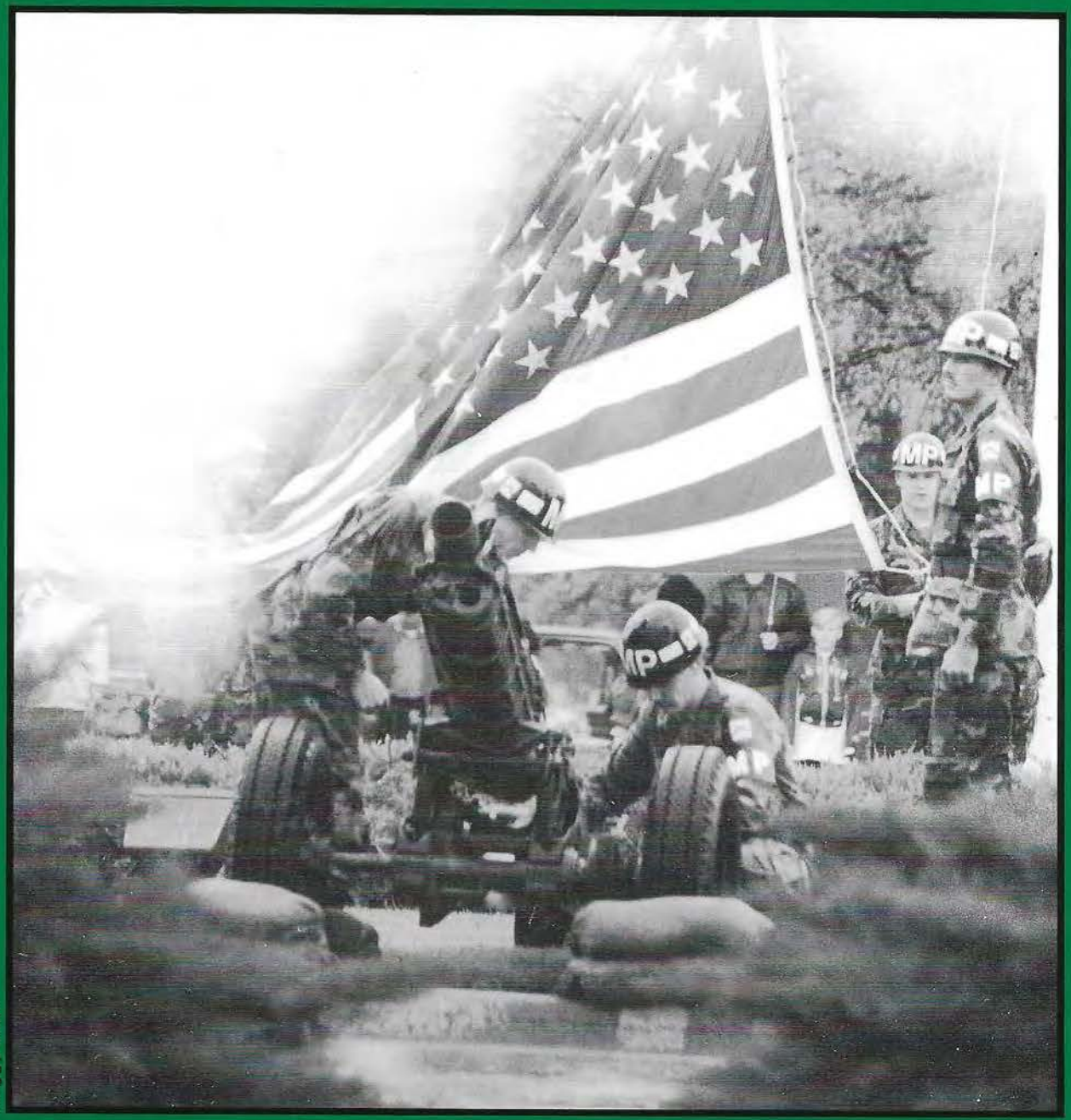
MILITARY POLICE

A PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS



Peggy Bair

HEADQUARTERS, DEPARTMENT OF THE ARMY
This publication approved for public release; distribution is unlimited.

PB 19-95-1
SPRING 1995

USAMPS

DSN 865-XXXX Commercial (205) 848-XXXX

COMMANDANT
MG Alfonso E. Lenhardt 4333

ASSISTANT COMMANDANT
COL David W. Foley 3626

EXECUTIVE/ADMINISTRATIVE OFFICER
CPT Mary Beth Edwards 3371

COMMAND SERGEANT MAJOR
CSM Marcelino Malavet 3603

DIRECTORATE OF BATTLE LABORATORY SUPPORT/COMBAT DEVELOPMENTS
COL Michael P. Sudnik 5426

DIRECTORATE OF TRAINING
COL Charles W. MacPherson 3763

RESERVE COMPONENT INTEGRATION OFFICE
COL Charles F. Hurlbut. 3112

DIRECTORATE OF QUALITY ASSURANCE
LTC Denise E. Jacinto 3413

BRANCH PROPONENCY
LTC Jeanne M. Burden..... 3183

701st MP BATTALION
LTC Charles D. Childers 3927

Editor
Lois Perry
Contributing Graphic Support
Kenneth D. Godfrey
Laura H. Berry
Word Processing
Mary Lambert
Beverly Barrett
Charmaine McKenzie

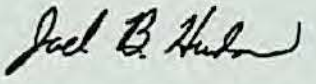
FRONT COVER. Members of the 705th Military Police Battalion fire a cannon as the flag is lowered during Retreat at Fort Leavenworth, Kansas. During the Retreat ceremony a 50-gun salute was fired in tribute to former President Richard Nixon. Photograph by The Leavenworth Times/Peggy Bair ©1994.
BACK COVER. U.S. Army Military Police help Haitian immigrants board a C-130 headed to Guantanamo Bay, Cuba.

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:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:



JOEL B. HUDSON
Acting Administrative Assistant to the Secretary of the Army
05478

MILITARY POLICE, an official U.S. Army professional bulletin for the Military Police Corps Regiment, contains information about military police functions in combat, combat support, combat service support, battlefield circulation control, area security, EPW, law and order, and rear operations. Approved for public release; distribution is unlimited. Objectives of *MILITARY POLICE* are to inform and motivate, increase knowledge, improve performance, and provide a forum for the exchange of ideas. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other U.S. Army publications. *MILITARY POLICE* reserves the right to edit material. Articles may be reprinted if credit is given to *MILITARY POLICE* and the author. All photographs are official U.S. Army photos unless otherwise accredited.

CORRESPONDENCE: Correspondence should be addressed to Editor, *MILITARY POLICE*, U.S. Army Military Police School, Fort McClellan, AL 36205-5030. Please provide telephone number and complete return address. Telephone number is DSN 865-4326 or commercial (205) 848-4326.

SUBSCRIPTIONS: Individual subscriptions are available through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402-9317.

MILITARY POLICE (ISSN 0895-4208) is published semiannually at the U.S. Army Military Police School, Fort McClellan, AL 36205-5030. Third-class postage paid at Anniston, AL, and additional mailing offices (G26).

POSTMASTER: Send address changes to the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402-9317.

MILITARY POLICE

A PROFESSIONAL BULLETIN

PB 19-95-1 SPRING 1995

CONTENTS

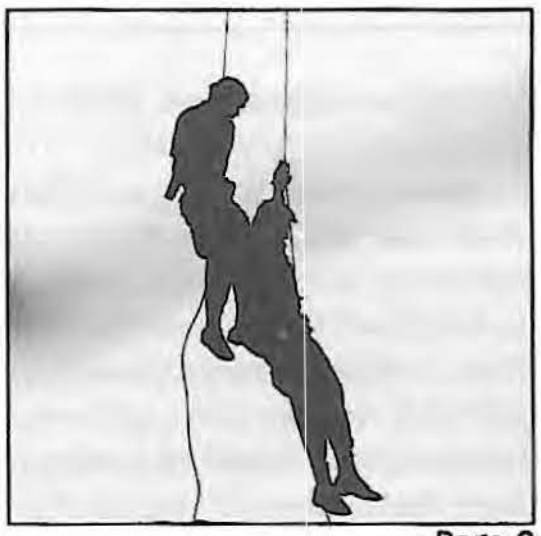
ARTICLES

6 Training Foreign Military Police . . . . . *LTC Arnaldo Claudio*
13 The Total Army Analysis Process and its impact on the Military Police Corps. . . . . *COL Michael P. Sudnik*
14 Military Police Traveling Contact Teams . . . . . *LTC Samuel W. Anderson*
16 Polish Military Police Visit . . . . . *Mr. Robert Szostek*
17 Law Enforcement Intelligence . . . . . *CPT Richard S. Vanderlinden*
19 A Case Study . . . . . *CW4 (Ret) Richard D. Hinson*
20 IPB Support to the MP Commander . . . . . *1LT Ricardo Christobal*
23 Vigilant Storm 1 . . . . . *LTC (Ret) Jack Hammell and MAJ Richard W. Swengros*
26 United Nations Military Observer Duty . . . . . *MAJ Anthony M. Schilling*
29 Exchange Officer with the Royal Military Police . . *CPT Ronald O. Gienapp*
31 Preventing Workplace Violence . . . . . *Ms. Susan Piedfort*
32 Long Teeth of the Law. . . . . *JO2 J. Vincent Dickens, USN*
34 A Long-Range Plans Cell . . . . . *CPT Robert S. Staby*
36 History of Blacks in the Military Police Corps . . . *MAJ Leamon C. Bratton*
40 Training Military Corrections Professionals . . . . *CPT Debra A. Sannwaldt*
42 Bicycle Patrols . . . . . *CPT Kim S. Orlando and CPT James D. Eisenhart*
45 Civilian Careers in Federal Law Enforcement . . . *CPT James M. Edwards*
49 A Teamwork Approach to Rehabilitation . . . . . *Mr. Tom Gibson*

DEPARTMENTS

2 Military Police School's Commandant
4 Regimental Command Sergeant Major
51 1994 Winner of the J. P. Holland Award
52 *MILITARY POLICE* Subscription Form

MP Brigade-Level Commands . . . . . *(Inside Back Cover)*
Reserve Component MP Brigade Level Commands . . . . . *(Inside Back Cover)*
MP Battalion-Level Commands . . . . . *(Inside Back Cover)*



Page 6

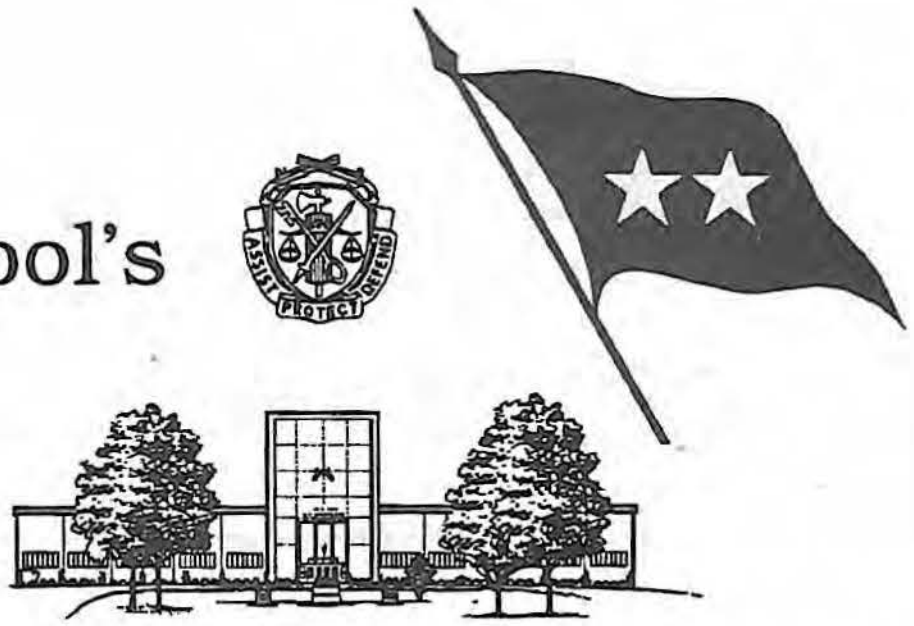


Page 23



Page 36

Military Police School's Commandant



Major General Alfonso E. Lenhardt

This is a great time to be an MP. As I write these notes, military police around the world are demonstrating their capability in operations other than war and at the same time maintaining their readiness for war. We have members of the Regiment in locations throughout the world. In Europe, Korea, Haiti, Guantanamo Bay, Panama, and CONUS, we are serving the cause of freedom and democracy as a vital part of America's Army.



