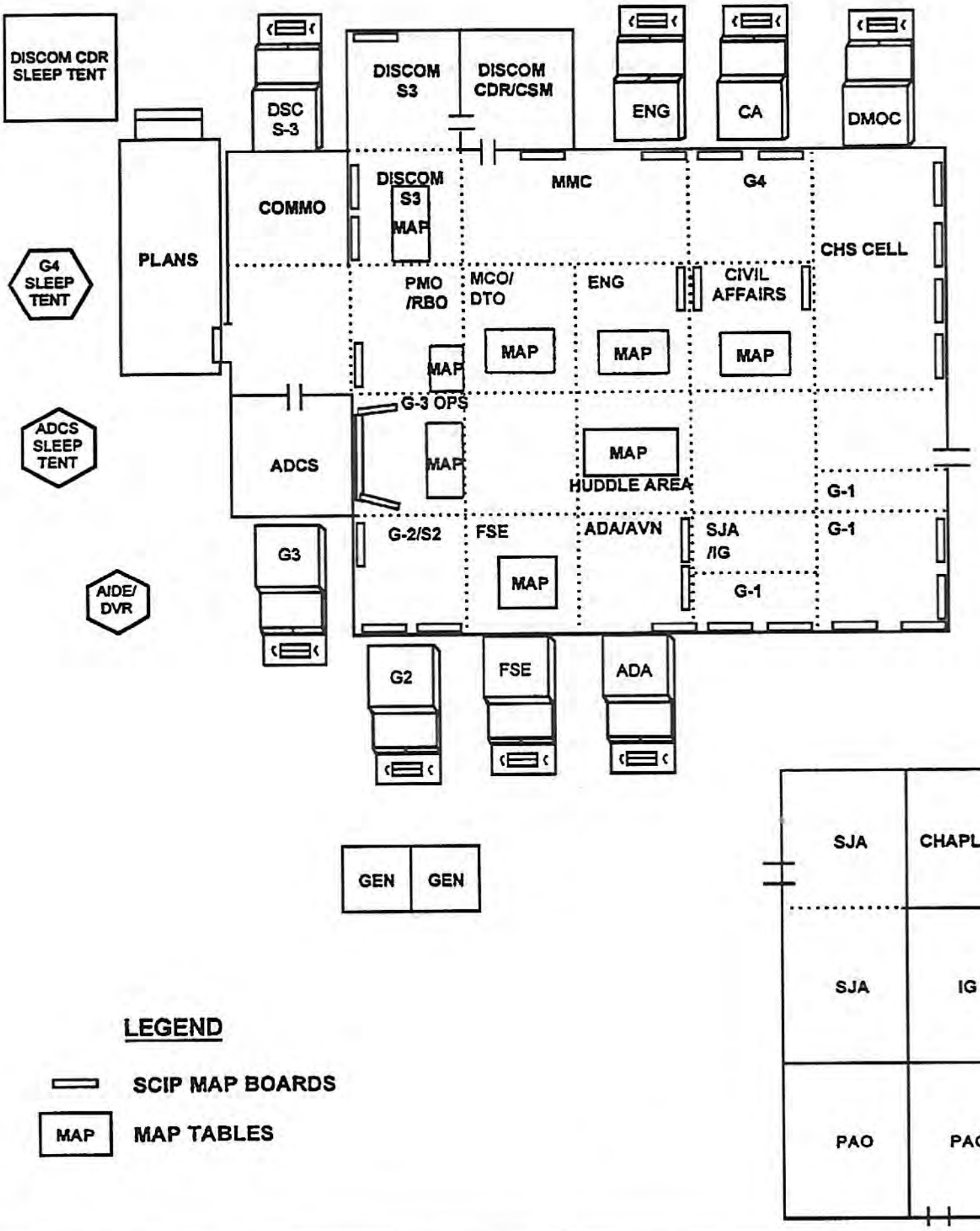
"the synchronization matrix is probably the most valuable tool for coordinating efforts of the BOS."

A key feature of the 10th Mountain Division (LI) Warfighter exercise was the use of an unconventional warfare battalion (UW). The UW Battalion has five companies manned by indigenous forces that conducted operations in the DREAR. The DREAR was virtually divided into two sectors, one for the UW Battalion, and one with the 10th Military Police Battalion (Prov). The attached 511th Military Police Company to the division beared the brunt of operations in the DREAR. Two platoons from the 10th Military Police Company provided direct support to the two infantry brigades, an attached mechanized brigade from the 3d Infantry Division also had a military police platoon. The remaining platoon from the 10th Military Police Company was integrated into the DREAR security plan. The UW Battalion has little vehicle support and were used primarily in hilly and mountainous terrain. Both the military police and the UW Battalion were instrumental in finding, fixing, and destroying enemy forces in the DREAR by conducting aggressive counter-reconnaissance operations, and calling for indirect and direct fire. An AC-130 was used throughout the exercise primarily for the DREAR, and aerial fire from OH-58D Kiowa Warriors was also used.

The 10th Military Police Battalion (Prov) commander's intent was "To destroy enemy commando and special operation forces in the DREAR; protect critical assets and facilities; and ensure unimpeded sustainment operations and movements in the DREAR." The end state of the mission was to ensure "All combat and support forces postured to perform follow-on missions." The method for conducting military police operations was: aggressive area/zone reconnaissance and counter-reconnaissance; execute an integrated collection plan against NAIs; platoon size quick reaction force for Level II threats in the DREAR; and aggressively conduct route reconnaissance and surveillance of MSRs and ASRs. The battalion divided up the DREAR into platoon size areas of responsibility. Critical assets such as a Patriot Battery and the Q36 radar were identified in the MP units area of responsibility. During movement of combat forces or critical logistical packages, military police assisted in not only maintaining route security, but provided reconnaissance forces forward, usually with engineer route clearance teams, and when available, aviation support. No critical convoys or assets were destroyed when protected by military police. Emphasis of protection was securing MSRs and critical assets on an area basis versus securing the actual convoy or site.

The 10th Mountain Division (Light Infantry) Warfighter was a huge success. Battle simulation models are designed to exercise the staff, focusing on the processing of information. The manner in which the 10th Military Police Battalion (Prov) distinguished itself was due to the innovation and initiative by the dedicated soldiers who worked in the PM Cell and the battalion TOC. Obviously, the doctrine of a five-soldier PM Cell in the Light Infantry Division was expanded upon, as was the introduction of the provost marshal as the division rear battle officer which provided an internal plans officer.

Key lessons learned are locating the PM Cell adjacent to the DREAR G-3 for ease of coordination,



onitoring and battle tracking, and r conducting a battle handover to TCF. Other important lessons are aving trained battle staff NCOs, in- grating military police into all as- ects of planning for DREAR erations, from movements to en- ny targeting and collection planning, the invaluable use of synchronization meetings and products, and understanding implementation of the other BOS. The results were extremely positive and impacted significantly on the success of the 10th Mountain Division (Light Infantry). The efforts of the 10th Military Police Battalion (Prov) epitomizes their motto of "Mountain Guardians!"

MAJ Brice A. Gyurisko, Sr., was the Battalion Executive Officer/Deputy Division Provost Marshal with the 10th Military Police Battalion (Provisional) at the time this article was written.

MP STORY
PATROLS KEEP PEACE

Sergeant Jack Siemieniec

"You all right, Wick?" The thumbs up in response means the HMMWV's gunner, Spc John M. Surowiecki, is keeping warm.

Surowiecki, 21, is originally from Blaine, Wash, but right now he's a member of the 65th Military Police Company, blasting down a snow and ice covered road in northern Bosnia-Herzegovina.

Staff Sgt Scott Beck is his squad leader and the man in charge of this three-vehicle patrol.

The 65th is part of the 519th Military Police Battalion. The battalion, which calls Fort Polk, LA, home, is actually an amalgamation of MP companies put together for this deployment: the 65th, from Fort Bragg, NC, the 293d, from Fort Stewart, GA, and the 258th from Fort Polk, LA.

They came to Camp Colt last August to take the place of some of 1st Armored Division's M1 Abrams Main Battle Tank units during Operation JOINT ENDEAVOR.



Spc John M. Surowiecki takes a break from his turret gunner duties while on patrol.

Now it's January and Surowiecki is sitting behind an M60 machine gun in a HMMWV turret. There's no snow falling today, but the temperature is cold and as the afternoon wanes, it's getting colder.

Beck keeps a practiced eye on his gunner, looking out for signs of hypothermia, at the same time watching for illegal checkpoints.



Sgt Arvin Fant visits with children along the patrol route during a stop as Sgt Panfilo De Los Reyes looks on.

During this five-hour patrol, the squad will cross the inter-entity border line and its surrounding zone of separation several times.

Beck's squad is made up entirely of soldiers who volunteered to join the 65th when it was notified it would be deployed. As is not uncommon for military police, all the soldiers have been deployed before.

The third MP in the HMMWV is the driver, Sgt Arvin K. Fant, from Charlotte, NC. Referring to the IEBL and how former warring parties live so close to each other, he said, "It's an amazing place –the zone of separation (ZOS)."

Time and miles disappear as the patrol moves through towns and countryside. On this day, not many civilian vehicles brave the weather. Pedestrians make their way along the edge of the road.

The MP vehicles pull over many times to readjust and tighten the chains their tires wear for traction.

The 519th is responsible for an area roughly 480 square miles across the northern portion of the U.S. sector of multinational division north.

It all adds up to about 150 missions and 30,000 miles a week; the battalion's vehicles have racked up over 550,000 miles since deploying five months ago.

The squad has been out about three hours now and they pull off to the side of the road. It's almost dark in the late afternoon of winter.

Beck's soldiers switch off, giving the man in the turret a break from the cold. Fant pulls on another layer of clothes, climbs up behind the M60 machine gun and the patrol hits the road again.

Sergeant Jack Siemieniec was with the 65th Military Police Company, Bosnia-Herzegovina at the time this article was written.

This article is reprinted from ***The Talon***. (1st Infantry Division (Task Force Eagle) Public Affairs Office, Eagle Base, Tuzla, Bosnia-Herzegovina.)

FROM THE MANUFACTURER TO THE FOXHOLE

Captain Burt D. Moore

The U.S. Army Criminal Investigation Command (CID) plays a vital combat support role by ensuring that soldiers have the equipment they need to accomplish their wartime mission. Adequately supplying troops has been a major concern to the U.S. Army since the Civil War when supply contractors often short-changed the Union Army simply in the interest of turning a wartime profit.

During the Civil War, civilian suppliers frequently shipped half-filled containers of coffee to the soldier on the battlefield - the other half was filled with sand. Unfortunately, this type of fraud against the government is as prevalent today as it was 130 years ago. Today, one of the primary responsibilities of criminal investigation units, like the 316th Military Police Detachment (CID), is to detect and eliminate this kind of illegal activity.

Just minutes from downtown Los Angeles and Anaheim, California, home of Disneyland, the 316th Military Police Detachment (CID) is a U.S. Army Reserve unit based in Bell, California. The unit was officially established on 1 January 1954 in Pasadena, California with an initial authorized strength of



Massive storage facilities at Pusan, Korea.

ten enlisted members and two officers. Presently, the unit has one officer, ten warrant officers, and twenty-one enlisted members. A majority of the unit's members are veteran law enforcement officers serving with organizations like the Los Angeles Police Department, the Los Angeles County Sheriff's Department, and various other federal, state, and local law enforcement agencies.

The 316th Military Police Detachment (CID) has a variety of missions including providing criminal investigation support, logistical security, criminal intelligence, drug suppression, and protective services for military and Department of Defense dignitaries as a Theater Area Support Element (TASE). The unit reports directly to the 63d Regional Support Command commanded by Major General Robert A. Lame.

Throughout its proud 42 year history, the unit has been called upon to assist the active U.S. Army in numerous ways. The entire unit was activated in response to the Berlin crisis in October 1961 and also took over investigative duties at Fort Chaffee, Arkansas.

In 1995, agents from the 316th Military Police Detachment provided scene security for a downed military helicopter, and coordinated security for VIPs at the El Toro Marine Air Base in California during activities attended by over one million visitors. They also dispatched special agents to assist in protective service missions for foreign and domestic dignitaries and dispatched teams of agents to assist in a murder task force in Hawaii. The task force effort resulted in the identification and apprehension of the subject.

The unit is currently focusing its attention on logistical security to ensure that military supplies headed for soldiers in Korea make it from the manufacturer to the foxhole without being stolen or diverted.

To accomplish this part of its mission, the 316th Military Police Detachment (CID) conducted a theater-wide logistical security assessment of Korea with the assistance of the active duty CID agents from the 19th Military Police Battalion headquartered in Seoul, Korea. Reserve and active component CID agents brushed up on the U.S. Army logistical supply system and then thoroughly examined vulnerable targets in Korea during the Foal Eagle and Ulchi Focus Lens joint military training exercises.

Agents interviewed commanders and visited numerous logistical support organizations and sites throughout Korea. The final Theater Logistical Security Threat Assessment, completed in 1995, addressed logistical security short comings, provided commanders with viable recommendations to correct problem areas, and presented an excellent training opportunity for both active duty and reserve CID agents.

The 316th Military Police Detachment (CID) will soon have another weapon to augment its logistical security mission. A group of computer experts at Fort Lee, Virginia recently developed a program specifically designed to train CID agents to detect fraud, waste, and abuse in the U.S. Army logistical system using the new Standard Army Retail Supply System (SARSS) and the Standard Army Retail Supply System--Objective (SARSS-O) computer systems. The 316th Military Police Detachment (CID) will be the first unit in the U.S. Army, active or reserve, to receive this training in January 1997.

SARSS and SARSS-O were developed to automate supply and logistical functions in the U.S. Army. The program makes it easier to track a piece of equipment from the time it enters into the U.S. Army supply system until it gets to its final destination--the individual soldier in the foxhole. The new computer programs are currently being fielded to active and reserve component units throughout the entire U.S. Army.

The success of future military operations will depend in large part upon the U.S. Army's ability to get quality supplies to the combat soldier in the right amount and on time. The innovative training logistical security training to be presented the 316th Military Police Detachment (CID) will allow the unit to more effectively serve as a vital combat multiplier and to ensure the integrity of logistical supply system from the manufacturer to the foxhole.

Captain Burt D. Moore was the commander of the 316th Military Police Detachment (CID) in Bell, California at the time this article was written.