Our Military Police Corps, as part of America's Army, has distinguished itself by dedication, loyalty, daring, and mission achievement for over 53 years. The challenges and hazards faced have been far ranging; from combat to humanitarian relief; from domestic support to nation building, we have led the way. We are often first to deploy and last to leave.

Today, as we stand on the brink of a new century, I want to report that our MP Corps is highly trained and ready to fight and win anywhere in the world. Your Corps is on the move with new ideas and dynamic programs aimed at enhancing our mission readiness and survivability on future battlefields.

Let me just highlight a few of these innovative programs:

—The MP School has recently acquired the JANUS training and analytical combat simulations system, which will enable our leaders to plan and rehearse operations under nearly realistic conditions.

—We are testing a built-in laser and day/night gun sight for the Mark 19 and the 50-caliber machine gun. This sight, proven to achieve first-round hits at distances of 1500 meters, will significantly improve our warfighting capability.

—We are in the concept-and-development phase of the armored security vehicle. When fielded, it will enhance the survivability and lethality of military police soldiers across the full range of our military operations.

—Another system being tested is the EPW automated identification tag. Using the new soldier readiness card technology, we will enhance our ability to track enemy prisoners of war.

—We are also working to improve our ability to communicate on the battlefield. The state-of-the-art AN/GRC 231 high-frequency radio will allow company and platoon headquarters to communicate at distances up to a thousand miles, eliminating the need for radio relay sites.

As we move through this period of unparalleled transition, our success will depend on our ability to maintain our vision of the future. We must continue to examine our roles, missions, and functions with the goal of maximizing our resources across a multitude of diverse missions. We must take lessons learned from every MP deployment and incorporate them into doctrinal changes and new equipment fielding.



Major General Alfonso E. Lenhardt
Commandant, United States Army Military Police School

I am convinced we are on the right path, a path laid out by my predecessors, and one I will continue to pursue while building on past successes. By pulling together the expertise in the schoolhouse and practical know-how and knowledge of the field, we are truly an unbeatable team.

Each of you has my personal thanks and admiration for the very substantive contribution you make to ensure our Regiment maintains the highest capability and quality. Be proud of your Regiment and of each other. Each one of us must continually tell our story to the rest of the Army and the Nation. Military police have always accomplished the mission and remain the "Force of Choice."

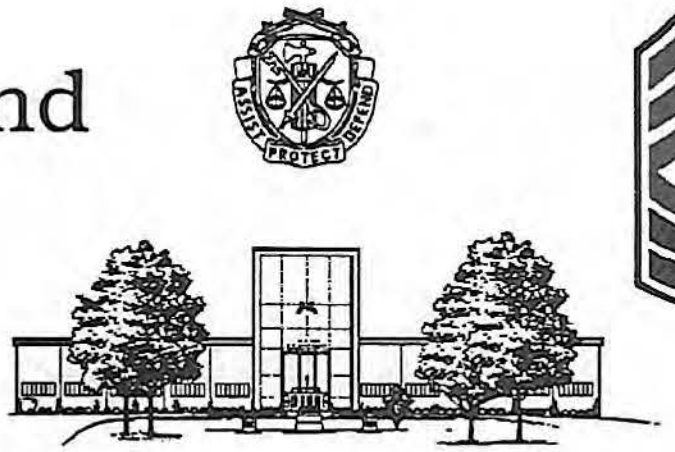
None of us knows what the future holds. However, I do know that our success will require diligence, sacrifice, and vision. We must prepare for all eventualities, and when we encounter an opportunity—seize it. Just as the Army has a robust mix of forces available for employment, we must train to maintain an equal mix of broad-ranging capabilities—from warfighting in Panama and the Persian Gulf, to domestic support in Florida and the Midwest, to peacekeeping in the Sinai and Macedonia, to humanitarian relief in Africa, Cuba, and Haiti. Military police, both active and reserve components, will be key and essential to success for our Army.

The Military Police Corps—active, reserve, civilian, and families—is stronger than it has ever been; and this is not by accident. We are a caring, committed organization, proud to serve the Nation. We have the best equipped, disciplined, spirited, and experienced soldiers ever. The Military Police Corps has come a long way from its humble beginnings in the Revolutionary War. The men and women who proudly wear the distinguished insignia of our Corps are faced with situations that require a thorough understanding and knowledge of the law, psychology, sociology, criminology, and a greater sensitivity to human rights; the ability to make quick decisions; and the courage to persist in the face of danger. As we reflect on the last 53 years of success and high achievement of our Corps, we are really talking about you, the great men and women of the Corps, and the significant contributions you have made.

I commend all of you on your past accomplishments, and challenge you to meet future changes with vigor and enthusiasm so that we will continue to assist America's Army, protect our fellow soldiers and their families, and defend the principles of freedom and democracy.

Regimental Command Sergeant Major

CSM Marcelino Malavet, Jr.



In an article in the June, 1994 *Journal of Medicine,* James C. Helmkamp, PhD, compares U.S. casualty rates during the Persian Gulf war. He illustrates how U.S. warfare casualties have generally declined and that battle and nonbattle casualties during the brief Persian Gulf conflict were the lowest experienced by the United States in any major 20th century conflict.

Dr. Helmkamp suggests that if the twenty-four soldiers who died from friendly fire had lived, there would be a dramatic decrease in the battle casualty rate. He quotes from a 1980 Army study on friendly-fire incidents causes as 45-percent coordination problems, 26-percent target misidentification, 19-percent inexperienced personnel, and 10-percent unknown.

Casualties Among U.S. Armed Forces During 20th Century Conflicts

		Army		Navy		Marine Corps		Air Force	
		Battle	Nonbattle	Battle	Nonbattle	Battle	Nonbattle	Battle	Nonbattle
World War I* (Apr 1917 thru Nov 1918)	Casualties	50,510	55,868	431	6,856	2,461	390	—	—
	Rate ~	12.45	13.77	0.72	11.44	31.22	4.95	—	—
World War II** (Dec 1941 thru Dec 1946)	Casualties	234,874	83,400	36,950	25,664	19,733	4,778	—	—
	Rate ~	20.86	7.41	8.63	6.13	29.49	7.14	—	—
Korea (Jun 1950 thru Jul 1953)	Casualties	27,704	9.429	458	4,043	4,267	1,261	1,200	5,864
	Rate ~	9.78	3.33	0.39	3.44	10.06	2.97	0.93	4.58
Vietnam (Aug 1964 thru Jan 1973)	Casualties	30,904	7,274	1,626	923	13,082	1,754	1,739	842
	Rate ~	7.08	1.67	0.88	0.50	16.48	2.21	1.00	0.48
Persian Gulf (Jan thru Feb 1991)	Casualties	90	46	9	1	27	16	28	2
	Rate ~	0.32	0.17	0.11	0.01	0.52	0.31	0.31	0.02

* Includes Air Service battle deaths. ** Includes Army Air Forces. ~ Rate per 1000.

The low casualty rates can be attributed in part to advanced technology and safer weapons. Notwithstanding this fact, the number of casualties from accidents is still unacceptable. The 219 casualties during the Persian Gulf conflict accounted for 63 percent of all active duty military deaths worldwide during the same period. The author concludes by writing that a formidable and continuing challenge is before us in devising methods and preventive strategies to reduce risks.



Command Sergeant Major Marcelino Malavet, Jr.
Regimental CSM, United States Army Military Police School

In the Army we have the methods and preventive strategies to sharply reduce our nonbattle casualties. We call them standards. Safety is one area in which we noncommissioned officers must not accept the slightest deviance from standards.

Moreover, we cannot "fudge" on standards in other areas. Prolonged substandard performance will ultimately lead units down a path of destruction. The results of neglected safety standards are usually immediate and tragic, resulting in soldiers being killed or injured.

The U.S. Army Safety Center's magazine, *Countermeasure*, usually highlights selected accidents and analyzes contributing causes. Failed standards, including little things such as immediately stopping when losing visual contact with ground guides, checking for power lines before erecting antennas, keeping faces away from the opening when lighting a yukon stove, or buckling up, are invariably a major factor.

The one fatality during a REFORGER exercise occurred because a soldier did not wear his seat belt in a HMMWV without doors. The soldier, a front-seat passenger, placed a plastic bag on the wet seat. The driver made a rapid defensive swerve, and the soldier slid out of the vehicle and was killed. The only thing that he had to hang on to was the heater hose, which unraveled as he went out the HMMWV.

Incidentally, heater hoses also create a hazard when they are missing from the heater blower. Besides interrupting the windshield defrosting system, the exposed opening in the blower assembly places fingers dangerously close to the spinning blower blades. They spin so fast that they are almost invisible. Any fingers caught in that opening will be quickly chopped up. Soldiers have a tendency to place their cold hands on the blower after scraping frost off the windshield. This possibly would be a rare occurrence—a freak accident. However, it is not.

Freak accidents happen when safeguards are circumvented. Soldiers are extremely ingenious; GI ingenuity is legendary. Ingenuity solves problems; field expedience gets things rolling to accomplish missions. Ingenuity is good; however, be wary of contraptions.

We come from a society that likes things quick, easy and comfortable—that explains the popularity of fast-food restaurants, drive-through banking, and TV remote controls. The soldier killed during REFORGER would have probably worn his seat belt had it not been buried under a pile of equipment stuffed in the HMMWV.

Nevertheless, this type of carelessness happens more frequently than it should. For example, while visiting deployed soldiers I observed that some had rigged up an interesting array of electrical extensions and outlets on the ground under their cots to power their fans, radios, etc. A hair-raising experience would have greeted them one rainy morning.

Another example is a tent. If the tent has enough pegs to maintain it erect, why bother pinning the tent all the way around? Because wind can collapse a heavy canvas tent on sleeping soldiers, tum over burning stoves, and create a catastrophic fire.

A field stove is another potential disaster. Check and see how many different kinds of MOGAS-diesel fuel formulas are used in units. Sometimes I think every platoon has its own formula ranging from pure MOGAS to pure diesel.

I doubt if I have ever been to the field where there has not been at least one incident involving a field stove—fire caused by smoke deflector, guy lines in contact with hot stovepipes, a loose stovepipe section that fell from the top of the tent and struck a soldier across the nose with the sharp end, and the list continues.

Every soldier has a sergeant who knows and enforces standards. We, as noncommissioned officers, are the most direct link to our soldiers at the level where stuff happens. We must take care of our soldiers by enforcing standards and dropping that nonbattle casualty rate to zero.

Training Foreign Military Police

Assisting El Salvador in its Transition to Peace

LTC Arnaldo Claudio



On January 16, 1992 the government of El Salvador (GOES) and the Farabundo Marti National Liberation Front (*Frente Faranbundo Marti para la Liberacion Nacional*—FMLN) signed a peace accord designed to end their 12-year civil war. In large part this agreement called for the disbanding and reorganization of several military and police units and the training of a "new" armed forces molded into a military establishment acceptable to both GOES and FMLN representatives and responsive to the civilian democratic government.

As part of the peace process GOES requested the United States provide assistance in the implementation of the peace accords. The United States Military Group (USMILGP) El Salvador was tasked to support the reorganization of the El Salvador Armed Forces (ESAF) into an efficient and responsible organization capable of executing a more traditional mission in a nation no longer engaged in a civil war.

A key element in this assistance program was the development of a training program that provided advice and guidance on matters directly related to respect for human rights, accountability to civilian authority, and the development of military professionalism. In support of this complex task the USMILGP requested that a military police survey team be dispatched to El Salvador.

The Military Police team's primary objective was to advise and assist in the formation, activation, and training of an MP battalion assigned to the newly created Special Brigade for Military Security (*Brigada Especial de Seguridad Militar*—BESM), prior to its deployment for military security missions.

This article examines the process by which the author, an MP officer designated to serve as the MP survey team, assisted in the creation of the ESAF's first military police organization. This effort was part of a nation-building effort and illustrative of one aspect of the process of providing security assistance to a country in transition.

ROLE OF U.S. MILITARY POLICE ADVISER

The mission of the United States military police advisor was to advise and assist the ESAF in the formation, activation, and initial training of the newly created MP battalion of the BESM. Other directed tasks were to determine follow-on training requirements, composition of requisite mobile training teams (MTTs) and equipment, and length of time required for follow–on training teams to implement formulated training programs.

Initially the USMILGP provided two critical elements of information. First, there were no MP trainers in El Salvador at the time. Second, there was no existing documentation, either in English or Spanish, in El Salvador on MP organizations and training. Therefore, all supporting materials would have to be brought in.

Prior to deployment to El Salvador there were several areas that needed to be addressed. One was becoming familiar with the latest changes in doctrine on MP operations.

Another was to identify the training materials required to support the anticipated training, and finally to determine how the doctrine and training would best be integrated into the unique situation in El Salvador.

A previous assignment as a member of the Foreign Military Studies Office (FMSO) at Fort Leavenworth, Kansas had involved a country study of El Salvador that was intended to address lessons learned from its 12-year conflict. Research material available on El Salvador provided excellent preparation for the upcoming mission.

The U.S. Army Military Police School (USAMPS) at Fort McClellan, Alabama provided information on current MP doctrine and training materials. Personnel in the Directorate of Combat Developments (DCD) (now redesignated as the Battle Lab Support Directorate) were identified by USAMPS as the subject matter experts in these areas. After initial coordination the director of DCD concurred with the potential importance of this mission and extended an invitation to a three–day session for briefings on the following military police topics:

- ✓ Consolidated table of organization and equipment (TOE) updates;
- ✓ Army readiness training evaluation plans for brigade, battalion, company and platoon levels;
- ✓ Soldier's manuals for military occupational skill (MOS) 95B (Military Police), skill levels 1 through 4;
- ✓ Soldier's manual of common tasks;
- ✓ MP–related field manuals;
- ✓ Threat development, counterterrorist and counterdrug; and
- ✓ Programs of instruction for basic and advanced officer and enlisted courses and for special reaction teams.

With assistance from the DCD office an initial concept paper was devised to create a new military police security force tailored to meet El Salvador's unique requirements.

This initial concept included the following:

- ✓ Concept of operation,
- ✓ MP security force (national, regional, and local levels),
- ✓ General organizational concept,
- ✓ Brigade headquarter organization,
- ✓ MP company headquarter organization, and
- ✓ Other Military Police security force requirements.

This concept served as a guide throughout the entire assignment. The possibility of USAMPS being tasked to support training efforts in El Salvador with MP training teams was considered.

After the usual out-processing procedures for an OCONUS assignment came a one-week security assistance orientation course at the Security Assistance Training Management Office (SATMO) Fort Bragg, North Carolina. The course consisted of antiterrorist training; country orientation; legal briefings; intelligence update; medical briefing; orientation on the USSOUTHCOM human rights policy; survival, escape, resistance and evasion (SERE) training; and weapons training (9mm pistol, shotgun, M16A1, MP5 9mm, and submachine gun).

IN-COUNTRY ACTIVITIES

Deployment to El Salvador occurred on July 20, 1992. The plane was met at the airport by a representative from the USMILGP. Initial inprocessing at the USMILGP included the typical administrative processing; receiving briefings on the current military and security situation; issuing of a personal weapon; assignment of a local bodyguard; and the scheduling of visits with representatives from the Defense Attaché Office (DAO), Drug Enforcement Administration (DEA), Central Intelligence Agency (CIA), and other agencies in the U.S. embassy.

By far the most important meeting was with the USMILGP commander. During this meeting he reinforced the key political restriction to the mission: namely the new El Salvadoran brigade, the BESM, would *not* be allowed to use its assets for any action involving the civilian populace. This restriction required some immediate modifications to the previously developed conceptual plan, which assumed normal functions of a MP unit to include certain civilian and military action like riot control and civil disturbance. This restriction would also impact on future training requirements.



Training the SRT (special reaction team) as part of the counterterrorism operations training.

The new brigade's headquarters was housed at the old national guard armory in downtown San Salvador. The commander of the BESM, a colonel, was an Army cavalry officer and the former commander of the now disbanded national guard. An assumption prior to deployment was that the brigade would already be organized into cohesive units. After meeting with the colonel and his staff, however, came the surprise discovery that the "brigade" was nothing more than an amorphous mass of more than two thousand men housed in a compound. The colonel, who was extremely gracious, indicated quite frankly that he not only needed MP expertise to assist the working group that was organizing the MP battalion, he also wanted opinions on the organization of the brigade as a whole.

He also indicated that in conjunction with the peace accords the timeline for the formation, activation, and training of the MP battalion was as follows:

- ✓31 Oct 1992: The Mission and TOE approved by the Salvadoran chief of the general staff
- ✓30 Nov 1992: Final organization and equipping of the MP battalion
- ✓31 Dec 1992: Completion of initial train-up
- ✓31 Jan 1993: Activation and deployment.

PLAN FOR ORGANIZING THE MP BATTALION

Phase 1.	Define the MP battalion's mission based on the brigade's national mission as outlined by the BESM,
Phase 2.	Create a TOE for the MP battalion,
Phase 3.	Define training requirements and resources,
Phase 4.	Prepare training programs,
Phase 5.	Identify available training facilities,
Phase 6.	Conduct a geographical assessment of El Salvador to determine the dispersion of MP assets in country,
Phase 7.	Translate manuals and other training materials (brought from CONUS),
Phase 8.	Ensure training programs were in accordance with Salvadoran law, and
Phase 9.	Brief finished plan to the Salvadoran army general staff for final approval.

The initial action, based on the information provided, was to organize the efforts of the nine-man working group. The group consisted of the brigade's S3 (*Departamento III)* and his staff, an officer who had been designated the S3 for the MP battalion, and a BESM company-grade officer who was reputed to be experienced in forming new units

To focus the efforts of the working group, a definitive plan had to be formulated for the purpose of organizing the brigade's sole MP battalion. The final plan had nine phases.

As part of the ongoing training effort, this nine-phase plan was completed and staffed through the brigade's headquarters by the working group. It was then briefed to the brigade commander for approval. Concurrently, the USMILGP commander was kept informed of the status of the project to insure satisfactory progress and compliance with existing political directives.

After an intensive staff action by the working group, a first draft was completed in about thirty days. This draft recommended that the MP battalion be organized with a strength of 720 men divided into four companies of three platoons each. This estimate was based on an analysis of the mission and review of the geographical layout of the country, to include preexisting military installations that could provide logistical support. This draft also included a battalion TOE and short- and long-term training programs.

A source of great frustration was that even before these thirty days had elapsed most members of the working group, along with most of the brigade's officers, were abruptly replaced. While the former officers of the BESM were mainly former members of the old national guard, the new officers appeared to be mainly regular army with primarily infantry experience.



Training for traffic control and gate security which is a combination of law and order and physical security functions.

Although this sudden change presented some obvious problems, it turned out to have several positive points. One was that while the former officers came from the ranks and had little formal education, most of the new officers had been trained at the Salvadoran military academy. The commander was replaced by another cavalry officer, again with the rank of colonel.

The colonel proved to possess a remarkable knack for quickly comprehending complex situations and making sound decisions for resolving difficult problems. For example, within the first hours after assuming command he had made the working group's mission the brigade's top priority, had made the unit's only computer available to the working group, and had promised to fully support the working group's brief to the general staff.

During this same initial period the colonel determined the brigade was totally unprepared to respond to any type of threat imposed by an internal paramilitary organization. There were still cohesive insurgent units in fifteen designated "protected areas" specified in the peace accords. Ideally, these areas marked a demarcation between government forces and insurgent forces, which would limit contact and a chance for hostilities.

However, the colonel felt that these areas provided guerrilla sanctuaries because some insurgents would move out of and in between these designated protected areas after committing crimes. Being knowledgeable of my counterterrorist background, the colonel asked that sufficient time be set aside to organize and train a 16-man special reaction team. When presented with this request and a plan of action, the USMILGP commander gave approval for this task to be added to the training program.

Although this task was somewhat removed from the overall mission, it did prove valuable in that it allowed for more personal contact with the soldiers as a trainer. This added credibility and provided an example of how the United States conducts military training. It also provided the opportunity to use the BESM logistical system responsible for providing training support. This experience provided new insights on the extent of the BESM logistical problems, and enabled a better projection of future U.S. training team requirements in logistical support.



Conducting traffic control and gate security, both of which are critical to physical security and traffic regulations enforcement.

Simultaneously, work was completed on the nine-phase plan by the new working group, and the final decision brief was prepared for presentation to the chief of the general staff and his G3 (*Conjunto-III*). The USMILGP commander agreed that he should be present for the first briefing to the general staff so that he could intercede in matters of a political nature.

This proved valuable because his experience and his rank of colonel helped to clarify some key points of the plan and to reinforce certain U.S. positions on future training—in particular in the area of civilian-military operations.

The briefing produced mixed results. The general approved the MP battalion's mission, basic organization, and geographic dispersion but rejected the total of 720 soldiers. He maintained that to place fully one third of the brigade's manpower into the MP battalion, leaving the three frontier guard battalions with only about 400 men each, would create the appearance that undue emphasis was being placed on the MP battalion's mission.