PAIR MAKE HISTORY AT TOMB

Sergeant Ron McLendon II



Two soldiers from Echo Company Honor Guard, 3d U.S. Infantry (The Old Guard) were awarded the Tomb Guard Badge Wednesday in a quiet ceremony at the Tomb Guard Quarters at Arlington National Cemetery.

As quaint as the ceremony was, it was historical, too. One of the soldiers, Sgt Danyell E. Wilson, became the first African American woman to earn the prestigious badge and guard the Tomb of the Unknowns. The other soldier, Staff Sgt Sean Robinson, of Greensboro, N.C., also earned the privilege of wearing the sacred symbol.

Wilson, of Montgomery, AL, became only the second woman to receive the honor. Sgt Heather Lynn Johnson was the first, receiving the badge early last year. About 400 tomb guard badges have been awarded since the badge was created in February 1958.

The 22-year old Wilson joined the Army in 1993. Prior to her duty at the tomb, she was a military police officer assigned to the Military Police Company, 3d U.S. Infantry (The Old Guard).

After receiving the silver emblem, Wilson simply said she was glad the training was over. "I figured it [finishing the training] was the highest honor," Wilson said prior to making her first official "high-visibility" walk.

The walk was special because her companion in training, Robinson, was her relief commander.

Prior to being a sentinel, soldiers must go through an interview session and two week trial to determine their capability to train as a tomb guard.

During the trial phase, would be sentinels must memorize seven pages of Arlington National Cemetery history. This information must be recited verbatim in order to earn a walk.

If successful during the trial, trainees then learn the history of the cemetery and the grave location of nearly 300 veterans.

They also must learn the Guard Change Ceremony and the manual of arms which takes place during the inspection portion of the changing of the guard. Weapon and uniform preparation and maintenance is a priority.

New sentinels must pass a two part test before receiving the badge. First, they are tested on their manual of arms, uniform preparation and their walk. Then, the badge test is given. This test is 100 randomly selected questions of the 300 items memorized during training on the history of the cemetery and the Tomb of the Unknowns.

Once the badge testing is complete, sentinels must honorably serve at the tomb for nine months. At that time, the award can be made a permanent badge which may be worn for the rest of a military career.

"I'm definitely glad it happened," said Robinson, after receiving his badge. "I'm overwhelmed."

"I was taught never to let anything stand in my way," Wilson said. "If I want it, I'll go for it." According to Wilson, she did not even realize the precedence she was about to make. "Others brought it to my attention, I didn't even think about it," she said. Once Wilson realized she was the only black woman to earn the honor, she said she figured she'd be trained just like the rest of the sentinels.

Nothing different.

Wilson said the hardest part of the six intensive months of training for her was "building up arm strength and the manual of arms."

"I'm very proud of her," boasted her mom, Shirley Wilson. "She used to call home all the time [during her training] saying it was hard. I'd always tell her, Don't give up!"

Sergeant Ron McLendon II, is a staff writer with the Military District of Washington's *Pentagram*. This article is reprinted from Washington (Army News Service, 29 Jan 97).

MP CORPS REGIMENTAL COMMAND SGT MAJOR

RECEIVES LEGION OF MERIT

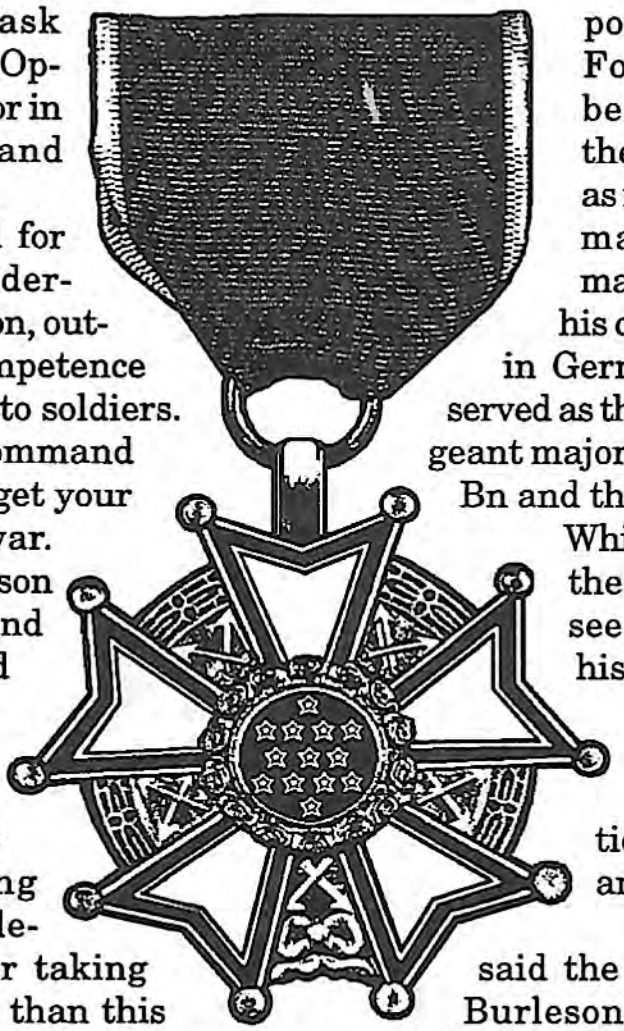


Private David S. Howell

Command Sgt Major Harold L. Burleson, regimental Military Police Corps command sergeant major, U.S. Army Military Police School, was awarded the Legion of Merit January 17 in a ceremony at Fort McClellan's Cadwell Auditorium.

Burleson was awarded the decoration for significantly improving the combat and deployment readiness of the 95th Military Police Battalion and the 18th MP Brigade, V Corps during his tour as command sergeant major in Europe.

Burleson was honored with the award for ensuring an unprecedented MP performance during the deploying of Task Force Eagle during Operation Joint Endeavor in Hungary, Croatia, and Bosnia Herzegovina.



He was credited for his outstanding leadership, selfless dedication, outstanding tactical competence and his commitment to soldiers.

"The job of a command sergeant major is to get your soldiers ready for war. There is no better person for that than Command Sgt Major Harold Burleson," said Brig Gen David W. Foley, commandant, USAMPS, and post deputy commanding general. "No one deserves the award for taking care of soldiers more than this sergeant major."

Burleson has spent more than 12 of his 25 years in service in a variety of positions here at Fort McClellan, before taking on the responsibility as regimental command sergeant major. The rest of his career was spent in Germany where he served as the command sergeant major of the 95th MP Bn and the 18th MP Bde. While there, he had the opportunity to see firsthand how his soldiers' training is carried out in real-world situations like Bosnia and Croatia.

Gen Foley said the award reflects Burleson's outstanding leadership abilities. His ability and desire to motivate his NCOs to strive for excellence inspired his soldiers to constantly rise above their peers and maintain a high degree of military readiness.

One of his NCOs was selected as U.S. Army Europe's NCO of the Year, another was selected as NCO of the Year for a noncommissioned officer association, while yet another three were designated Tank and Automotive Command Athletes of the Year.

"My thanks goes out to all those who helped make this award happen, those who nominated me, and especially to those soldiers I have served with over the years," Burleson said.

"Of all the people I'd like to recognize though, I would especially like to say thank you to my wife, Brigitte. I love her very much, and I look forward to continuing to help soldiers and their own loved ones here at Fort McClellan."

Private David S. Howell is a staff writer for the McClellan News, Fort McClellan, Alabama.

EDUCATING THE FORCE XXI ARMY:
THE KSAs UNDERLYING THE HI-TECH SOLUTIONS

Dr. Charles E. Notar

The Force XXI Training Strategy is built on new training aids and devices, simulators and simulations (TADSS), and new innovative training methodologies tied to DTLOMS (Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers) and CCFs (Critical Combat Functions). TRADOC is centers and clusters organized and everyone is digitized. "And nothing could be finer, than to be in Carolina, in the morning!"

How you think about the future frames what you think about the future which drives what you do about the future. How we execute our mission will change, because of technology, but the mission itself is enduring. We must define our purpose in implementing national policy by going back to fundamentals...the cornerstones.

Notwithstanding momentous changes, one cornerstone of human conflict remains unchanged: the paramount importance of land power as an essential element of any security strategy. The Army and its ability to integrate the complementary capabilities of all services in continuous, simultaneous, decisive land combat operations across the depth of the battlefield will remain a strategic force. However, this military instrument of decision will continue only as long as the purpose of war is to influence the behavior of adversaries through the control of territory, populations, and resources.

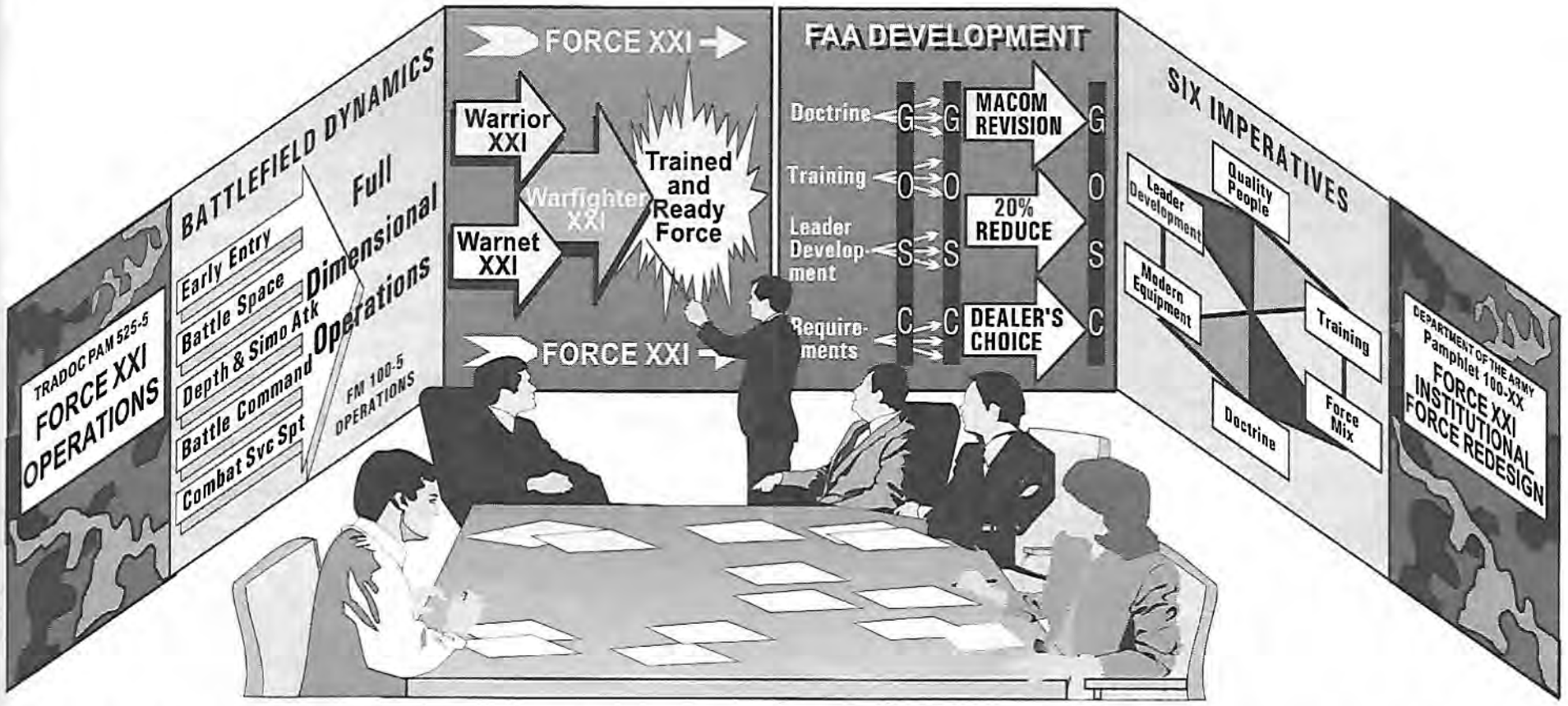
Our soldiers are a timeless element in America's defense. They have the values of self-reliance, self-discipline, honor, courage, and physical and mental toughness.

Today's Army, in redefining its operating environment, is well on its way to redefining how we expect to operate. Future threats will be defined in terms of capabilities, a series of conditions, and dangers that will imperil our vital national interests. These will overlay an ever-changing, ambiguous, strategic picture in an unstable world.

Units will continue to concentrate their training on mission essential task lists (METL); however, elements of METL will change to meet diverse future combat and stability and support operations (SASO) scenarios. At high and mid-intensity levels, the new type of war encompasses new characteristics. The increased density of high-tech equipment, joint operations, multidimensional maneuver, lethality brought on by long-range precision munitions, and increased situational awareness through sophisticated intelligence, location, and communications systems reflect the new battlefield. Conventional forces, along with light and special operation forces, will find themselves increasingly involved in operations against forces in urban centers and other geographically restricted environments.

However, a reluctance to pay the cost of defense and the American propensity to discount the need for a sizable standing military establishment during periods of peace invariably





have led to unpreparedness in the face of the next crisis. The challenge then is to improve military efficiency and to develop a visible, flexible, credible combat power, independent of budgetary concerns, downsizing pressures, and geopolitical and technological trends affecting the Army in fundamental ways.

This efficient strategic force must compel, deter, reassure, and support. Furthermore, it must also support the learning capability of the services in the simultaneous application of complementary capabilities. Conducting war still depends on the soldier and the nation's will to fight and must be paramount in everything we do. Training, trainers, and training developers, not things, are important.

Today, the real risk exists that we will put too much faith and too many resources into chasing silver bullet technology. **There are no silver bullets.**

TRADOC and its proponent schools are the institutional means to deal with the future. In what environment must TRADOC develop an efficient strategic force to operate? The new world is one of uncertain, dangerous, and complex "small wars" and regional violence. Missions will be frequent, diverse, and challenging from major regional contingencies to peacekeeping to deterrence to everything in between. Dominant aspects of the future conventional battlefield are battle command, extended battlespace, simultaneity, spectrum supremacy, and rules of war.

Change and Force XXI

Force XXI (FXXI) battle space is not only the physical volume of breadth, depth, and height but the operational dimensions of time, tempo, and synchronization. The Army must be able to attack in all dimensions.