Over the next week the working group reconfigured the MP battalion's TOE and reduced its strength to 456 soldiers with appropriate equipment. The basic MP battalion structure was kept at four companies of three platoons each.

To compensate for the loss of manpower, but to ensure that each platoon still would be able to fulfill its mission within its assigned geographical area, twenty-two men in each platoon would be assigned to an MP special support group. They would be specially trained in the following areas:

- ✓Criminal investigation;
- ✓Traffic control and vehicle inspection;
- ✓Physical security of unit installations;
- ✓Crime prevention;
- ✓Apprehension, control and custody of deserters;
- ✓Drug and alcohol control; and
- ✓Psychological operations (PSYOP) (liaison office).

At a follow-on briefing in early September the general approved the 456-soldier concept. After coordination with the USMILGP commander regarding bringing a military police MTT to assist and to conduct follow-on training, a message was sent to TRADOC requesting support. The task was given to USAMPS, which initially dispatched a five-man team in mid-November.

During this interim period there was time to prepare a 153-page MP training manual that concentrated on the nontactical (garrison) missions the battalion would have to perform. There was also time to provide classroom instruction for nineteen MP officers on subjects related to the special support group.

The intent of this training was to ensure that if the MTT were not approved, there would be a qualified cadre of MP officers to train the battalion. If the request were approved, there would be a corps of support already in place to assist the MTT from USAMPS. Training was completed in mid-October, just five days before departure from El Salvador.

Along with the primary mission, the BESM commander had requested assistance regarding the organization of the brigade, designing and procuring of a unit patch, establishing a physical training program, reviewing the brigade's equipment and vehicle maintenance programs, and inspecting the mess and laundry facilities. Assistance in these other details was provided as requested.

REDEPLOYMENT

After returning to Fort Bragg, the final phase of the mission was completed. This included several debriefings to SATMO, to the 16th MP Brigade, and to the MP advisor (at SATMO, both a written and verbal debriefing). The 16th MP Brigade was provided with information related to the mission and insights in their possible future involvement with the military police MTTs.



Conducting gate searches assists in precluding possible terrorist acts and increases confidence of personnel working in the facility.

The final task, by SATMO, was to brief the MP major who was being assigned to the newly created MP advisor position with the USMILGP. This last briefing completed the mission.

LESSONS LEARNED

Without a doubt this brief tour of duty was an exciting and rewarding challenge. It also proved to be highly enlightening. Some lessons learned from the experience may prove helpful for future security assistance advisors in Latin America.

Preparation for Deployment. Critical to any assignment as an adviser is a thorough understanding of the environment in which one will be operating.

In preparation for the deployment to El Salvador, a comprehensive research study that included the social, economic, military, and political background of the country was conducted. This research provided not only an understanding of the mind-set of the Salvadorans but also helped to demonstrate the cultural awareness that helped in establishing personal credibility.

Doctrine. Doctrine is constantly being reviewed and revised.

Although previous assignments provided valuable experiences in the fields of MP operations and proved applicable, it was also imperative to contact the primary source for MP doctrinal development at USAMPS. This contact with the subject matter experts (SMEs) insured awareness of the latest MP doctrinal developments. Using doctrine, the SMEs at USAMPS, and knowledge of the unique situation in El Salvador, it was possible to produce a conceptual plan prior to deployment.

Expectation versus Reality. Never assume reports illustrating the situation are completely factual and accurate.

Even though early briefings indicated that the BESM was already a functioning unit ready to begin the transition, some basic difficulties were anticipated. This expectation was reinforced by the facts that the country had never trained or used an MP organization in the traditional sense and there were no U.S. military police advisors presently in

country who could properly assess the situation. This proved to be the case in country dealing with the unit and mission directly. There had to be flexibility in modifying the original plan to meet the situation based on personal assessment as an MP advisor.

Training Manuals. Translated training manuals for selected countries undergoing U.S. military security assistance could be lacking.

The ESAF had never conducted traditional MP operations; therefore, there were no training materials that could be reviewed or modified. In CONUS there were no translated Spanish MP training materials in the inventory at USAMPS or at the School of the Americas at Fort Benning, Georgia.

There was no evidence of any attempts being made to produce Spanish material in the near future–even though it appeared that military law enforcement is destined to play an increasingly important role in achieving national stability as well as conducting special actions like counterdrug operations in Latin America. Given the time constraints the only practical solution was to personally translate key materials required for the mission.

Mind-Set. Soldiers in a country battered by war will often find it difficult to transition from war to peace.

El Salvador had witnessed twelve years of constant warfare, which left many officers and soldiers traumatized. Officers and soldiers seemed more preoccupied with possible combat operations than with MP training. This expectation for violence and revenge cannot be overcome quickly, and U.S. advisors must continue to stress the importance of human rights and respect for the civilian populace if peace is genuinely to be effected.

Specifically in the area of MP operations, military organizations in Latin America lack an understanding of MP functions vis-a-vis the overall military mission. El Salvador proved to be no exception. Personnel associated with the Military Police battalion tended to have a mind-set based solely on tactical combat missions versus nontactical (garrison) MP operations.

Serious consideration had to be given to how best to retrain the new MPs and how best to foster their acceptance of the new military police roles replacing the old ESAF tactical orientation.

Communications. A technical knowledge of a language does not always create a cultural understanding. This lack of understanding can adversely affect communications.

Being a native Spanish-speaker did not necessarily guarantee the absence of communication difficulties with Salvadoran counterparts. Despite the common language there were significant cultural barriers that inevitably posed problems (in several occasions during casual conversations, e.g., during training sessions, meals, and physical training, some of the vocabulary used often displayed regional colloquialism to which even a Spanish native speaker would not have been exposed). Advisors need to attend an orientation course to instill cultural awareness and sensitivity (e.g., Latin American Orientation Course conducted by the United States Air Force at Hurlburt Field, Florida).



Group of Salvadoran officers given the basic military police officer course in preparation for train-the-trainer duties. Shown above are the Salvadoran officers and the U.S. military adviser (second row from top, center).

Training. Accepted training techniques common to the U.S. military may not be applicable to another country's armies.

The BESM had not developed a professional NCO corps as we know it in the U.S. Army. Officers in the BESM had received the vast majority of training offered. Only when officers were not being trained would they conduct classes for the remainder of the troops. This system created a training bottleneck because of officer unavailability. When officers were available, they conducted training in a large, lecture-type environment not well suited to troop instruction.

After consultation with the working group, a plan was developed to provide for a train-the-trainer program and give NCOs greater responsibilities in matters related to troop instruction. This plan allowed officers to concentrate more on the daily management of the unit while training was being conducted by NCOs.

This plan also offered quicker dissemination of material associated with the new MP mission to all soldiers within the battalion. As a final step, coordination with the incoming military police MTT officer in charge insured continuation of this policy.

Quality of Life. Because of economic and social conditions, the quality of life for the common soldier will vary markedly from what is found in the U.S. military. Poor living conditions can adversely impact training and mission performance.

The 2,014 enlisted men of the brigade had lived in cramped quarters with very limited opportunities to leave the compound. Needless to say, this adversely affected individual and unit morale. It was necessary to stress to the BESM command the importance of the well-being of their soldiers and the state of their morale as essential to the success of the unit's mission.

The brigade commander, acting on this recommendation, instituted a new policy that reduced consecutive training days and allowed for a more liberal leave and pass policy. The incoming military police MTT was advised of the previous conditions and the intent of this new policy.

Education. Unlike the U.S. Army, which requires a high school education for enlisted personnel, the ranks of other armies may be filled with soldiers possessing scant, if any, formal education.

Since the MP battalion was initially manned by a large percentage of soldiers with limited education, training became especially difficult in those areas involving legal and technical issues. One of the recommendations to the brigade commander was that MPs—given the complex and ambiguous nature of their duties—should have a minimum of a ninth-grade education. This policy was immediately adopted and implemented.

Security. Personal security is paramount to military advisors conducting security assistance missions, especially in countries with a history of political and military violence.

Even with the peace accords there were continued incidents of violence in El Salvador. The importance of personal security was reinforced in an incident that occurred in September when the bodyguard, who had been assigned by the USMILGP on the first day in country, was shot and killed by four shots in the chest with a .38 revolver as he was leaving his home. At the time it was not clear whether his murder was in some way related to the mission.

Later indications, however, suggested that he was killed as the result of an unrelated family vendetta. Regardless of the reason, understanding the violent history of El Salvador, personal security, to include the predeployment antiterrorism and SERE training, must be taken very seriously.

Political Ramifications. Advisors cannot ignore the political implications of their mission and how they impact on the mission.

Prior to deployment and throughout the assignment the political implications of the mission were always stressed. Each and every action taken had to be considered first in the political context prior to a final decision being made. In this respect, close coordination with the U.S. embassy, the USMILGP, and Salvadoran counterparts was required on an almost daily basis.

CONCLUSION

With the end of the Cold War, operations other than war (OOTW) elements of peacekeeping, peace enforcement, and humanitarian assistance have assumed new importance. Over the last few years the U.S. military has witnessed an expanding role in this process.

As countries seek to resolve new or enduring security problems, the U.S. Army has been tasked to assist in the peace process. In the case of El Salvador this process took on the form of providing assistance in nation building and revamping the Salvadoran military. It is likely that in the future this same kind of assistance will be provided to other countries.

Lieutenant Colonel Arnaldo Claudio is the Chief, Doctrine and Training Developments Division, U.S. Army Military Police School, Fort McClellan, AL. He is a graduate of the University of Puerto Rico, the U.S. Marine Corps Command and Staff College, and the U.S. Army Counterterrorism, Special Operations and Special Warfare, and Counterinsurgency schools. He served as an advisor to the Urban Counterterrorist and Rural Special Forces of Colombia and as the military police advisor to El Salvador's Special Brigade for Military Security. He has published widely on Latin American counternarcotics and counterterrorism matters.

The Total Army Analysis Process

and its impact on the Military Police Corps

Colonel Michael P. Sudnik

The United States Army is faced with new and unique challenges as we prepare for the 21st century. The threat has changed significantly, and the Army is becoming deeply immersed in operations other than war (OOTW).

Fiscal constraints, the new threat, and OOTW call for a capabilities-based force capable of defeating potential adversaries under any conditions. The U.S. Army Military Police School, through the Total Army Analysis (TAA) process, is committed to developing the structure needed for future force projection Army operations.

The Military Police Corps is developing and refining concepts and doctrine that will ensure that MP remain a viable branch of the Army. This challenge may mean changing the existing MP organizational structure and adapting our traditional four battlefield missions to meet the Army's evolving needs. Through our operational environment the Corps will continue to execute its assigned missions across the operational continuum from peace to war.

The system the Army uses to shape the force of tomorrow is the TAA. The TAA is a multiphased force-structuring process employed to determine the appropriate combat support (CS) and combat service support (CSS) structure. The process consists of four phases: force guidance, quantitative analysis, qualitative analysis, and a final phase.

Force Guidance. The national military strategy is the basis for the defense planning guidance (DPG), which the Army uses to develop The Army Plan. The TAA process is used to structure the Army to meet the needs stated in the DPG. Thus the structure of the Army will change as the DPG changes with the goal of building a force that can meet the challenges of a changing world.

For example, during TAA 01 the DPG generated an active component force of 520,000. In the current TAA 03 cycle the DPG calls for a smaller force of 495,000. This decrease in active-duty end strength will result in the loss of two divisions. Since MP Corps structure is based on declining Army structure, we will probably lose MP units during the TAA 03 cycle.

Quantitative Analysis. The DPG stipulates the major regional conflict areas in which U.S. forces must plan to fight. This phase determines the CS and CSS structure needed to sustain combat forces in each warfighting scenario.

Qualitative Analysis. After the total CS and CSS unit requirements are determined, the resourcing of individual units begins. In other words, the Army decides what it can afford, by component (Active Component, National Guard, Army Reserve) and at what authorized level of organization.

There may be units required for a warfighting scenario that cannot be resourced because of resource constraints. These units may be categorized as component category four (unresourced requirements), and the risk documented as an acceptable risk. Units that are resourced are examined during the force feasibility review. This review ensures that resourced units can be equipped, manned, trained, and sustained.

Final Phase. The final phase of the TAA process is a review by the Chief of Staff of the Army to approve the force.

As we begin TAA 03, the future of the Corps remains secure, although our structure may be reduced. The Corps will continue to play a major role in the military operations of our Army. Together we will build an MP Corps—trained and ready for both combat operations and OOTW in support of Army missions, goals, operations, and objectives any time and any place.

Colonel Michael P. Sudnik is the Director of Battle Laboratory Support/Combat Developments U.S. Army Military Police School, Fort McClellan, Alabama.

Military-to-Military Contact Program

MILITARY POLICE TRAVELING CONTACT TEAMS

Lieutenant Colonel Samuel W. Anderson

Anyone who has not been stationed in Europe within the last few years might be hard pressed to recognize the current European environment. No longer are hundreds of thousands of soldiers stationed all over central and southern Germany. Now almost two out of three are gone.

All over Germany U.S. soldiers are departing, and facilities are being returned to the Germans. There are no U.S. troops in Berlin, none in Frankfurt, none in Munich—the whole military complexion has changed. The Fulda gap is no longer defended, the Berlin Wall is gone, the USSR no longer looms as a potential superpower threat, and alert sirens no longer sound. Passage from country to country is not much more complicated than moving from state to state within the United States.

One indication of how different things are today is the existence of a program called the Joint Contact Team Program for military-to-military contacts. The program was established by the United States European Command (USEUCOM), and participation by United States Army, Europe (USAREUR) began in early 1992.

The purpose of the program is to promote positive, long-term relationships between the U.S. military and its Warsaw Pact counterparts in central and eastern Europe. The program enhances understanding within these countries about how the military operates within a democracy, under civilian control. The program seeks to promote democratic values, peace, stability and security.

This article provides an overview of the program and the active participation of the military police.

Military police traveling contact teams (TCTs) conducted numerous trips into eastern Europe in 1993 and 1994. The TCTs went to Albania, Poland and Romania. Teams to Albania and Romania came from the USAREUR, Office of the Provost



Team members from the USAREUR provost marshal's office meet in Albania with senior Albanian military police.

Marshal; and a team to Poland came from the 14th MP Brigade, Stuttgart, Germany. The TCTs consisted of four or five members headed by a colonel or lieutenant colonel.

Initially a TCT coordinates the visit through the resident U.S. military liaison team located within the host country. Typically the team conducts briefings on the history of the Military Police Corps and its mission, function, organization, and capabilities. The audience, usually senior non-MP and MP officers and junior MP leaders, also receives an overview of training management doctrine and processes.

The host military explain their MP organization and follow the briefings with demonstrations of their capabilities and visits to their MP units. Further communication of ideas and concepts occurs during social gatherings that offer hospitality and comradeship, and exchanges between professionals. The United States team reciprocates at a later date by hosting key foreign military police on visits to U.S. military police organizations in Germany.

The program has proven successful and beneficial for team members. The teams have been well received within the countries they visited. Friendships developed that may aid in future relations between the countries. Each country visited has expressed interest in various aspects of U.S. military police operations and training and may adopt some of them into their military structure.

The program provides an outstanding learning experience for the U.S. team members as a result of visiting the different countries and being exposed to their cultures. Professionally, in explaining U.S. military police operations and organization, the TCTs see possibilities for new and perhaps better ways to train and organize. Evaluating both the similarities and differences between how the various countries employ their military police offers new insights.

Interesting questions surfaced in the process. Illustration of this came in explaining how military police are organized. Specifically, the relationship of MP commanders to provost marshals can be difficult to simplify sufficiently enough to allow for easy understanding by foreign counterparts.

The next step was to bring these counterparts to see U.S. military police in Germany and arrange for visits to the U.S. Army Military Police School at Fort McClellan, Alabama. The first such visit occurred in early December, 1993, when Poland's military police commander and four Polish military police officers completed a five-day official visit with the 14th MP Brigade in Mannheim, Germany. While in Mannheim the Polish officers visited the CID headquarters, the 95th and 97th MP Battalions, the community provost marshal office, and the office of the USAREUR provost marshal.

Based on experiences in Albania, Poland and Romania, former adversaries are rapidly becoming good friends who would like to adopt many aspects of the U.S. military system. The military-to-military contact program is a good example of Army supporting the vital interest of the nation in contributions to world peace.



Members of the contact team, with their Romanian escorts in front of the People's House, the seat of government in Bucharest, Romania.

Lieutenant Colonel Samuel W. Anderson was the Chief, Physical Security Branch, Office of the USAREUR Provost Marshal at the time this article was written. He was a Team Member for trips to Albania, Lithuania, Estonia, and Latvia.



Polish Military Police Visit

Mr. Robert Szostek

Five Polish military police officers met their U.S. counterparts at the 14th MP Brigade in Mannheim, Germany last December. The visit followed initial contacts made by a group of brigade soldiers who had gone to Poland as part of United States Army, Europe's military-to-military contacts program. This visit helped foster mutual understanding between the U.S. Army and Central and Eastern European armies through learning about the military, social and economic dimensions of each other's army.

The delegation, led by a brigadier general, the commander of the Polish military police, visited several local military police units such as the Criminal Investigation Division headquarters, the USAREUR confinement facility, the Mannheim MP station and the 95th MP Battalion. The Polish soldiers were surprised to find so many women in the U.S. Army. There are only approximately three hundred women in the Polish army.

The Polish army is restructuring its military police forces, and the visit was a key fact-finding one. The structure and organization of the U.S. Military Police Corps was of special interest.

Examples of activities that the Polish MPs visited were the 95th MP Battalion, CID and the Mannheim provost marshal. The 95th MP Battalion's display of tactical MP equipment exhibited the MP wartime role, which was unfamiliar to the Polish visitors because Polish MPs are concerned solely with law enforcement duties.

A platoon of the 570th MP Company demonstrated military police firepower when they simulated the freeing of hostages from an irregular enemy force. Also, the Polish delegation was very interested in the battalion's shoot-don't-shoot firearms simulator that teaches law enforcement officers how to deal with threatening situations.

The 97th MP Battalion similarly staged a realistic enactment of riot control at the jail on Coleman Barracks, briefed the Polish team on military prisoners, and conducted a tour of the cell blocks. Also, the 293d Base Support Battalion provost marshal hosted an orientation on German law enforcement. CID agents described their role in Army law enforcement and demonstrated sophisticated surveillance hardware.

Although no further visits were planned, both sides indicated interest in maintaining and deepening the contacts. All participants can benefit from the mutual learning experience provided in the military-to-military contacts program.

Mr. Robert Szostek was the Public Affairs Officer, 14th Military Police Brigade, Mannheim, Germany at the time this article was written.

LAW ENFORCEMENT

Law Enforcement Intelligence

Captain Richard S. Vanderlinden

Intelligence units are common not only in government and military organizations, but in law enforcement agencies throughout the world. Despite their vital role as a management tool in combatting crime, misunderstanding exists in both law enforcement personnel and the public regarding what law enforcement intelligence (LAWINT) is and what benefits it provides.

Intelligence is not mere speculation about the future; it is a precise science based upon sound qualitative and quantitative research methods. The overall purpose of LAWINT is to increase the manager's ability to make sound operational decisions.

Intelligence provides both managers and operators with guidance they need to make informed decisions. Strategically LAWINT focuses on criminal activity that would generally go undetected until it evolved into a community problem.

LAWINT Defined

Basically, LAWINT can be defined as the end product of a process of collecting and analyzing information about crimes for the purpose of making judgements about potential problems and criminal activity. Its intent is to pursue criminal prosecution or forecast crime trends.

The working aspects of LAWINT are similar to those applied in the military intelligence process. The basics of the LAWINT process have all the tenets of military intelligence.

Decision makers should not base decisions on *information* (material gathered but not analyzed) but rather on *intelligence* (material gathered and analyzed). The intelligence process must be timely and accurate.

Intelligence must be usable. Its products must be packaged into a usable format and be classified at the lowest possible level to allow them to be disseminated to the end users. The process of overclassifying documents makes the information secure but unusable to those who need it the most. Its products must provide sufficient detail to enable decision making.

The LAWINT process follows these tenets and emphasizes a systematic process of collecting, categorizing, analyzing and disseminating accurate, timely, and useful information.

The backbone of intelligence is the *intelligence cycle*. The cycle is a step-by-step process of activities centered on the analysis of information, which results in the development of a usable end product.

The cycle has six steps that must be performed sequentially to process information and to produce intelligence. The six steps of the cycle are collection, evaluation, collation, analysis, reporting and dissemination.

Data Collection

Crime analysis begins with the collection of information. The goal of the data collection phase is to gather crime-specific elements that help to distinguish one criminal incident from another.

A wide range of data collection sources are used to gather information for analysis. Internal police sources such as offense reports, field interview cards and investigative follow-up reports provide information that is easily accessible; but they do not provide enough information for analysis purposes.

Both internal and external data sources should be used to provide comprehensive files of information suitable for analysis. External data sources such as bail release and parolee information are particularly valuable on known offenders.

Information collection may be conducted using overt or covert operations. In overt methods the investigator collects the information directly from sources internal to the police agency such as police reports, or from external sources such as newspapers and business records.