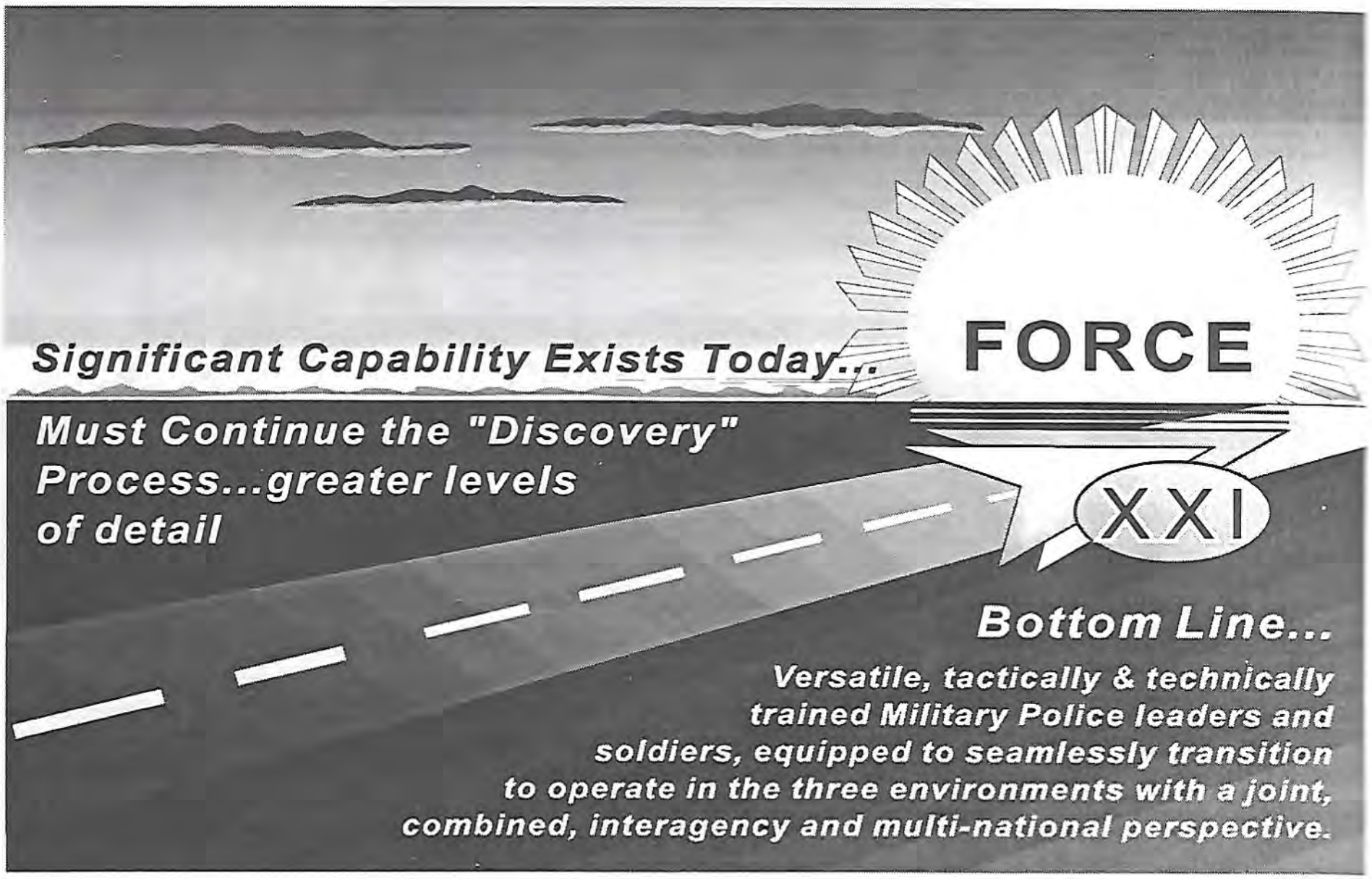
Leaders must foster unit cohesion and develop teamship among organizational elements that will stand the test of going anywhere, anytime, for any mission and with unrelenting sustainability. This kind of unit cohesion and teamship means readiness, operational capability, mission accomplishment, and rapid recovery and is seen as a continuum where units/teams are always deployed or prepared to deploy. Camaraderie and teamship will be the catalysts that project fully capable units to unlimited success, regardless of the nature or conditions of the mission. The word "team" emphasizes horizontal integration of new capabilities and changes existing paradigms of combat, combat support, and combat service support relationships.

Change does not occur at a steady pace, but rather tends to be episodic. Today and in the future, the convergence of change "vectors" is creating unprecedented complexity. One change vector –"speed of the competition", means that our potential adversaries are able to move toward our capabilities at a "speed" equal to ours, or, to a lesser degree, quicker than was possible in the past.

The institutionalization of change, continuity, and growth are goals to be accomplished. Intellectual change has led (and must lead) to physical change.

Doctrine is our collective wisdom about the conduct of war; doctrine is not a script to be acted out. Doctrine is not war plans. Doctrine is, however, the way we think about the conduct of war—our beliefs about war. Ideas must constantly evolve—doctrine must be for today and be a prototype for tomorrow.

Although smaller, the Army will be more powerful than any in history and will constantly be improving. We are on the brink of implementing technologies with astounding potential. Clearly our Army is on a deliberate course to bring warfare into the information age and change forever the very essence of conducting war.



We need overmatch advantage. This overmatch advantage is information: internetted and interconnected, refresher, sustainment availability for each soldier, data bases, lessons learned, continuous feedback, distributed interactive simulations, and synchronized execution at all levels. To be ready for tomorrow, we must determine how to provide our people with the power of technology.

FXXI represents what the Army is becoming: a decentralized, networked, high-performance learning enterprise. FXXI is an initiative that uses information technology to create more capable war-fighting organizations and to fundamentally redesign the sustaining base. Tactical units and agencies organized around information can be more versatile and agile than they are now. Digitized is the term which denotes information technology, which relies heavily on electronic connectivity for a truly information-based edge.

The Road to FXXI

➤ Political and military leaders **must** be able to recognize the phenomenon of transition wars and not Monday morning quarterback.

➤ FXXI units **must** be able to effect reconstitution and accelerated expansion with the same rapidity and swiftness used in changing a pair of socks. FXXI units will have increased leader-to-led ratios; will be outfitted with compact, light-weight, affordable equipment for the individual soldier; and will induce massive systemic shock on the enemy.

➤ The soldiers and leaders of FXXI **must** have regional orientations and understand organization. They must be able to provide a wide menu of responses that will allow them to operate in multiple paradigms simultaneously.

➤ The Army **must** organize along the lines of the private sector for tomorrow. Adaptive organizations are flatter, horizontal, and internetted, with simultaneous access to information and seamless coordination links.

➤ Organizations **must** be able to simultaneously plan, execute, and recover. Internal and external networking causes boundaries to disappear and huge organizations to decentralize.

➤ As in the FXXI Army, "seamless" training, the merging of institutional, unit, and self-development parts into the seamless Army training system, must be the venue for training. What TRADOC is doing is evolutionary, not revolutionary, with stated and implicit goals. The training developers **must** design training schemes that are action-reaction-counterreaction oriented and understand how hardware, software, personnel, and training in hitech media work to improve training techniques.

➤ The Army hierarchy **must** understand that using 21st century technology equals a vast automation investment for schools, which they do not now have...DOD, the Army, and TRADOC must provide fenced money for the school's purchase of this technology. Integration of the three training pillars –unit, institution, and self-development –and the five components of training –Standard Army Training System (SATS), Training Support Packages (TSP), Training Aids, Devices, Simulators, and Simulations (TADSS), Standard Army After Action Review System (STAARS), and Army Training Digital Library (ATDL) –into a system is a worthy goal. Concepts, systems and tools are important and will enhance training and training development. However, if these items are not placed in competent training developer hands, they are nothing more than door stops. But what are the training deliverables the soldiers, NCOs, WOs, and officers of FXXI require to accomplish whatever mission they are assigned? How do we achieve FXXI?

➤ Training **must** be developed to provide the knowledge, skills, and abilities (KSAs) needed to perform future jobs/missions.

Knowledge, Skills, and Abilities

KSAs for FXXI are ability to clarify ambiguities; ability to simplify complexities; active listening; adaptability; agile-mindedness; assessing; awareness of the world; change accepting, change anticipating, and change coping; coordination; creative problem solving; creativity; critical thinking; decision making; discipline; human dimension; intuitive sense; initiative; innovation; simultaneity; tempo; versatility; and vision. These KSAs are defined as follows:

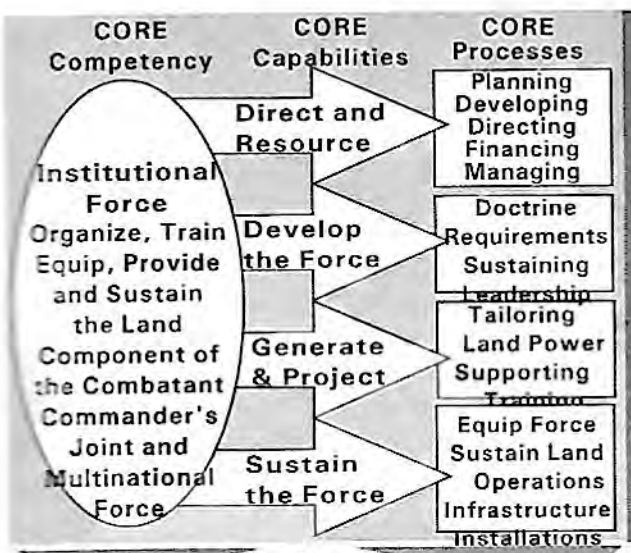
1. ***Ability to clarify ambiguities***– is defined as the ability to make clear or interpret doubtful, uncertain, or difficult meanings.
2. ***Ability to simplify complexities***– denotes the ability to make interconnected, interwoven, or intricate ideas or meanings easy.
3. ***Active listening***– active listening involves separating facts from ideas, analyzing critically, thinking ahead, and drawing valid conclusions. Active listening is also hearing how the speaker feels as well as showing concern for the speaker as an individual.
4. ***Adaptability***– adaptability is the ability to make changes to new or modified surroundings.
5. ***Agile-mindedness***– the ability to use one's mind quickly, easily, and actively.
6. ***Assessing***– assessing is the ability to evaluate or appraise.
7. ***Awareness of the World***– to accomplish our mission, we need to know the geography, history, politics, and culture of the individuals, groups and nations who are our allies, who are neutral or who are a threat.
8. ***Change accepting, Change anticipatating, and Change coping***– is defined as the ability to accept, anticipate, and cope with transitions, different situations, or alternative or modified choices.
9. ***Coordination***– is the ability to bring together the work of individuals and groups so that they operate as a unified whole.
10. ***Creative problem solving***– this is the ability to provide novel and varied solutions to complex, nonroutine situations.
11. ***Creativity***– denotes the development of the striking breakthrough that changes the rules of the game or represents a radical departure from current processes.
12. ***Critical thinking***– is recalling, understanding, applying, analyzing, synthesizing, and evaluating material. Critical thinking includes the following skills:
    - Memorizing clustering
    - Recognizing explaining
    - Changing modeling
    - Choosing classifying
    - Constructing speculating
    - Convincing arguing/debating
13. ***Decision making***– is the ability to know the problem, know the criteria (the way things ought to be) make assumptions, verify constraints, and choose appropriate alternatives or solutions to the problem. [Decision making is also anticipating changes in a situation –dynamic situations across the continuum of war and stability and support operations (SASO) – situational awareness.]
14. ***Discipline***– indicates controlled behavior resulting from disciplinary training.
15. ***Human dimension***– is the historical, political, and economic background and customs of the allies and enemies that will be involved in the mission.
16. ***Intuitive sense***– is the act or faculty of knowing without the use of rational processes. Intuitive also means immediate cognition.
17. ***Initiative***– is the power, ability, or instinct to begin or follow through energetically with a plan or task.
18. ***Innovation***– to introduce something new –indicates the creation of new combinations and the addition of new elements.
19. ***Simultaneity***– denotes happening, existing, or done at the same time.
20. ***Tempo***– is the rate of speed that information is provided, decisions are required, and actions will take place both on our side and on the side of the opposition.
21. ***Versatility***– is defined as the ability to move easily from one to another of a variety of tasks or fields of endeavor without loss of competence.
22. ***Vision***– means having an unusual competence in perception or intelligent foresight.

The KSAs for FXXI are not new. The U.S. Army has been teaching these same KSAs as seen in the 1982 version of FM 100-5 as the tenets of AirLand Battle and in the 1992 version of FM 100-5 as the tenets of Army operations. The tenets have not changed over this period of time. They are depth, agility, versatility, initiative, and synchronization. The KSAs associated with these tenets are as follows:

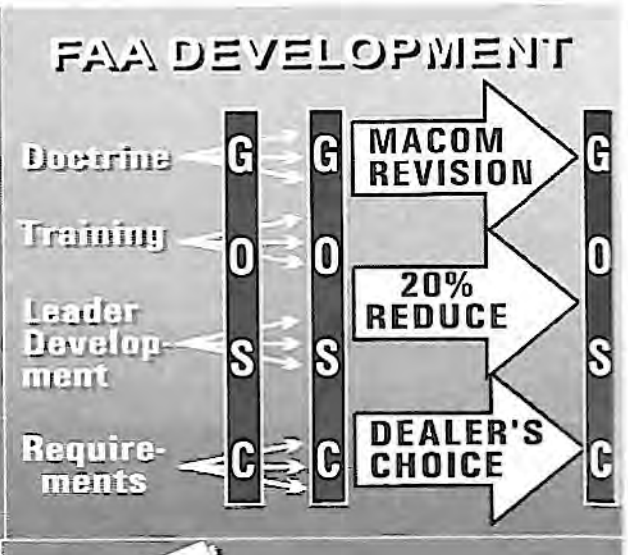
- **Depth** awareness of the world, discipline, human dimension, vision.
- **Agility** adaptability, assessing, ability to clarify ambiguities, ability to simplify complexities, critical thinking, creative problem solving.
- **Versatility** agile-mindedness; change accepting, change anticipating, and change coping; creativity.
- **Initiative** active listening, intuitive sense, innovation.
- **Synchronization** coordination, decision making, simultaneity, tempo.

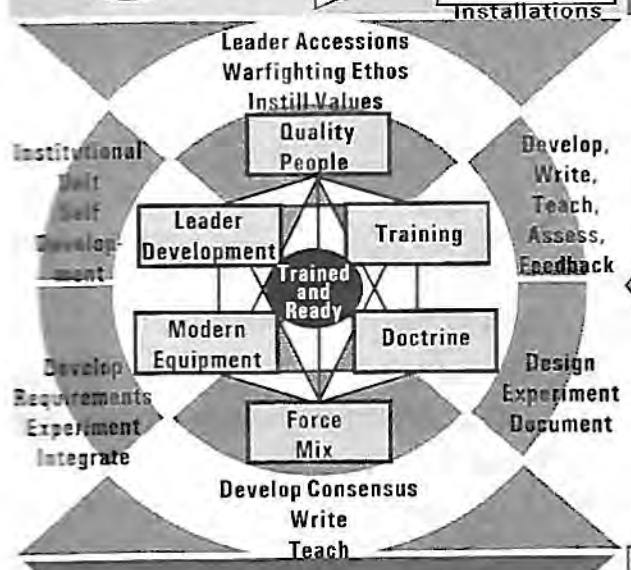
The KSAs were the same back in 1982 as they are today for FXXI. The difference is the level and type of training. They are presently being taught to Army leaders in varying degrees and depth. The Army is responsible for increasing the training on these KSAs, for teaching them in an application setting, and for performing them under the stress and strain associated with warfighting.

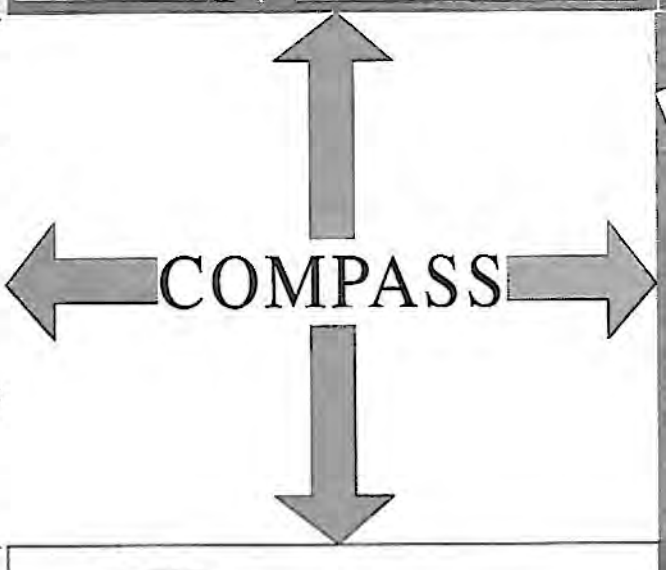
The teaching of these KSAs is not accomplished through individual blocks of instruction or classes on specific subjects. These concepts must be integrated throughout entire courses of study. This new level of awareness involves analysis, synthesis, and evaluation as defined in Bloom's cognitive taxonomy. It also links the cognitive taxonomy to the

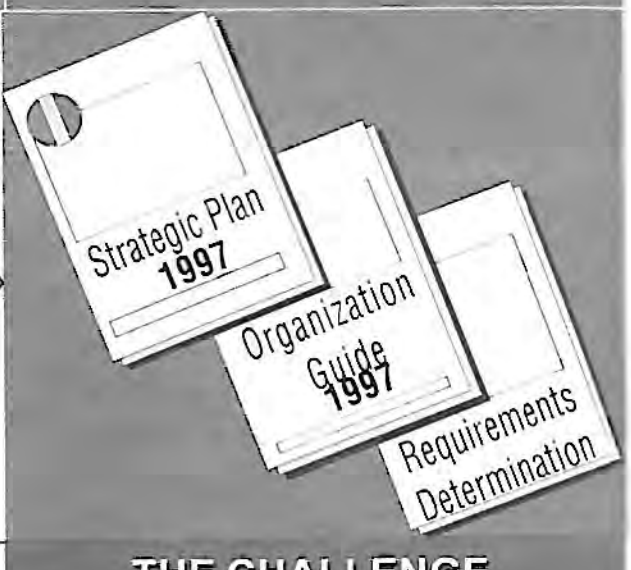


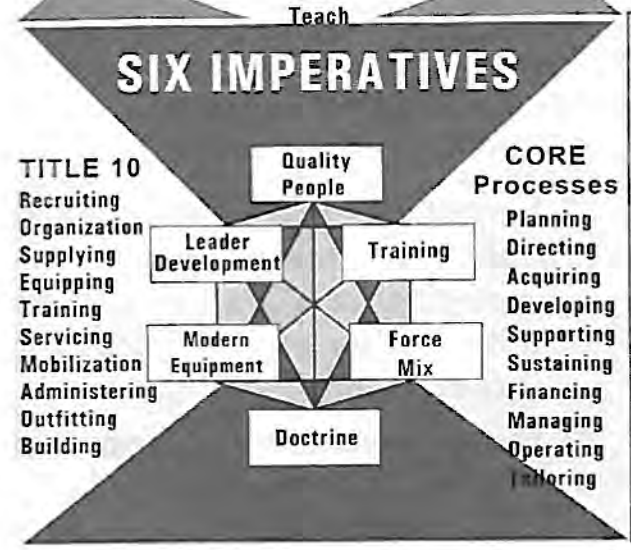




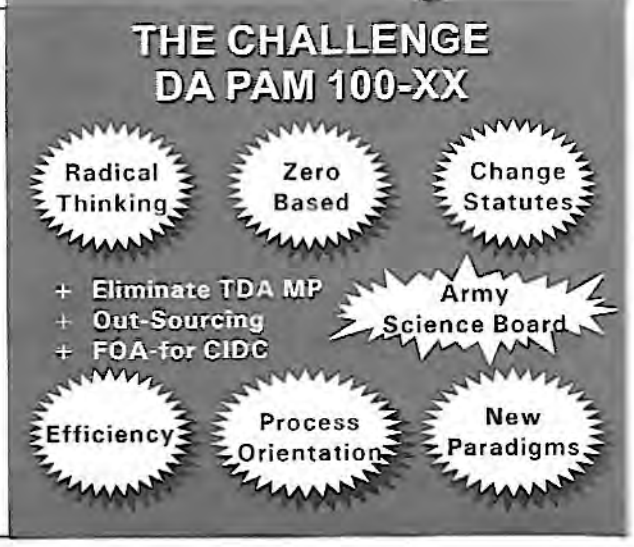


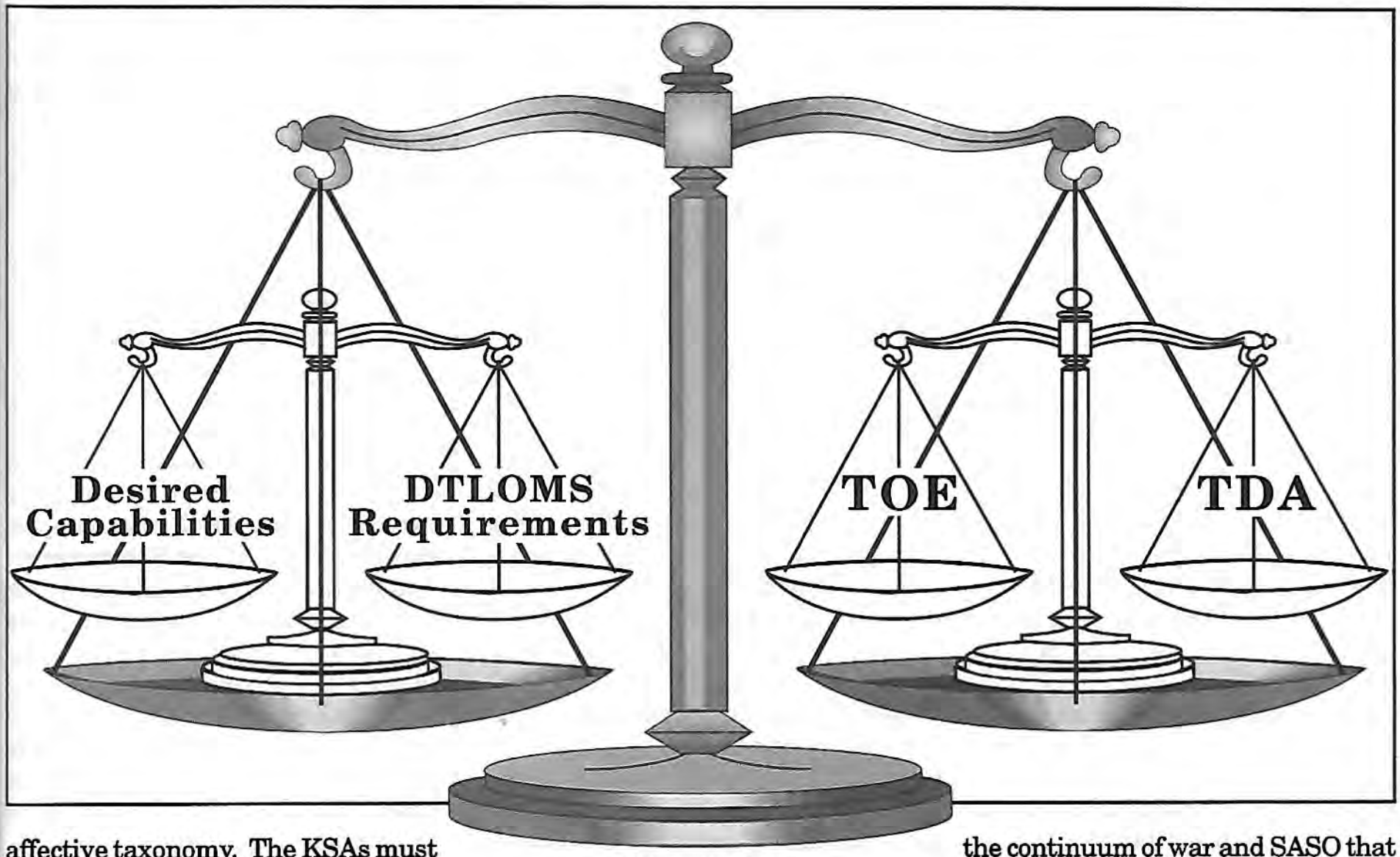












affective taxonomy. The KSAs must be inculcated like esprit de corps.

The Army teaches the global economic, political and historical environment, including ethnic and civil wars, irredentist and revanchist wars, pan-ethnic and pan-religious movements, and serious environmental considerations, e.g., hazardous materials, endangered species, and historical and archeological sites. The Army must teach using scenarios that move from operation to operation and at various intensity along the continuum. This mix of progressive and iterative simulations must focus on platoon-level officers and NCO leadership positions.

The envisioned changing nature of the legitimacy of command authority focuses training on the platoon level. Situational awareness is the most powerful capability which information brings to the battlefield, and the Army must ensure that the platoon is provided with situational information.

Leaders must have courage, integrity, and a sense of purpose. The Army needs and must develop leaders who value and nurture people.

Insight

The key to application is scenario-oriented training which is complex and diverse with wide-range scope. We must use the holistic training perspective by including reserves, civilians, and the industrial base into the military mix. Scenarios must exercise versatility which implies units have the ability to meet diverse mission requirements and to achieve multifunctionality. Commanders must be able to shift focus, tailor forces, and move from one role or mission to another rapidly and efficiently.

Critically thinking is the art of command and decision making in conflict and conflict-resolution situations. The construction of scenarios must encompass the essence of FXXI. Scenarios must be robust and have constructive and virtual simulation capabilities portraying dynamic situations. They must also require situational awareness across the continuum of war and SASO that is sequential and simultaneous allowing for hypothesis, experiment, and decision. Scenarios must provide decision packages of observations, lessons learned, and options which form new hypotheses or are stored for reference for future use.

How does the Army deliver training to the student, the soldier, or leader? Currently, TRADOC is exploring a concept called clusters made up of centers of expertise and satellites. The centerpiece of this concept is the land warfare university and electronic staffing.

The Army needs innovative leaders who can improvise—jazz musicians, not orchestra conductors following carefully arranged scores. What the military is reaping today is based on years of training... the military needs to train to reap tomorrow!

Dr. Charles E. Notar is the deputy director of the Directorate of Training Developments, United States Army Military Police School, Fort McClellan, Alabama.

Back home they'd call it

'DOWNRIGHT FAMILY-LIKE!'

Major Mark J. Bowen

Mannheim, Germany—Speech writers have been tossing the word "seamless" around quite a bit lately, usually in reference to some change of command, unit, or mission. The implication is that the change takes place without apparent break, tear, or crack in continuity or effectiveness.

"Seamless" should not have to apply just to change, though. One would hope the military could take different units, with different people, from different places, in different components, and accomplish a critical mission with complete cohesion.

The 607th Military Police Battalion stands out as one perfect example of the word "seamless" in the latter context. It comprises three national guard military police companies and two more from the reserves, providing law enforcement with active component provost marshals across Germany.

The 607th was called up as part of Operation Joint Endeavor for "backfill" to Central Region, along with its company elements: the 273d (District of Columbia National Guard); 302d (90th Regional Support Command—RSC—unit from Texas); 304th (99th RSC from West Virginia); 514th (North Carolina National Guard); and the 838th (Ohio National Guard).

"My wife and I were kind of happy about this deployment," said SSG Brian K. Swain, with the 838th, "in that our hard work could help dissipate the stereotype that 'weekend warriors' are somehow substandard to active component soldiers. But, here in Stuggart, this has not been an issue."

SGT Russell Parker, Jr., with the 514th in Hanau, agrees. "When we were called up during Desert Storm, there was an open resentment toward the Guard and Reserve by the active Army. This time around, we are welcomed as members of the team."

First we had the 114th MP Co of the Mississippi National Guard; now we have the 304th from Beckley, West Virginia on Operation Joint Endeavor rotations, plus some two- and three-week annual training visits from the 273d and Rhode Island Guard units," briefed SFC James Barnes, operations sergeant for the 411th Base Support Battalion Provost Marshall Office in Heidelberg.



Supply SGT Marian Parker issues husband SGT Russell, Jr., fresh batteries for his flashlight, as he prepares for shift in Hanau.