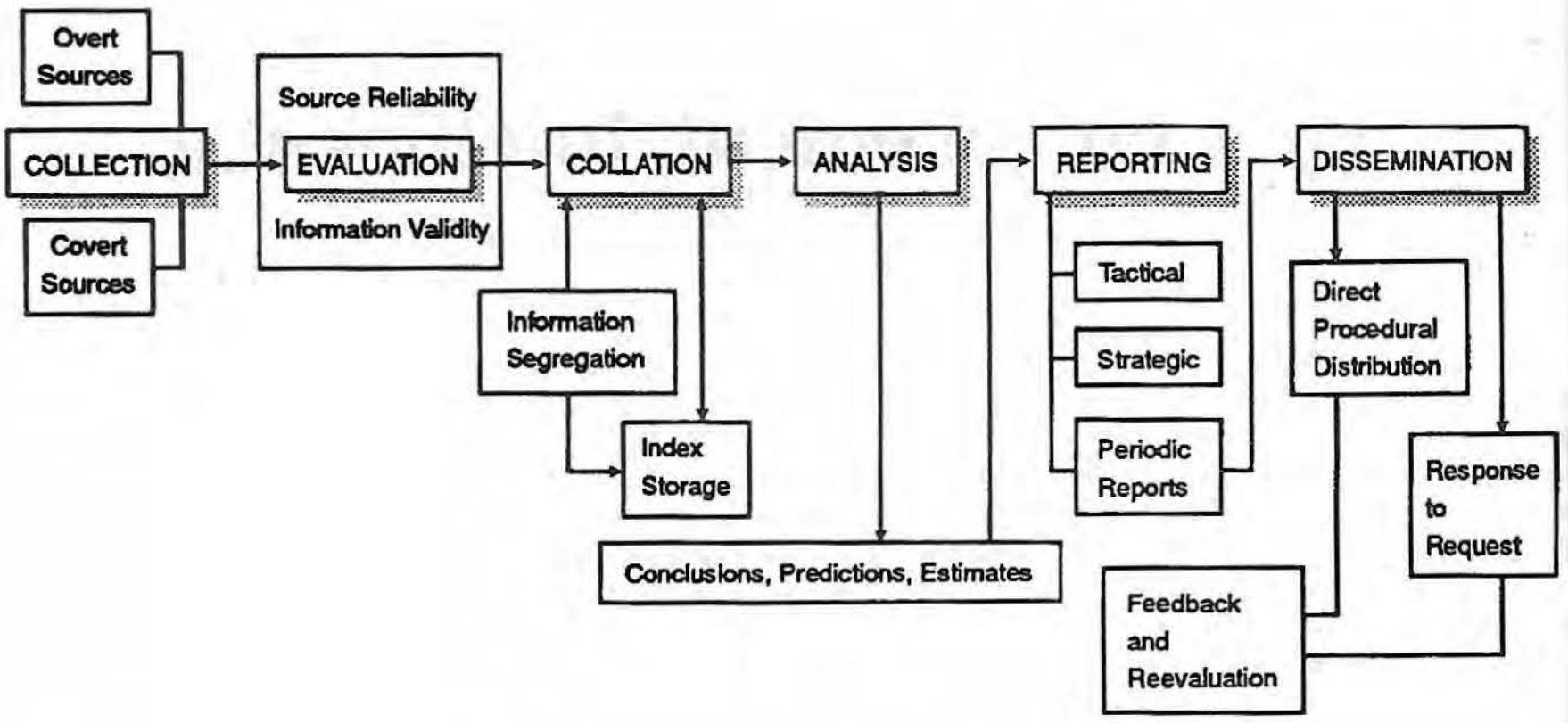
Most of the information obtained from external sources is public information and available through the Freedom of Information Act. A common source of information is records. Records are generally reliable, verifiable, and easily obtained.

In covert operations the subjects are not aware that information is being collected on them for intelligence purposes. Covert operations may involve active undercover investigations and informants or passive physical and electronic surveillance. The methods used for data collection are limited only by the creativity and imagination of the investigator.

Data Evaluation

All the information collected for analysis should be evaluated to determine its quality. Only information that can be verified as valid and reliable should be assessed. Reliability

THE INTELLIGENCE CYCLE



questions the source of the information, while validity asks if the information accurately represents what was intended to be measured.

To evaluate data, the following concerns must be addressed:

- Source of the information,
- How the information was received,
- Whether the information was obtained legally,
- Amount of corroborating evidence,
- Amount of contradictory evidence,
- How current the information is, and
- Relevance of the information to the case.

Data Collation

Data collation is the third step in the intelligence cycle. Collation involves the placement of useful information into file systems to categorize, store and retrieve crime analysis data.

File systems should be based on categories of reliable and verifiable information and should be established using ranges for specific information. Examples of filing categories may include ranges that describe age, height, weight and build of known offenders.

Collation is a two-step process. The first step is to remove incorrect and useless information. The second step is to arrange the information in an orderly manner. It is important to remember that the information placed in these files must be verifiable and accurate.

The most important aspect of the collation process is that the system must allow easy and rapid access and retrieval of information, hence providing usable data.

Data Analysis

Analyzing crime data is a process of comparing and contrasting available information. This is the step in the intelligence cycle where a skilled analyst takes the information and attempts to

- Develop patterns that link cases,
- Establish crime and suspect correlations that link a suspect to a particular case or group of cases,
- Develop target profiles that define people, property and places that have been targeted by offenders, and
- Forecast future crime incidents or trends.

A common approach to data analysis involves the development and testing of a hypothesis to prove or disprove the correlation between an offender and a given set of criminal actions. The process of developing and testing hypotheses helps to ensure an objective analysis of the data.

The crime analysis process requires the melding of scientific methodology and analytical creativity. The conclusions, predictions and estimates that are the end product of the analysis constitute the information used in the last two phases of the intelligence cycle—reporting and dissemination.

Data Reporting and Dissemination

Intelligence reporting is the process of taking analyzed information and placing it in the proper form for the most effective consumption of the information.

Reports can be as short and simple as a verbal report, as complex and detailed as a comprehensive report, or anything in between. The amount

of information and detail provided in each report depends on the nature of the case and the needs of the intelligence report user.

The dissemination of intelligence involves the distribution of analyzed information in a usable format. The intelligence is disseminated to those who need the information for ongoing investigations and for integration into future investigations.

The primary means of distributing the information is in written bulletins. Bulletins typically include daily bulletins, information summaries, crime pattern alerts and field interview summaries.

Targeting Crimes

Law enforcement intelligence is a long-term, time-consuming activity that requires extensive resources and work on the part of the investigators and analysts. Therefore, intelligence analysis is not suitable for all types of criminal activity.

Because of the great amount of resources (time, money and personnel) required to target a specific criminal offense, law enforcement managers must carefully select the crimes to which intelligence will be directed. Analysis is most useful (and effective) in complex crime patterns and criminal enterprises, as well as in high-volume or high-density crime incidents.

Crimes that benefit the most from intelligence activities include crimes of an on-going nature such as criminal enterprises or serial offenses; crimes with multiple parties involved; and crimes that have a clearly defined motivation such as terrorism, drug trafficking and organized criminal activity such as money laundering.

The role of law enforcement intelligence is vital to a proactive approach to investigating crime. At the heart of the intelligence process is the intelligence cycle. The cycle is a step-by-step model, with information as its input and intelligence as its output.

However, the cycle alone will not produce intelligence. The investigators and analysts behind the work produce intelligence products that are usable and effective in helping to counter criminal activity. An organization that can synchronize the efforts of the investigators and analysts, while following the steps of the intelligence cycle, will undoubtedly be an asset to the law enforcement community.

Captain Richard S. Vanderlinden was Operations Staff Officer, MP Agency; Office of the Deputy Chief of Staff, Personnel; Bailey Crossroads, VA at the time this article was written. He holds a master's degree in criminal justice from Michigan State University.

A Case Study

CW4 (Retired) Richard D. Hinson

In January, 1985 a CID special agent in an office in the European theater developed criminal intelligence raw data that an unusual number of military patrons of the community postal detachment failed to receive mail-order Christmas packages ordered the previous fall.

Collection. A proactive intelligence collection effort provided specific data: 187 claims of lost packages during the previous year; fifty-four personnel assigned to the local postal detachment, some of whom had larceny criminal histories; critical postal inspection reports; complete data on postal operations and methods; and surveillance reports documenting movements of postal personnel.

Evaluation. All data having any relationship to postal matters was gathered without regard to evaluation, pending detailed analysis.

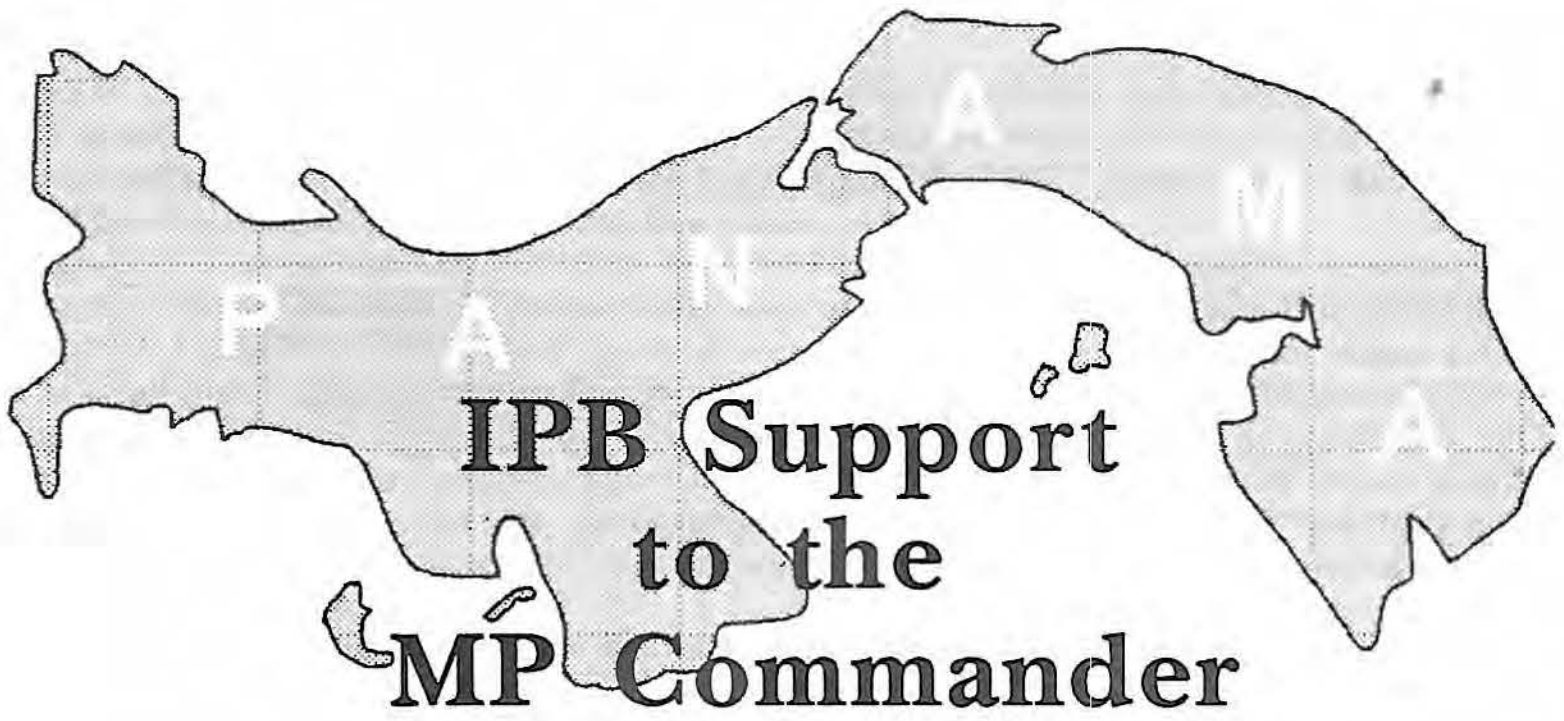
Collation. A computer database system collated all data for postal criminal intelligence, as well as for all criminal intelligence within the military community. That collation resulted in identifying associations between members assigned to the local postal detachment and known drug traffickers and German flea-market operators.