"I look at their shoulder patches just to see how colorful they are," observed Barnes, "but all I really pay attention to is the 'U.S. Army' embroidered on their shirts. I tell people that everybody here is a 'green-card' carrying, active duty soldier."

All of the units have been very active in their respective communities. Typical law enforcement cases involve traffic control, domestic altercations, courtesy patrols, and the like.

Walking patrols, bicycle police, and educational efforts, like Drug Abuse Resistance Education (DARE) and crime prevention, have greatly increased recognition of and appreciation for Guard and Reserve presence in the family living areas.

There also have been some stressful incidents where the military police reacted with exceptional diplomacy and bravery.

In August, the 838th had a special assignment at European Command (EUCOM) headquarters in Stuttgart. "Every year on the anniversary of the Hiroshima atomic bombing, some 50 to 100 Germans protest at Patch Barracks, breaking through the fence with wire cutters. We had to secure the area, police them up, and turn them over to the local Polizei," said CPT Jason Reckard, the unit's commander.

In Kirch-Goens, the 514th responded to a couple of life-and-death situations, each with fortunate outcomes.

SPC Jonathan T. White came upon a burning vehicle and noticed that it was filled with acetylene (highly flammable gas used by welding torches) canisters. With some quick thinking and even quicker bravery, White entered the vehicle and removed the canisters, preventing an explosion which could have caused significant injury to pedestrians and property damage.

In another incident, a person had gotten belligerent at a local bar. After being thrown out, he went home and picked up his personal firearm. He returned and

fired a few shots in the crowd outside the bar. No one was struck.

"This is one case in which the use of deadly force could have been justified," said CPT William M. Moore, commander of the 514th. "But SGT Terry L. Rutian was afraid a nine millimeter round might go straight through the assailant into another bystander. Instead he very bravely talked him down."

MSG Richard A. Dittmar, operations sergeant with the 302d in Bamberg, says the active and reserve police get along famously. "We have a large number of law enforcement and corrections officers in our unit," briefed Dittmar, "so we've been able to teach the active soldiers some of the latest techniques and police tactics, as well as recent developments in working domestic cases. At the same time, they have taught us a lot about working with the Polizei, jurisdiction issues involving family members, and training for handling juveniles."

Dittmar continued, "They are now getting ready to help us with winter driving techniques for the snow and ice—certainly something we folks from Texas need to learn about!"



The "twins of Tompkins Barracks," Specialists Jason and Jonathan Miles, are familiar sights with the 304th Military Police Company, in Heidelberg and Schwetzingen.

Dittimar describes the interaction with the Army as being very close, "like the hand and its glove. We're one, big happy family here."

Good relations extend to off-duty activities as well. In Darmstadt, soldiers from the 514th and 273d were joined by soldiers from the base support battalion's Provost Marshal Office to form a flag football team. To date, the total Army team has turned in a respectable five win, four loss season.

While one can certainly use "family" to portray the attitude among the components, "family" also has a very special meaning for the 607th—literally. Among its units, there are five, soon to be six, married couples, one set of twins, a brother and sister team, and several cousins. The only family groups not represented are father-and-son and uncle-and-nephew, but those were provided by the 607th's first rotation predecessor, the 210th Military Police Battalion (Michigan National Guard).

COL Charles Haynes, USAREUR Provost Marshal, sums up the Guard and Reserve presence in the Central Region. "I couldn't get along without them. They contribute directly to the success of Operation Joint Endeavor, because the soldiers 'down-range' can do their jobs knowing their families are safe and secure."



Sgt. Denise W. Queen, radios the desk sergeant while on patrol in Darmstadt.

Story and photographs by **Major Mark J. Bowen.** The story is reprinted from *Das Signalhorn*, October 1996, Mannheim, Germany.



STANDARDIZED FIELD SOBRIETY TEST

A PRACTICAL APPROACH TO EVALUATING DWI DRIVERS

SFC James D. Peterson

Picture the following scenario: a military police road patrol makes an enforcement stop of a vehicle for a moving violation. During the initial contact with the violator, the MP detects the slight odor of what might be an alcoholic beverage in the vehicle, and the driver is directed to exit the car. The driver denies consuming any alcohol, but the MP now has a reasonable suspicion that something is "not quite right" with this particular driver. What is it that the MP is looking for? Is he looking for particular signs or signals of impairment? What measure is being used by the MP in this investigation? Maybe his own prior training and experience in another environment is what the comparison is made to.

Will this situation result in the apprehension of an impaired driver? Or will that same driver be allowed to proceed because the MP lacked skills and ability to administer a comprehensive examination that could be consistently interpreted?

Army Regulation 190-5, Motor Vehicle Traffic Supervision, addresses its program objectives in paragraph 1-5. Sub-paragraph (d) specifies that one of the four objectives of Motor Vehicle Traffic Supervision is the "removal of intoxicated drivers from installation roadways followed by the expeditious application of appropriate sanctions." The adoption and proper utilization of a Standardized Field Sobriety Test throughout the Army would be in furtherance of that specific objective contained in AR 190-5.

AR 190-5 makes vague references to a "field sobriety testing technique" to determine if further testing is needed with an evidentiary breath-testing device. It goes on to state that personnel should "use a standard field sobriety test (such as the one-leg stand or walk and turn)." While the test names are the same as those referenced above in the Standardized Field Sobriety Test (SFST), the application of those tests, without appropriate guidance and validation, could result in the same individual being apprehended at one installation, or released at another. The adoption of a true standardized field sobriety test, with established standards of instruction **and** application would remove the vagueness of AR 190-5, and lessen the opportunity of an impaired driver to "beat the system".

The U.S. Army addresses the matter of "field tests" conducted by enforcement personnel in DWI investigations in AR 190-5, paragraph 4-10. It states that installation law enforcement personnel will be trained to, among other tasks, perform the "three field tests of the improved sobriety testing techniques" listed in paragraph 4-13.

These tests (usually referred to as FSTs, or field sobriety tests) are actually described in that paragraph as two tests, the "walk the line" and "one-leg-stand." The generally recommended third test would be an examination for the presence of horizontal gaze nystagmus (HGN), although this is not specifically listed in AR 190-5.

The National Highway Traffic Safety Administration (NHTSA) has, with the assistance of the Los Angeles Police Department, developed a battery of tests that have been formulated with the goal of producing a standardized field sobriety test. The LAPD uses that format in teaching their Drug Recognition Expert Course, which has been widely adopted by police agencies throughout the United States, as well as internationally.

The central theme of the SFST is "Standardized and Systematic." When this concept is taught, the instructor teaches the course the same way each time. The idea carries over to the actual material, in that the separate tests are designed to be administered the same way each time. This results in that "standardized and systematic" approach which supports a thorough investigation, as well as a thorough apprehension and prosecution.

How then can the adoption of a standardized field sobriety test benefit the installation and supported commanders? The development of the SFST was a lengthy process that ultimately resulted in two psychophysical tests that were

approved by NHTSA for use in DWI investigations. Those two (one-leg stand and walk and turn) have been validated by extensive research and field testing, and involve the use of particular cues. The detection of the cues yields a cumulative or objective finding to the administrator of the examination. The two other tests (standing Romberg and finger to nose) are also psycho-physical, but do not enjoy the scientific validation that resulted in the establishment of particular detection cues. They have, however, been thoroughly field-tested and have been incorporated in the battery of tests that now constitute the SFST.

Standardized and Systematic. Those are the key words regarding the SFST. Every facet of the training process is guided by those watch-words, and the actual field application of the SFST is guided by them also. The resulting apprehension report and subsequent courtroom testimony is likewise presented in the same manner as the initial investigation.

Standardized and Systematic. What begins at a particular installation or command can extend throughout the rest of the Army, when the procedure outlined here is applied to similar situations in different locations. A key idea of training is that a soldier will in a real-world situation react in the same manner in which he or she was trained. That is a good principle, and it applies to this theory of SFST as well. Any task performed can be reduced to the format of Action/Condition/Standard, with the anticipation that the task will be performed the same way each time.

The first portion of the SFST is the examination for the presence of Horizontal Gaze Nystagmus (HGN). HGN is a recognized indicator of impairment by alcohol, as well as other categories of drugs. HGN has been addressed by the Armed Services as a viable indicator for the presence of alcohol within a suspected impaired driver. The *Military Police* Journal has in the past published articles in which HGN was used to estimate the blood alcohol content (BAC) percentage of individuals. While reasonably accurate, this test should not be the sole basis of a determination to apprehend. Only in conjunction with the balance of the SFST should HGN have any consideration. This is another example of the "standardized and systematic" approach that governs the accurate and reliable application/administration of the SFST.

SFST consists of an initial examination for the presence of HGN, followed by four psycho-physical tests: the Romberg divided attention test, the walk and turn test, the one-leg stand and the finger to the nose test. The SFST is given in this order each time and no segment should be deleted, unless the particular circumstances of the investigation (traffic accident injury, officer safety or suspect safety) dictate a deviation from this norm.

The four tests require a subject to have to perform an action or actions, while having to think at the same time. This results in divided attention, a situation which challenges an impaired driver to perform an event while thinking about its proper performance. Each of the four test stress divided attention.

The Romberg divided attention test requires a driver to stand with feet together, hands at the sides, head tilted back and eyes closed. When told to begin, the driver makes a thirty-second time estimate while maintaining the test position. The time estimate is made silently, and when the driver feels that the estimate is complete, they merely open the eyes to signal its completion. The divided attention portion of this exam begins when, during the instruction phase, the driver fails to maintain the starting position. It continues through the performance of the test, as the driver fails to maintain the described position, sways, lifts arms to maintain balance, loses balance, opens the eyes, fails to keep the head back, or counts out loud, rather than silently.



Romberg starting position

The walk and turn test, as with all four tests, consist of an instructional phase and a performance phase. During the instructional phase, the driver assumes the start position, and maintains that start position for the duration of the instructions. This again stresses the ability to understand and comprehend the verbal matter, while maintaining balance as directed. The start position consists of placing the left foot upon a straight line upon the pavement, then placing the right foot directly in front of the left, so both feet are on line and touching

at the heel and toe. Both arms are held down, with the hands at the sides. While the driver maintains this start position, the rest of the test is explained to them. This consists of the driver walking nine steps along the pavement line. The first step is with the left foot, and each time the foot is set down, it must be touching heel to toe with the previous step taken. The arms and hands remain at the sides and cannot be used to maintain balance by raising them. After taking the ninth step, the driver executes a turn-around by keeping the last foot placed (should be the left foot) and using it as a pivot, take several small steps with the right foot to where the driver is now facing the start point. When the right foot is placed back on line, it is counted as the first step of nine, returning to the start point. During the pivot turn, the arms remain at the sides. The driver then walks the nine steps back and stops. The cues to look for during this test are the ability to maintain the starting position during the instruction phase, the driver beginning the test before being told to do so, the actual number of steps taken, the use of arms for balance, stepping off the line, failure to maintain heel to toe and improper turn.



Walk the line starting position

The one leg stand begins with the instructional phase, with the starting position assumed and maintained during this phase. The starting position is standing with both feet together, touching front and back, with hands and arms at the sides. The instructions follow for the driver to lift a designated leg off the ground and hold it in position while counting out loud to thirty. This once again demonstrates the divided attention aspect, as the driver has to **do** one action while **thinking** about the instructions. The leg must be held straight, locked at the knee, and held so the heel is approximately six inches off the ground. The hands and arms are held at the sides and cannot be placed to support the raised leg or maintain balance. The driver looks at the toe of the raised foot, and continues to do so during the test. Once the raised leg is established, the driver is instructed to begin the thirty-second count. Cues to look for are the ability to maintain the start position during instructions, lifting the proper leg, continuing to look at the raised toe during the count, counting out loud, keeping the arms and hands at the sides, and maintaining the raised-leg position for the duration of the test. If the driver drops the leg down to maintain balance, they can continue the exam, but must begin counting from the point where the foot was dropped.

The fourth test is finger to nose. This test involves using the extended index finger to touch a subjects nose. This exercise must be demonstrated properly, as it is a natural



One leg stand starting position

phenomenon for an extended arm to bend at the elbow, bringing the extended finger directly in line with the tip of the nose. The starting position for this test is again, standing with the feet together, arms down to the sides. The driver balls up the hands creating fists, from which the index fingers are extended. The arms are then rotated so the palm area of the hands now face to the drivers front. The performance of this test involves having the driver tilt the head back and close the eyes. Upon command, the driver will raise the designated hand in a curving manner to the front, continuing the motion until the extended index finger touches the tip of the nose. Upon touching the nose, the hand is returned to the side without being told to do so. The first hand used is always the left and the following order is used: left, right, left, right, right, left. The contact between the finger tip and nose should resemble a finger pushing a

doorbell, ensuring the raising of the arm/hand was to the front, and not to the side. When done to the side, the natural tendency of the motion is to bend the arm at the elbow, with the hand continuing towards the face. This naturally results in the fingertip striking the nose. The correct administration of this test results in the subject having to interpret the instructions, and then successfully perform the test. Actions to look for are the ability to maintain the starting position during the instructional phase, beginning the test before being instructed to do so, swaying, using the correct hand, using the correct motion (arm to front, not the side), touching only the tip of the finger to the nose, keeping the head back and eyes closed.

Each test requires a minimum of time and effort to administer.



Finger to nose test

In spite of the lengthy explanations given above, each test requires a minimum of time and effort to administer. They are readily taught and rehearsed, and the very simplicity of the tests helps ensure they are given the same way each time. This is the basis of the "standardized and systematic" approach of the SFST.

The advantages of keeping the same format each and every time are–the law enforcement personnel will always look for the same visual cues, apply a subjective set of standards to the exams, and will later be able to fully recount the investigation findings not only in an apprehension report, but at a later date when court testimony is required.

The advantages of keeping the same format each and every time are–the law enforcement personnel will always look for the same visual cues, apply a subjective set of standards to the exams, and will later be able to fully recount the investigation findings not only in an apprehension report, but at a later date when court testimony is required. Too many apprehensions are nullified when a police officer cannot relate to a court or defense attorney their observations that led to the opinion of the officer that the apprehension was an appropriate and justified action.

The Drug Recognition Expert (DRE) program is currently being taught in numerous states by various certified agencies. The program of instruction is identical from course to course, which is in keeping with the spirit of the "standardized and systematic" theme. Other service branches have sent personnel to the training courses, to become certified as DREs, and their installations have generally adopted the techniques of the SFST as a result. While commendable, this piece-meal approach rarely extends past the particular installations that the students are assigned to. Army participation has been noticeably low, due in great part to the continuing down-sizing of recent years that has closed many installations.

The adoption of the Standardized Field Sobriety Test servicewide would alleviate the vagueness of DWI investigations and maximize the opportunities of law enforcement personnel to realize the stated objective of AR 190-5, the removal of impaired drivers from installation roadways, with appropriate sanctions. Its simplicity of application, keeping with the "Standardized and Systematic" approach of training and field utilization, would greatly enhance the ability of law enforcement personnel to remove the impaired driver from our highways.

SFC James D. Peterson is currently a reservist assigned as a senior instructor to the Officer Advanced Branch, U.S. Army Military Police School and is a police officer in Burbank, California.

MPs, TEXCOM Test New Security Vehicle

Sergeant Eartha L. Rufat

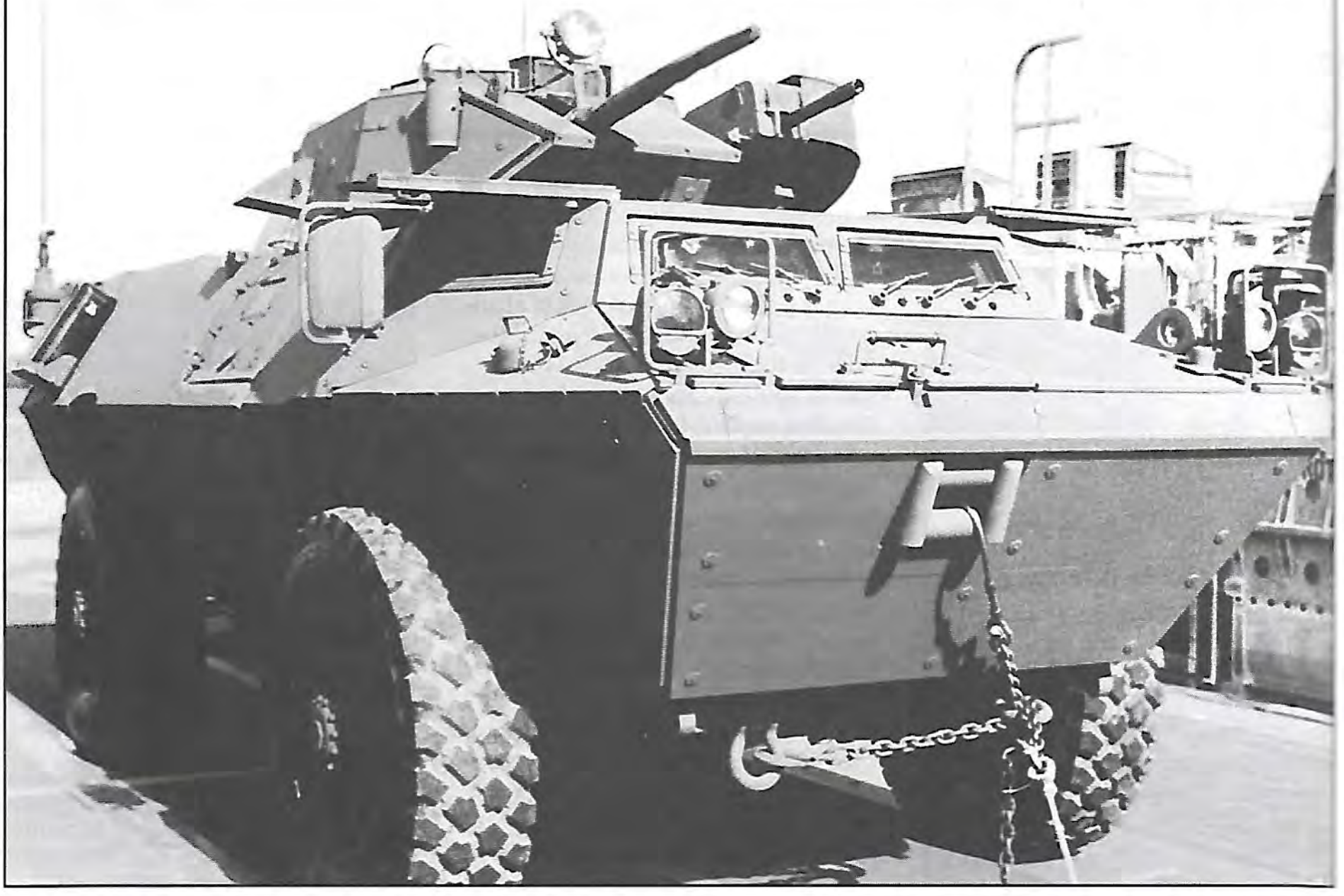
Fort Hood will once again be the testing ground for a state-of-the-art armored vehicle that may be the military police security vehicle of the next century.

Members of 4th Platoon, 410th Military Police Company, will be the first troops to drive the new armored security vehicle (ASV) as it undergoes tests at North Fort Hood.

Test team members from the Test and Experimentation Command Engineer, Combat Support Test Directorate from West Fort Hood will conduct the test and gather data for a possible later procurement decision.

The introduction of the ASV to the MP Corps is not a new idea–throughout history wheeled armored vehicles have played a part in U.S. military operations.

In World War II, the MP Corps had the M-20, a lightly armored personnel and cargo carrier. This



The proposed new armored security vehicle (ASV) at the roll out in New Orleans, Louisiana, December 10, 1996. Photographed by Sergeant Terry J. Goodman, Public Affairs Office, Fort McClellan, Alabama.



The photographs (above, below and following page) are various views of the ASV in the motorpool prior to start of training and testing at North Fort Hood, Texas. Photographs by Mr. Phillip Washburn, Public Affairs Office, TEXCOM.





armored utility car was used primarily for field command, reconnaissance and scouting duties. It also has defensive anti-aircraft capabilities.

In Vietnam, the V-100 Commando took over the duties of the M-20 and added convoy security and perimeter security to the list of Military Police duties.

Now as the Army moves toward the year 2000 and beyond, 1997 brings the MP Corps the ASV.

Testing the ASV will be conducted on two posts, in two phases. Survivability of personnel will be conducted at Aberdeen Proving Ground, Maryland, while testing the vehicle's function and capability will be done at Fort Hood.

TEXCOM will gather, compile and correlate all data from the testing and submit a report on the abilities of the proposed ASV of the next millennium.

2d Lt. Kevin Comfort, 4th Plt leader, expressed excitement about testing the capabilities of the ASV.

"The soldiers and I are excited about the opportunity to work with TEXCOM and the United States Army Military Police School in the test and evaluation of the ASV," Comfort said when the vehicle arrived at Fort Hood.

This is the opportunity of a lifetime for the soldiers–their input will be the basis on which the schoolhouse will write doctrine and the design changes which may be made to the vehicle.

Before the actual tests begin, platoon members will train on the ASV through Feb. 28, said Dave Jordan, ASV test team member for ECSTD.

"Once the soldiers are trained and the vehicle is safety released, we will be rolling up our sleeves and setting down to the business of testing," Comfort said.

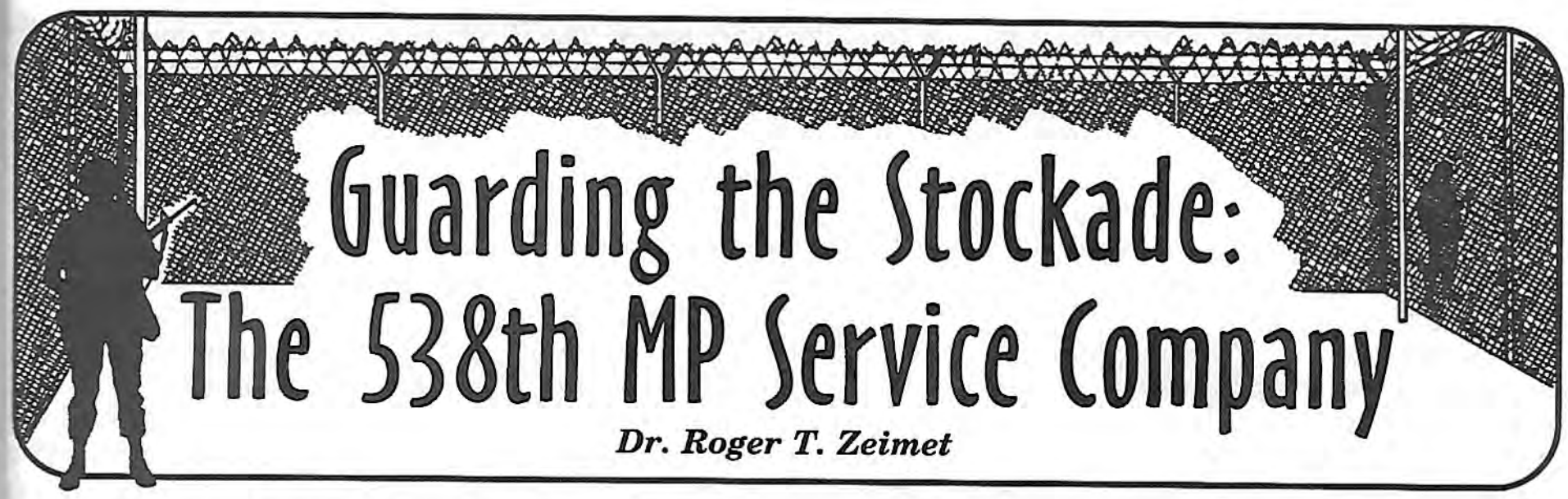
Every aspect of the test will be recorded from the actions and words of each soldier to what the gunner sees through the weapons' optics.

The magnitude of all this is that soldiers of today will be helping the soldiers of tomorrow shoot, move and communicate better and safer than before.

Technology is increasing the survivability and force protection for the soldiers who will win the wars of the future.

Vehicles like the ASV will allow the MPs, as the force of choice, to perform their duties on the battlefield and in operations other than war–affording a more precise and greater level of execution with a much higher level of protection than is currently available to the MPs.

This article was written by **Sergeant Eartha L. Rufat** and is reprinted from the Fort Hood, Texas, *Sentinel* February 20, 1997.



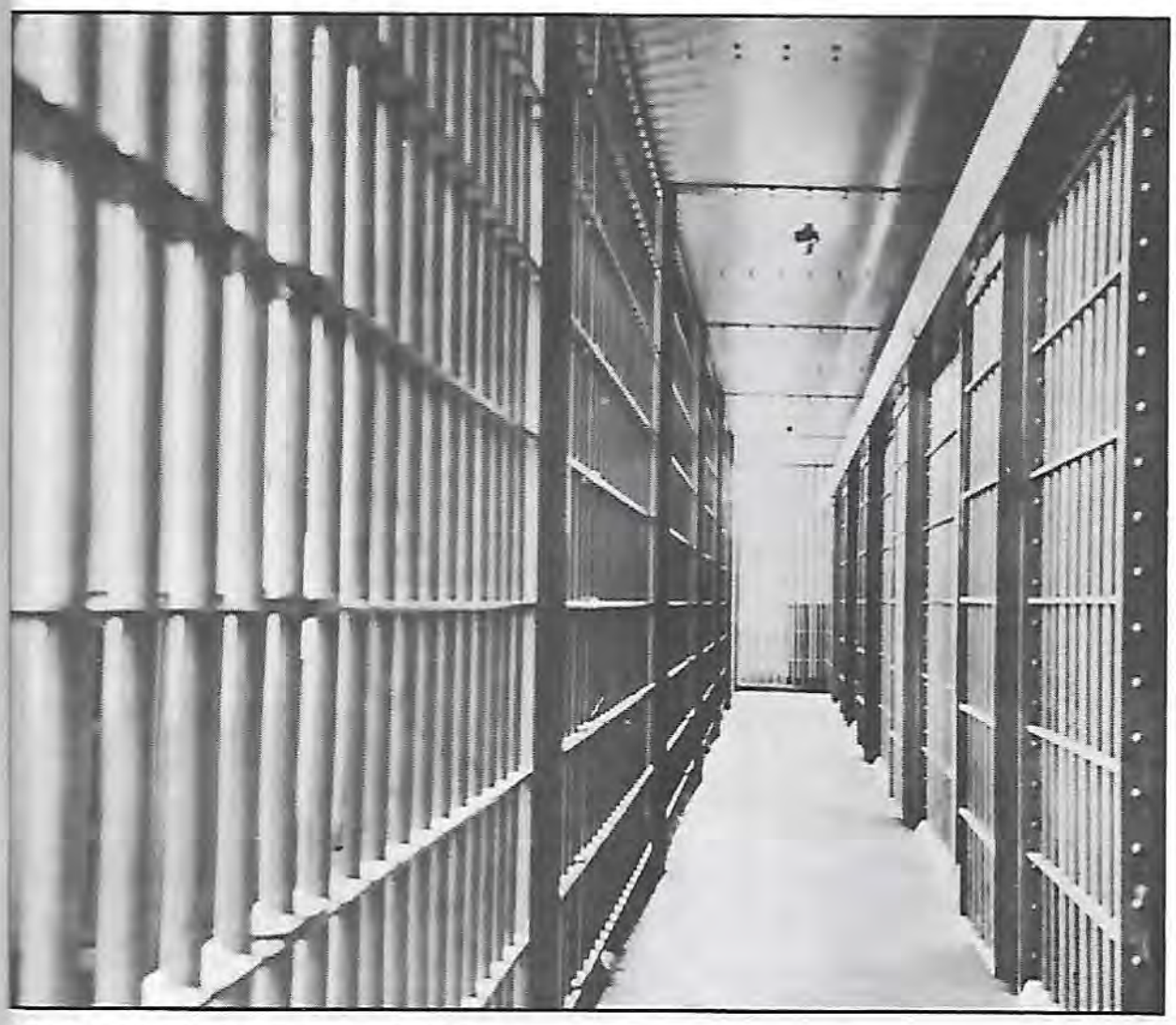
Guarding the Stockade: The 538th MP Service Company

Dr. Roger T. Zeimet

Looking back in history...