Analysis. Intelligence analysis was conducted using association matrixes, event flow charts, duty-hours analysis, and other analysis methods. This resulted in the hypothesis that members of the postal detachment were systematically stealing high-dollar-value packages from the mail system primarily during the swing shift between 2 p.m. and 10 p.m. A primary target list of nine suspects was developed in the intelligence estimate.

Reporting and Dissemination. A comprehensive criminal intelligence estimate was written and reported to higher headquarters. As a result, an operational plan was developed and executed using undercover personnel within the postal detachment.

Subsequent actions by investigative personnel resulted in the development of sufficient evidence to prosecute twenty-nine members of the postal detachment for crimes ranging from larceny, money-order manipulation, drug use, and fraud. Further, over $12,000 in stolen mail was recovered as a result of the covert operation developed from the proper use of criminal intelligence.

CW4 (Retired) Richard D. Hinson is the Chief, Advanced Law Enforcement Training Division, Directorate of Training, U.S. Army Military Police School, Fort McClellan, AL. Prior to his retirement as a CW4 Special Agent, he held a wide variety of criminal investigative positions.



IPB Support to the MP Commander

First Lieutenant Ricardo Christobal

A modified form of intelligence preparation of the battlefield (IPB) is being used to portray graphically the intelligence estimate to the military police commander in Panama. The IPB support has assisted the 92d MP Battalion commander in reducing the housing crime rate by 43 percent within the area of operations.

The IPB process used in support of the law-and-order mission is similar to that used in mid- or high-intensity conflicts. It is a five-function process in which the S2 considers the METT-T (mission, enemy, terrain, troops and time available) factors to fulfill the MP commander's priority intelligence requirement and information requirements (PIR/IRs).

This article provides an example of tailoring the IPB support to the law-and-order mission and explains how it is being used in Panama.

Battlefield Area Evaluation

In the battlefield area evaluation phase the S2 section collects data on the threat. Close coordination must take place with the provost marshal office (PMO) to identify basic intelligence requirements. From the PMO the S2 obtains statistical data on various categories of offenses including housebreakings, larcenies of private property, larcenies of government property, and burglaries.

The S2 also establishes a threat profile. In Panama this profile is based on the PMO's trespassers book. This book contains photographs of trespassers who could be potential criminals and a series of questions oriented toward answering the commander's PIRs.

Simultaneously with the threat analysis the S2 must become familiar with the political, economic, social and geographic conditions of the host country. Speaking the host nation's language becomes an important asset during this phase.

A great deal of information on the threat can be obtained from military personnel living in the affected housing areas and from Panamanian nationals working in military installations. As in other levels of conflicts, specific areas of operation and areas of interest are also determined during this phase.

Terrain Analysis

One of the greatest assets of the local national is rapid foot movement across difficult terrain. Criminals utilize terrain that provides easy access to U.S. installations and at the same time provides good concealment. They use heavy vegetation surrounding military installations to their advantage. To assist in the terrain analysis, the S2 prepares a series of overlays.

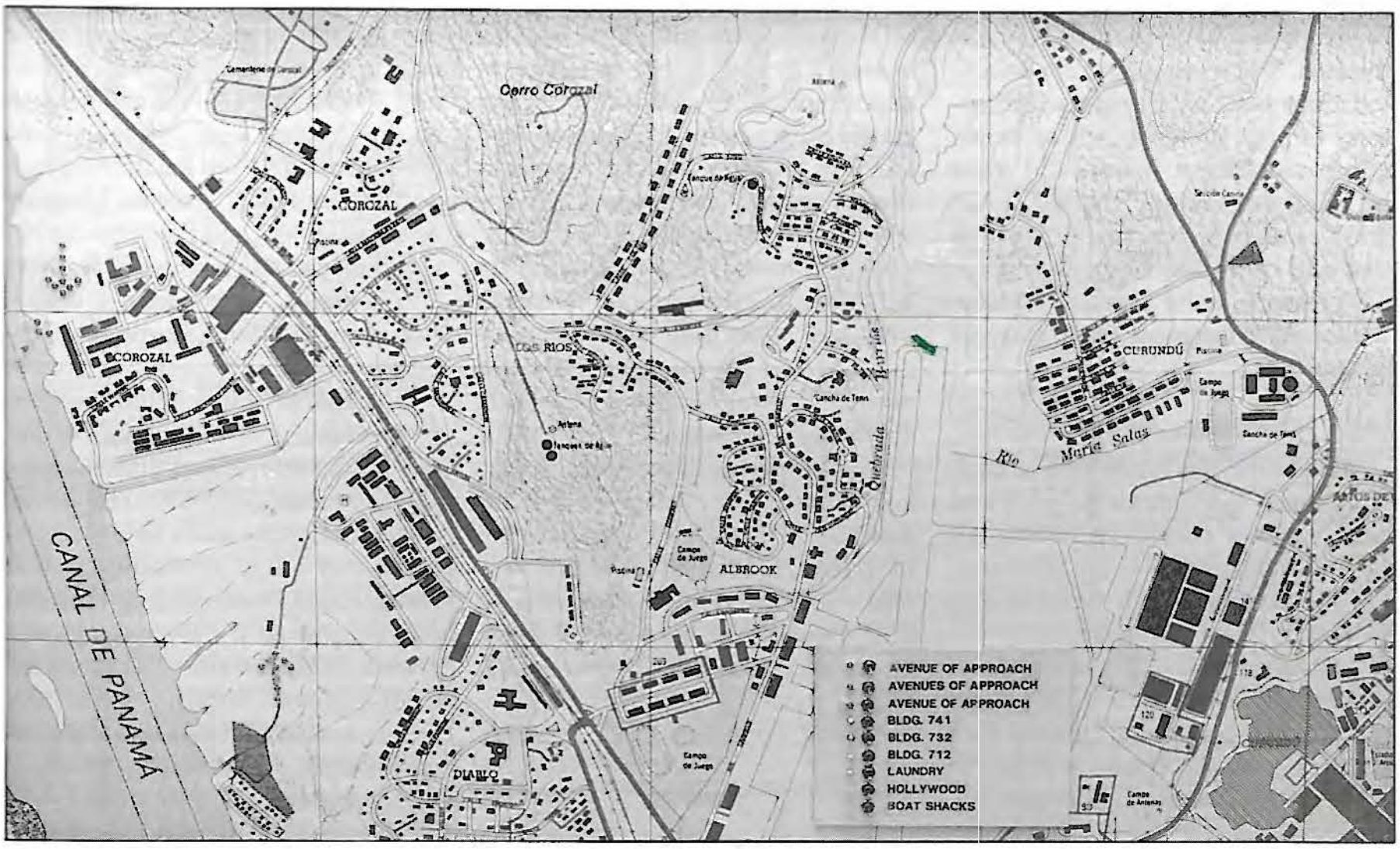
The first overlay depicts areas that provide good concealment. It identifies areas the enemy can use for concealment from aerial reconnaissance and observation from higher terrain. This overlay must be continuously updated because of drastic changes between the dry and rainy seasons in Panama.

A second overlay highlights key terrain. For the most part, key terrain consists of high ground that provides good observation of potential target areas—for example, housing areas or warehouses.

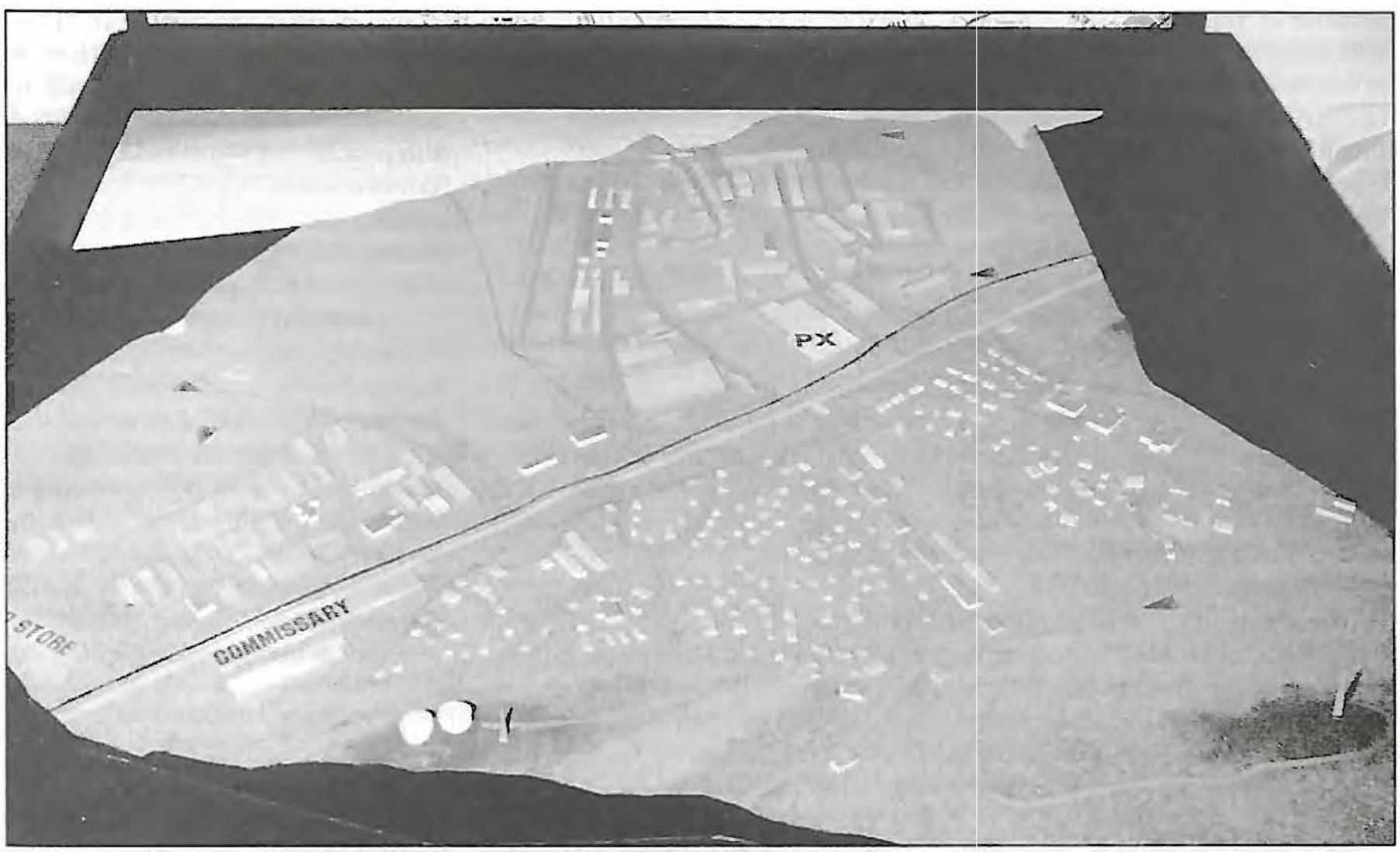
An avenue-of-approach overlay is produced after analyzing the data obtained from the PMO. The locations of offenses—larcenies against private property, larcenies against government property, housebreakings, and burglaries—are depicted on the overlay.