An overlooked and unsung mission of the Military Police Corps is military corrections, the maintenance and policing of military prisons and stockades where soldiers found guilty of serious infractions in violation of military and civil law are incarcerated. Today, that mission is performed by military police soldiers with the 95C Military Occupational Specialty (MOS) code. Back in the early days of the Corps any military police unit might be assigned to that duty. One such unit was the 538th Military Police Service Company which served as part of the occupation force in post-World War II Germany.

The 538th was activated on 30 December 1946 in Paris, its officers and men coming from the 787th Military Police Battalion which had been deactivated the previous day. Initially, its primary duty was to provide security on U.S. Army railroad shipments that were moving throughout France, Belgium, and the U.S. occupied zone in Germany. That assignment lasted until the close of January 1947 when the company was ordered to transfer from Paris to Mannheim, Germany.



World War II cell block corridor

On 29 January 1947 the 538th arrived in Mannheim. The following day it assumed control of the European Theater Military Prison, formerly the 3d Army Stockade. The company maintained the prison until 31 August 1947 when the 538th was deactivated and its personnel transferred to a newly activated company, the 7820th Military Prison Guard Company. That unit, in turn, assumed control of the prison.

During its tenure as the prison guard unit, the 538th experienced two prisoner escape incidents. In February, sixteen prisoners escaped through a hole which they had made in a wall behind the prison mess hall. At the time, the mess hall was under construction and the noise produced by the project concealed the prisoners activity. Within an hour of the breakout, a theater wide search was launched for the escapees, and within 72 hours they were all recaptured.

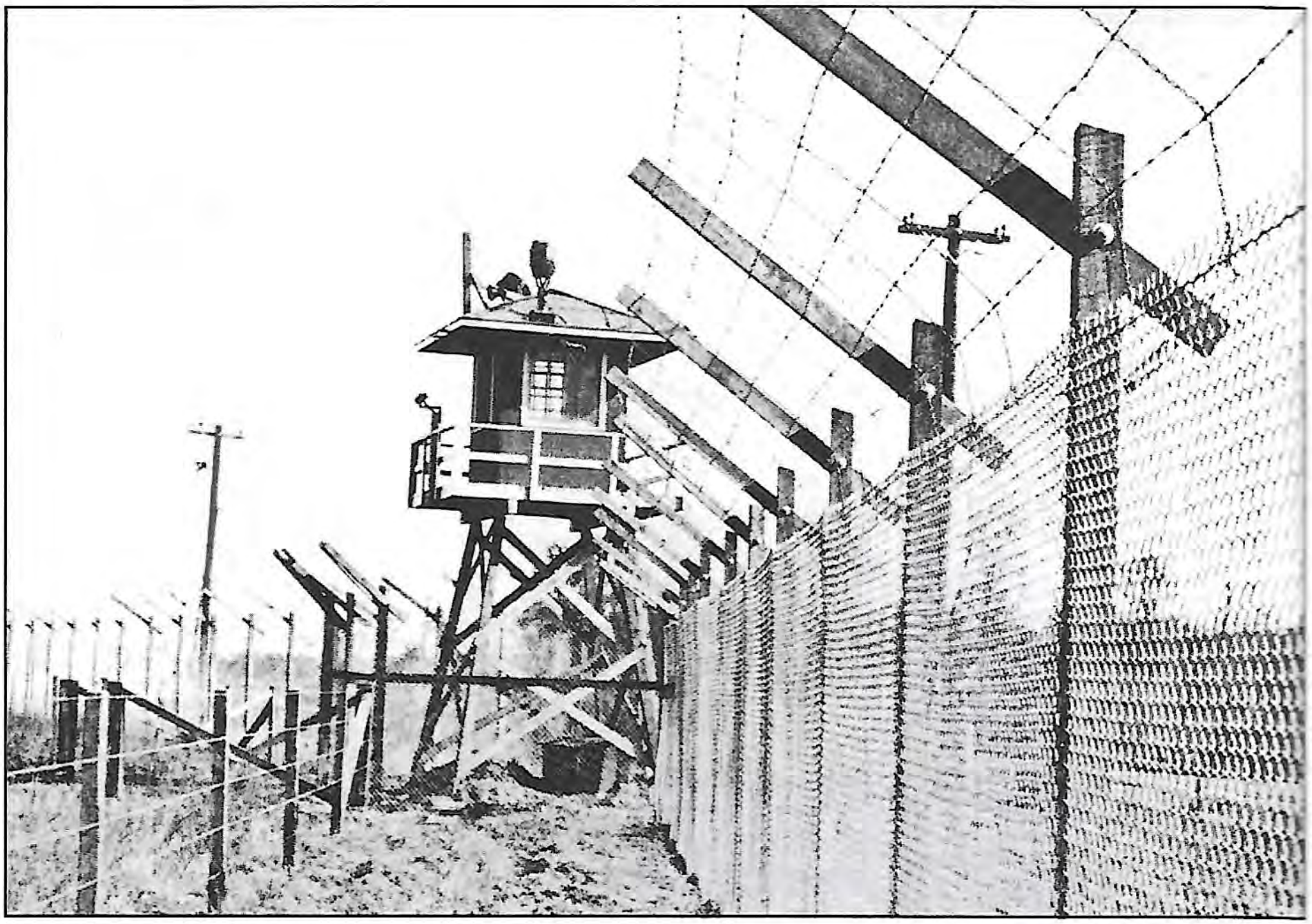
A more violent breakout occurred five months later. On 8 June, eight prisoners broke out in what the unit historian described as "one of the most daring escapes seen in

many years." It began when the eight men managed to gain entrance to the prison's control room. There they overpowered the Corporal of the Guard. They then took several rifles, two shotguns, and a pistol from the company arms locker. One of the prisoners also attacked the company's commanding officer, Captain Samuel H. Wolford, who was serving as the prison's duty officer at the time. Although wounded in the face by a knife welded by the prisoner, the captain managed to subdue his attacker by hitting him with a chair. He then sounded the alarm, alerting the military police and constabulary.

The rest of the prisoners shot their way out of the prison. They first attempted to go out the front entrance on foot, but were met by gunfire from the guard tower. The escapees returned fire and threw a tear gas bomb into the tower temporarily blinding the guard. They then stole the prison guard truck, a 3/4 ton weapons carrier, and drove out of the compound towards Heidelberg. Between Mannheim and Heidelberg four of them commandeered a family car from an Army officer and fled into the French Occupation Zone. They ultimately made their way to Nancy, France where the French police recaptured them. Meanwhile, one of the other escapees continued on with the truck to Bremerhaven where he was caught, and the remaining prisoners were picked up in the Mannheim-Heidelberg area within a few days of the breakout. This episode led to a remodeling of the prison and an upgrade in its security methods, producing, in the unit historian's opinion, "one of the most efficient and break-proof [prisons] under the Army's control."

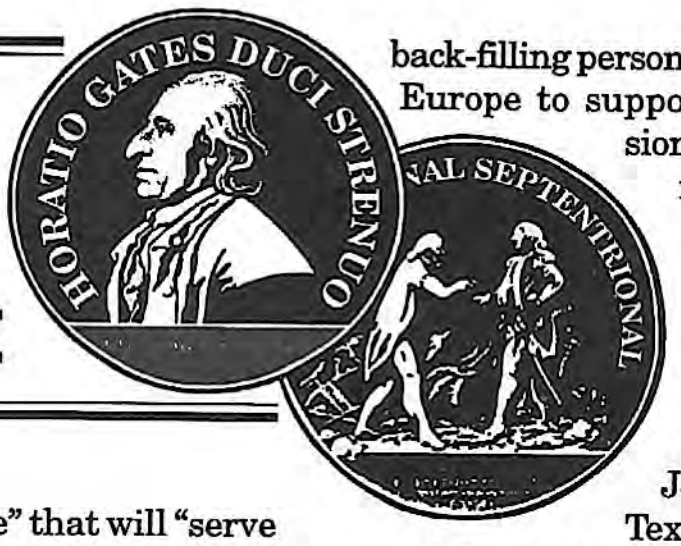
The efforts of the 538th in a relatively thankless job did not go unnoticed. Major General Ernest N. Harmon, the commander of the U.S. Constabulary in Germany and the former commander of the 2d Armored Division, commended the unit. "The work of your company is arduous and unpleasant," he noted. "It is, however, extremely important and necessary. It is one of those tasks which if not done well, rarely receives the credit it deserves."

Dr. Roger T. Zeimet is the school historian at the U.S. Army Military Police School, Fort McClellan, Alabama.



World War II stockade, fence, and watchtower

CID Warrant Officer Sets Gold Standard for Personnel Support



Mr. Paul Boyce

The Potomac Chapter of the Adjutant General's Corps Regimental Association recently presented its highest and oldest award to a 26-year Army veteran and warrant officer. The soldier is only the fifth warrant officer to receive this prestigious 219-year-old gold medal.

Chief Warrant Officer 4 Robert E. Wurzbacher, the former chief of the U.S. Army Criminal Investigation Command's (CID) strength management branch, received the Horatio Gates Gold Medal award during a Potomac Chapter meeting January 24. Wurzbacher is the one hundred thirty-second soldier to receive the award since it was enacted by Congressional resolution in 1777, according to officials with the Adjutant General Regimental Association at Fort Jackson, South Carolina.

The gold medallion–over three inches in diameter–recognizes extraordinary achievement and service. It commemorates Revolutionary War Major General Horatio Gates' victories over the British in the Battles of Bennington, Fort Stanwix and Saratoga.

"Chief Wurzbacher's extraordinary talent, marathon work effort and dedication to mission directly brought our worldwide major Army command...to its present high state of personnel readiness," CID Commanding General, Brigadier General Daniel A. Doherty said in his endorsement of the award.

"His efforts enabled the command to maintain its focus on providing quality investigative support to all theaters," Doherty said. He "developed a complex strategic strength management plan for the CID force structure" that will "serve the command for years to come."

As strength manager of the command's military personnel branch, Wurzbacher carefully juggled soldiers' orders, transfers, promotions, and assignments while sustaining CID's operations in Haiti and Bosnia, even back-filling personnel vacancies in Europe to support Bosnia missions. He managed more than 700 warrant officer and enlisted positions, and helped move CID's units at Forts Dix, New Jersey, and Bliss, Texas.



Col. Anthony J. Lupo, CID's deputy chief of staff for support, left, admires Chief Warrant Officer 4 Robert Wurzbacher's Horatio Gates Gold Medal Award. (On the front of the medal is the Latin phrase, Duci Strenuo, which translates as Valiant General.)

"I hope I designed a personnel support system to provide continuing quality support after my departure," Wurzbacher said modestly.

Wurzbacher's personnel innovations at CID follow a career-long track record. His results-oriented reputation as a non-commissioned officer and warrant officer date back two decades. He devised one of the Army's first Personnel Administration Centers (PAC) at Fort Campbell, Kentucky, as part of a test program in the mid-70s.

"The PAC is now the standard unit personnel support structure Armywide," explained former CID personnel chief Warren S. Kelly, "and it's virtually unchanged from the design first created and demonstrated by Wurzbacher."

While assigned to the 257th Personnel Support Center in Wiesbaden, Germany, in the early '90s, Wurzbacher pioneered the automated Personnel Accounting System, known as PAS. The computer program tracked the community's thousands of soldiers during deployments to Bosnia and "became a serious candidate for Department of the Armywide adoption as the primary personnel accounting system for deployment operations," according to AG officials.

Wurzbacher received the award from Potomac Chapter President Colonel Nick Monje during a breakfast meeting attended by more than 120 members and personnel specialists.

Mr. Paul Boyce is the public affairs officer for the U.S. Army Criminal Investigation Command, Fort Belvoir, Virginia.

317TH MILITARY POLICE BATTALION



LINEAGE AND HONORS

Constituted 19 January 1942 in the Army of the United States as the 713th Military Police Battalion. Activated 15 January 1942 at Albany, New York. Inactivated 12 December 1945 at Camp Kilmer, New Jersey. Redesignated 10 March 1947 as the 317th Military Police Battalion, allotted to the Organized Reserves, and assigned to the Seventh Army. Relieved 15 March 1947 from assignment to the Seventh Army and assigned to the Third Army (later redesignated as the Third United States Army). Activated 28 March 1947 with Headquarters at Jacksonville, Florida. (Organized Reserves redesignated 25 March 1948 as the Organized Reserve Corps; on 9 July 1952 as the Army Reserve.) (Company A inactivated 15 January 1972 at Jacksonville, Florida; Companies B, C, and D inactivated 22 February 1972 at Ocala, Clearwater, and St. Petersburg, Florida, respectively.) Relieved 1 July 1973 from assignment to the Third United States Army and assigned to the First United States Army. Relieved 1 October 1983 from assignment to the First United States Army and assigned to the Second United States Army. Home Area: Second United States Army.

CAMPAIGN PARTICIPATION CREDIT
World II
Normandy
Northern France
Rhineland
Central Europe

DECORATIONS
Meritorious Unit Commendation (Army), Streamer embroidered EUROPEAN THEATER
(713th Military Police Battalion cited; GO 117, Communications Zone, European Theater of Operations, 28 June 1945)

From the editor's desk

MILITARY POLICE invites its readers, both military and civilian, to submit articles for possible publication in upcoming issues. When submitting for publication, include action photos accompanied by complete captions and a brief bio of the author or authors. Line art or graphics that will enhance the story are helpful. Our goal is to highlight what our Military Police are engaged in worldwide.

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Fort McClellan Military Police Company Wins General Stem Award

Private Roxanna N. Lemmon

Winning the 1996 Brigadier General David H. Stem Award was quite an accomplishment for the Fort McClellan Military Police Company, 701st MP Battalion. But the 'War Eagles' fourth win in this decade was an achievement unsurpassed by any other company in the history of the award.

"The unit definitely deserves the award," said Captain Ignatius M. Dolata, Jr., commander, Fort McClellan MP Company. "The 'War Eagles' serve as the standard bearers for their Nation, the Army, and the MP Corps."

The Stem Award, established in 1987, is presented to the best MP company in the Training and Doctrine Command. It was established to honor Brigadier General David H. Stem and his contributions to the Military Police Corps.



Brigadier General David H. Stem

General Stem began his career at the United States Military Academy at West Point and later went on to become Fort McClellan's Deputy Commanding General, Military Police School Commandant, and MP Corps Regimental Commander. His career was cut short when he was killed in a plan crash while enroute to Fort Leavenworth, Kansas in January 1987.

The Stem Award is presented annually to the finest MP companies in various installation size categories. Units are required to meet certain criteria, such as weapon qualifications, reenlistment, unit awards, and external evaluations in order to be considered for selection.

Of the category recipients, the Fort McClellan MP Company will represent TRADOC for the Brigadier General J.P. Holland Award. This award is given to the best MP company in the entire Army.

"I feel really proud to be a 'War Eagle'," said SPC Michael K. Anderson, Fort McClellan MP Company. "Winning the Stem Award is a level of excellence that others need to strive to achieve."

During 1996, 'War Eagle' soldiers were tasked to perform demanding and unique missions that entailed providing direct support in four separate and diverse areas, Dolata said.



1SG Gary D. Roper receives the 1996 General Stem award from General William W. Hartzog on behalf of the Fort McClellan MP Company.

Throughout the year, the MP company provides law enforcement support to the local military community through various activities. This is accomplished through MP patrols, military police and traffic accident investigations, physical security operations, the Drug Abuse Resistance Education Program, and game warden operations.

The 'War Eagles' also provide support to Chemical Decontamination Training Facility through augmentation forces and emergency response force operations, and supports the U.S. Army Military Police School's professional and specialty courses.

Another part of the company's mission includes providing support to installation and worldwide contingency operations. Several 'War Eagle' soldiers were deployed in support of Operation Joint Endeavor in Bosnia and Joint Task Force Olympics in Atlanta.

Dolata said his company has excelled in training events and external inspections throughout the past year. These included Military Operations in Urban Terrain Training with the 75th Ranger Regiment, a Common Task Training Competition, MP Battle Drill training, and quarterly garrison law enforcement training.

The company is also responsible for training the Installation Special Reaction Team. The SRT is specially trained and equipped in containing and neutralizing special threats. They employ riot control agents, fire by selected marksmen, assault techniques, and surveillance and intelligence operations to accomplish their mission.

The company recently received a Department of the Army Certificate of Commendation for a "No Deficiencies" rating during the Department of the Army Inspector General Chemical Surety Inspection. They also received numerous "Commendable" ratings during their Organizational Inspection Program, including "Best Retention Program" and "Best Retention NCO" in the 701st MP Battalion. Support comes not only from the soldiers but from family members as well. The company Family Support Group published quarterly newsletters and sponsors various social and fund raising events. The FSG raised over $2,600 this past year, which included a community-level softball tournament. "I am really proud of the leaders, soldiers, and family members of the Fort McClellan MP Company," said LTC Robert W. Gee, 701st MP Battalion commander. "Their selfless service and devotion to duty clearly displays the same qualities of excellence as General Stem did."

Private Roxanna N. Lemmon from the 27 November 1996, McClellan News, Public Affairs Office, Fort McClellan, Alabama.

230th Military Police Company Wins J. P. Holland Award

The 1996 winner of the Jeremiah P. Holland Award was announced by the Department of the Army. Taking top honors was the 230th Military Police Company, 95th Military Police Battalion from Mannheim, Germany.

Military police companies worldwide compete for this prestigious award annually. Competition for the award was keen and produced a field of nominees reflecting the highest standards of professional excellence in the Military Police Corps. The 230th was selected not only for its innovative and demanding training, but also for its reputation of caring for its soldiers and family members.

The overall winner is selected by senior Army and military police soldiers based on "recorded accomplishments, achievements, and command programs which best exemplify the intent of the award's sponsor" (AR 672-1, *Brigadier General Jeremiah P. Holland Award*).

General Holland, a 1927 graduate of the U.S. Military Academy at West Point, was a distinguished military police officer who retired in 1969. He was a former Commanding General of the Provost Marshal General Center, and Commandant of the Provost Marshal General School at Camp Gordan, Georgia



Brigadier General Jeremiah P. Holland

from 1952-1953 and from 1956-1957. After his retirement he sponsored this award to promote *esprit de corps* and professionalism in military police units throughout the active Army

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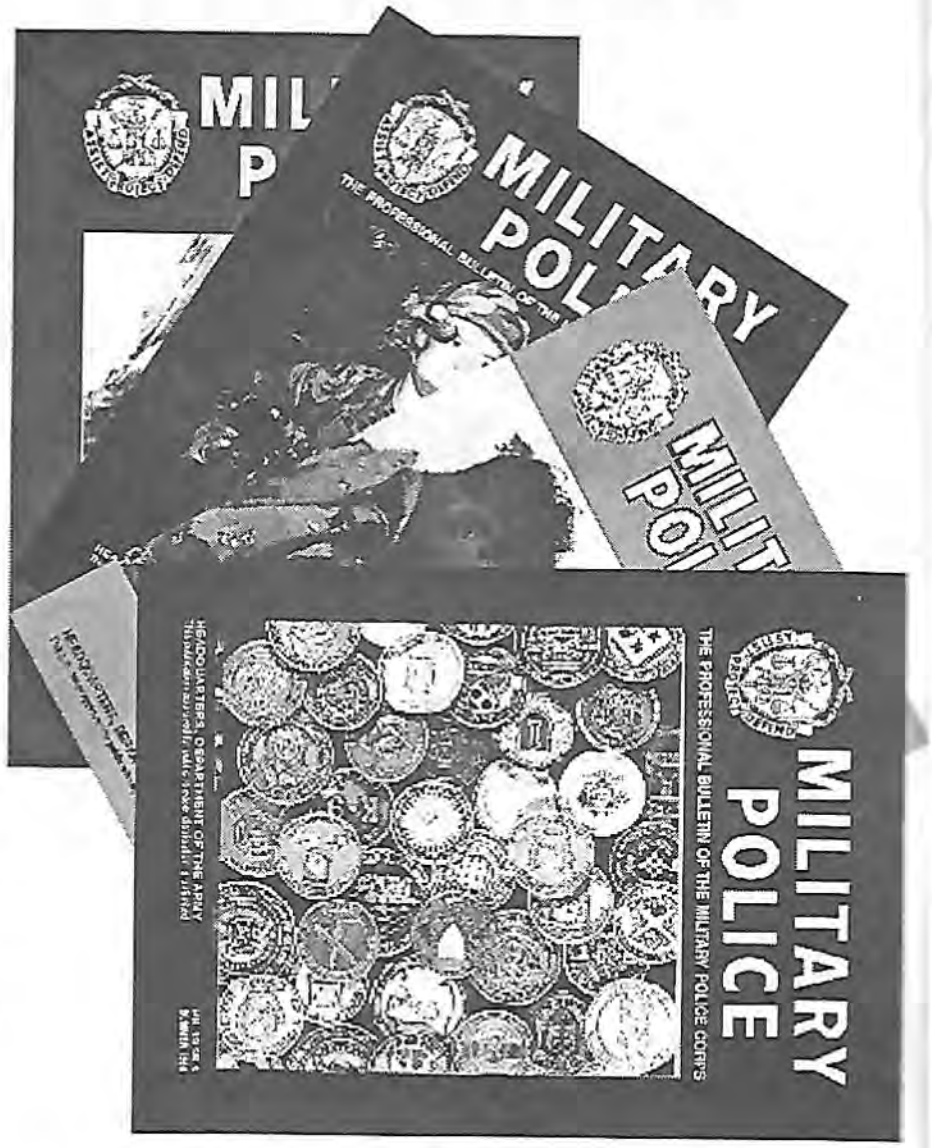
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MILITARY POLICE BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Jean F. Burleson	Charles E. McGee	8th MP Bde	Seoul, Korea
Terry S. Moreau	Sam F. Chapman	16th MP Bde	Ft Bragg, NC
Richard M. Sackett	Edward M. Keuten	18th MP Bde	Mannheim, GE
Scott R. Larson	Adrian K. Arnett	89th MP Bde	Ft Hood, TX
George J. Kinoshita, Jr.	Ross M. Gardner	3d MP Grp	Ft Gillem, GA
George W. Smith, Jr.	William F. Merrill	6th MP Grp	Ft Lewis, WA
James L. Saunders	Luis Valdez	701st MP Grp	Ft Belvoir, VA
David F. Treuting	Robert Etzold	Garrison	Ft McClellan, AL
Owen C. Powell	Samuel J. Goodwin	Garrison	Ft Myer, VA
John L. Dellajacono	David Ahlansberg	Tng Bde	Ft McClellan, AL
Marvin L. Nickels	Burt F. Arthur	USDB	Ft Leavenworth, KS
Joseph M. Tyo, Jr.	Michael D. Brandstetter	1st MP Bde (P)	Ft Lewis, WA
John E. Davies	Jose M. Lima	MPC	Panama

RESERVE COMPONENT MILITARY POLICE BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
James T. Dunn	Frank V. Gallo	43d MP Bde	Warwick, RI
Ezell Ware, Jr.	Jerry G. Randall	49th MP Bde	Alameda, CA
Mark R. Bailey	Varney D. Smith	220th MP Bde	Gaithersberg, MD
Lawrence E. Gillespie, Sr.	Henry Odom	260th MP Bde	Washington, DC
Robert W. Smith III	Robert Kilburn	300th MP Cmd(EPW/CI)	Inkster, MI
Robert G. Mennona	Ernest Trinca	800th MP Bde (EPW)	Uniondale, NY
Larry Ware	Eugene R. Bowman	177th MP Bde	Taylor, MI
Cotton W.S. Bowen	William H. Freeman, Sr.	1st Bde, 80th Div (IT)	Ft Meade, MD
James H. Monaghan	Charles P. Cavanagh	367th MP Group	Ashley, PA

MILITARY POLICE BATTALION-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Arnaldo Claudio	Michael G. Fleming	92d MP Bn	Panama
David J. Farruggia	John W. McConnell	94th MP Bn	Korea
Robert B. Abernathy, Jr.	John A. Sampson	95th MP Bn	Mannheim, GE
Rodney E. Johnson	Rick C.Travis	503d MP Bn	Ft Bragg, NC
Peter M. Champagne	Angela C. Wilson	504th MP Bn	Ft Lewis, WA
Teddy R. Spain	Dennis Lafferty	519th MP Bn	Ft Polk, LA
Timothy J. Lamb	Daniel B. Rimmer	709th MP Bn	Hanau, GE
Neil C. Lanzendorf, Jr.	Rafael F. Vidal	716th MP Bn	Ft Campbell, KY
Mary C. Frels	William H. Burt	720th MP Bn	Ft Hood, TX
Forrest R. Newton	Alfredo Hernandez	728th MP Bn	Taegu, Korea
Gerald A. Mocello	Thomas E. Kolle	759th MP Bn	Ft Carson, CO
Jeffrey F. Johns	James S. North	793d MP Bn	Bamberg, GE
Louis L. Fuertes	Michael W. Green	704th MP Bn	Ft Lewis, WA
Dwayne K. Wagner	Donald E. Martin	705th MP Bn	Ft Leavenworth, KS
Robert W. Gee	Larry O. Forde	701st MP Bn	Ft McClellan, AL
Brian F. Bocklage	Leo M. Usry	787th MP Bn	Ft McClellan, AL
Paul L. English, Jr.	Keith D. Daly	795th MP Bn	Ft McClellan, AL
Rex Forney, Jr.	Michael P. Lessard	LEB	Ft Stewart, GA
Kevin T. Lamar	Mark F. Offerman	LEC	Schofield Bks, HI
Mark L. Haines	Richard J. Siddall	10th MP Bn	Ft Drum, NY
Marvin K. King	Roosevelt McGarrah	LEC	Ft Leonard Wood, MO
Douglas S. Baker III	Lawrence E.Terry	LEC	Ft Bliss, TX
William M. Long	Michael Misianowycz	5th MP Bn(CID)	Heidelberg, GE
George E. Reed	Leanear Randall	10th MP Bn (CID)	Ft Bragg, NC
Samuel J. Hernandez	Alfred L. Birdsong	11th MP Bn (CID)	Ft Hood, TX
Stuart S. Taylor	Jeffrey S. Huber	19th MP Bn (CID)	Yongsan, Korea
John E. Matthews	Gordon J. Retterath	22d MP Bn (CID)	Ft Lewis, WA
Dennis J. Baldridge	Katherine Brunner	CID District	Ft Riley, KS
Dale E. Archer	Charles M. Bowman	CID District	Ft Myer, VA
Donald G. Salo, Jr.	James D. Adamski	CID District	Ft Benning, GA
Lawrence P. Mulhall	Thomas J. Colson	CID District	Ft Bliss, TX
Martin D. Glasser	Russell W. Strand	CID District	Ft Campbell, KY
Thomas L. LaCrosse	Thomas E. Brown	CID District	Ft Monmouth, NJ



800TH MILITARY POLICE BRIGADE



LINEAGE AND HONORS

Constituted 31 May 1942 in the Army of the United States as the 800th Military Police Battalion. Activated 4 June 1942 at Fort Ord, California. Inactivated 31 May 1947 at Nagoya, Japan. Redesignated 25 January 1949 as the 333d Military Police Battalion and allotted to the Organized Reserve Corps. Assigned 15 February 1949 to the First Army (later redesignated as the First United States Army). Activated 25 February 1949 at Buffalo, New York. Location changed 19 January 1950 to New York, New York. (Organized reserve Corps redesignated 9 July 1952 as the Army Reserve). Inactivated 15 August 1952 at New York, New York. Redesignated 24 June 1953 as the 800th Military Police Battalion. Headquarters, 800th Military Police Battalion redesignated 22 April 1959 as Headquarters and Headquarters Detachment, 800th Military Police Group (remainder of battalion concurrently disbanded). Activated 1 May 1959 at Hempstead, New York. Location changed 15 June 1959 to Garden City, New York; on 31 January 1966 to Hempstead, New York. Ordered into active military service 24 March 1970 at Hempstead, New York; released from active military service 26 March 1970 and reverted to reserve status. Redesignated 16 October 1984 as Headquarters and Headquarters Company, 800th Military Police Brigade. Ordered into active military service 6 December 1990 at Hempstead, New York.

CAMPAIGN PARTICIPATION CREDIT

World War II

New Guinea

Luzon

Editor's note: *We intend to feature an MP brigade and a battalion in each issue. If you desire your unit to be featured, please provide the unit history to Editor, MILITARY POLICE, U.S. Army Military Police School, Bldg. 3181, Fort McClellan, Alabama 36205-5030 (or email to kaymundy@aol.com or elliott@mcclellan-blsd.army.mil).*

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