Next, emphasis is placed on the areas surrounding locations where the crime rate is the highest. The avenues-of-approach overlay highlights trails, stream beds, and roads within these areas that provide rapid access and egress. Terrain walks and the use of imagery are vital steps in the development of the avenues-of-approach overlay. Close coordination must take place with host-nation officials while operating outside military installations.

Housing areas, motor pools, engineering compounds and military warehouses can become NAIs (named areas of interest) to confirm



For terrain analysis, color coded overlays can highlight areas of good concealment, key terrain that provides good observation, avenues of approach, surrounding areas with high crime rates, and named areas of interest.



A tridimensional terrain model reflects terrain analysis for briefing to the MP commander.

or deny threat or criminal presence in the area. The areas surrounding these locations may provide other indicators, i.e., possible caches of stolen goods, closeness to main roads, water or juice containers, matted down grass, and breaches to the security that will confirm the threat or criminal presence in the area and assist in determining the most likely avenues of approach.

Weather Analysis

In Panama the crime rate is basically steady throughout the year, and poor weather conditions do not inhibit the commission of criminal acts. On the contrary, poor weather can work to criminalist advantage.

However, the flooding of rivers and streams and creation of swamps and marshes may prevent the criminal from taking a particular course of action or using certain avenues of approach.

Threat Evaluation

Doctrinal templates normally developed during this step are not feasible in supporting the MP law-and-order mission. However, the S2, in conjunction with the PMO and unit operations sergeants, attempts to identify the trespasser or potential criminal's patterns of operation during this phase.

The S2, as stipulated in FM 7-98, *Operations in a Low-intensity Conflict,* collects information from all available sources including host-nation assets. The analysis of national news, country studies and newspapers is important in understanding the nature of the problem. Although the national police at times may be reluctant to share information, they often provide good intelligence.

The threat in Panama confronted by military police while executing the law-and-order mission are persons entering military installations with or without post privileges with intent to commit crimes against persons and property.

The threat profile is primarily Panamanian males between the ages of sixteen and twenty. Their modus operandi is best suited to targets of opportunity. They commit crimes primarily during hours of darkness, and they use pry bars and bolt cutters to breach security barriers and gain entrance to buildings and vehicles. These criminals are motivated by economic need and rarely intend to assault or injure their victims. Weapons carried by the criminals are normally for self-defense and include knives and machetes.

The trespasser book contains personality files and is currently maintained by the PMO. Many of the trespassers are repeat offenders. Panama's judicial system is lenient with this type of offense because of the lack of detention facilities, the overcrowding of existing facilities and the economic conditions in the country.

Simultaneously with the threat analysis the S2 must become familiar with the political, economic, social and geographic conditions of the host country. Speaking the host nation's language becomes an important asset during this phase.

Threat Integration

Threat integration relates the threat to terrain and weather. Based on this analysis the S2 determines what type of operation the enemy might conduct and when and where it will occur.

The NAIs are identified through terrain analysis and close study of the PMO's statistics. From the avenues-of-approach overlay likely trails and key terrain become NAIs, and from the PMO statistics overlay targeted housing areas also become NAIs.

The analysis of both historical and current imagery is an intrinsic part of IPB support to the MP law-and-order mission. Imagery can be obtained from the military intelligence community. To keep the analysis and briefs at an unclassified level, the S2 should procure photos from the training support center (TSC), Defense Mapping Agency (DMA), and Panamanian national assets. The analysis of imagery and photography becomes a crucial step in determining avenues of approach.

The final product briefed to the MP commander is a tridimensional terrain model that replaces the decision support template (DST). The model encompasses the entire area of operations and areas of interest and is complemented with photographs that correspond to the avenues of approach, NAIs and key terrain depicted on the board. Terrain boards have proven to be useful in determining enemy courses of action and in planning MP operations.

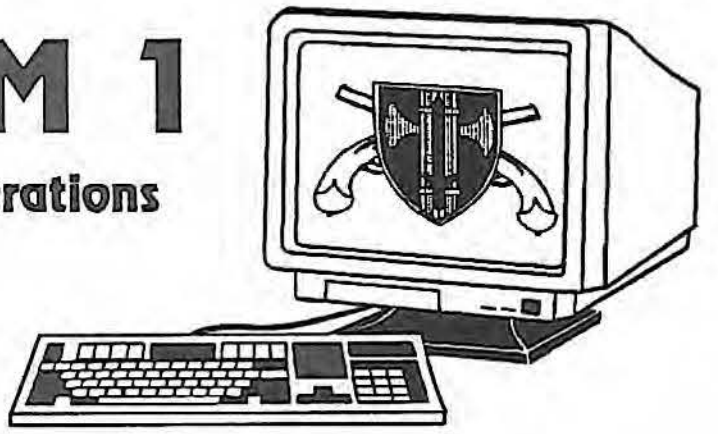
The result of the IPB process and intelligence product are special law enforcement operations conducted by the military police in an attempt to deter or reduce crime. These operations are keyed to avenues of approach and NAIs. In the military communities in Panama the use of this process has significantly reduced crime on post. Apprehension of trespassers has increased and larcenies, housebreakings and burglaries have decreased by 43 percent.

As with IPB in mid- and high-intensity conflict, the IPB in support of the law-and-order mission must be continuously updated. Crime statistics must be kept current, dismounted reconnaissance must be conducted to determine possible criminal activity, and MP patrols must be briefed. While IPB will not reduce crime by itself, it provides the commander with a valuable tool in his fight against crime.

First Lieutenant Ricardo Christobal was the S2 for the 92d MP Battalion, Fort Clayton, Panama at the time this article was written. He holds a bachelor's degree in political science from the University of Puerto Rico.

VIGILANT STORM 1

Battle Simulations and MP Tactical Operations



Lieutenant Colonel (Ret) Jack Hammell
and
Major Richard W. Swengros

In 1993 the General Accounting Office (GAO) released a report indicating that the Army was not using computerized battle simulations effectively. The report stated that such simulations have become increasingly important to the military in recent years because budget constraints have reduced funds for the ammunition, fuel, and maintenance needed for field exercises.

Simulations are particularly critical in Europe, where the end of the Cold War brought political pressure from host countries to reduce large-scale field maneuvers. Commands, especially V Corps in Europe, employ military police in corps battle simulations. The military police arm of V (U.S.) Corps, the 18th MP Brigade, Frankfurt, Germany, regularly supports multinational field and simulation exercises such as Central Fortress, Caravan Guard, and REFORGER.

However, these exercises had focused on combat arms units and major combat service support (CSS) elements. Military police did not have any exercises designed specifically for their use and had not fully exploited the training opportunities computer battle simulations offer.

This changed when the brigade asked the Darmstadt Simulations Center personnel for assistance in developing a computer replication of MP tactical operations. As the battle simulations staff (BSC) developed and tested work-arounds, it prepared lesson plans, developed practical exercises and produced the other necessary supporting media required to train military police in the conduct of a computer-assisted exercise (CAX).

In early 1993 the Darmstadt BSC personnel and the contracting officer representative approached the brigade commander to coordinate a CAX for the brigade. He defined the parameters, set the date, and then led his staff to the BSC to observe a computer exercise and to begin planning for Vigilant Storm 1.

This article describes how the brigade reaped the benefits that CAXs offer units willing to embark on a significant training opportunity.

Planning the Exercise

Setting the stage for the exercise was clearly the most difficult part of the entire planning and execution process. A solid team effort was the key ingredient to ensuring the exercise's success. The brigade's team effort included the deputy brigade commander as deputy exercise director; the brigade S3, who led the tactical and administrative planning effort; two senior controller roles; and the brigade S2, who wore the OPFOR (opposing forces) controller and the corps intelligence hats.

Identifying the unit's training objectives is the first step in planning any exercise. The brigade commander issued training guidance and training objectives during the first in-progress review (IPR). The staff ran with that guidance and throughout August and September exercised the full battle staff planning process.

The staff simultaneously worked out the intricate details of the tactical plan and the battle simulation. Success lay in the ability to keep all administrative instructions separate from the operational planning. Planning this way ensured the tactical mind-set retained appropriate focus, separate but equal to the necessary administrative planning that the staff also had to accomplish to support the exercise.

Throughout the staff planning process and IPRs, the brigade invited the simulations staff to sit in as observers. As a result, the simulations staff was able to fine tune the system and its supporting database, adjust other requirements, and otherwise ensure that the brigade had access to the full capabilities of the computer system.

Next the planners laid out the scenario for the fight. The scenario was the foundation upon which the unit planned the exercise. The key documents used to build the scenario were the unit's training objectives and mission essential task list (METL). At first the scenario planning ignored the simulations aspect of the exercise, the technical support, to ensure that the computer would not drive the exercise.

After the brigade developed the base scenario, it called in the simulations technicians to manipulate the computer to set the desired background for the exercise. The scenario, and all resulting operations plans (OPLANs) and orders (OPORDs), truly reflected the environment in which the unit could and would actually perform its battlefield missions.

This sounds relatively simple until you consider the scenario the brigade chose to work with. To gain the best training opportunity, the brigade chose the always difficult peacekeeping scenario as the baseline for operations. Based upon events at the time, the brigade determined that Bosnia-Hercegovina

provided an excellent geographical location and challenge.

The peacekeeping operation developed came complete with guerrilla activity, bypassed combat forces, riots, refugee camps, United Nations participation, multinational coordination, displaced persons, and hostage taking. Gone were the routine front lines, force-on-force scenarios, force correlations, and the full corps neatly laid out in a normal corps-level exercise.

Next the brigade had to lay out the forces. In this exercise the brigade planners did not use players from other corps units. Instead they templated the COSCOM (corps support command) and divisional units and laid out the corps' area of operations.

The OPFOR planner developed three warring factions. Red forces consisted of two major factions. Together and separately, the two red forces clashed with the blue forces. At times the red forces clashed with each other. Each force also had the ability to assume guerrilla and underground or clandestine operations. Additionally, the planners set out teams, squads, and companies throughout the rear area to harass U.S. and other friendly forces.

On the blue forces playing field, in addition to the military police forces and the units and activities usually found in a corps, the BSC staff built refugee and dislocated civilian (DC) icons, representing 1,000- and 5,000-person elements. The planners placed them in camps and along DC routes.

These refugee camps had capacities—at STARTEX some camps were full, some over-filled. They also had the capability to become hostile. Finally, the blue forces included a host-nation brigade-sized element not under U.N. or U.S. control.

The brigade staff, with assistance from the V (U.S.) Corps SJA (Staff Judge Advocate) office, also developed rules of engagement (ROE). These ROE required precise action by responding MP forces. Additionally, the BSC staff developed procedures to allow a mob to turn hostile and create problems for MP elements, to interrupt convoys and attack MSR (main supply route) users, to visually see convoys in the computer system, and to block MSRs and destroy bridges and tunnels.

The brigade and BSC staff soon realized the difficulty of transferring the plan and scenario into language the computer software could use. To synchronize the plan and simulations, the staffs used IPRs and almost daily communications to ensure that the scenario, training objectives and BSC hardware and software capabilities were compatible.

Slowly but surely the planning effort for the brigade tactical plan and the BSC plan began to take form. Soon planners and operators saw the plan's details, requirements, and activities take on a realistic demeanor. They also saw the experience they were gaining in dealing with the myriad of problems an MP unit may encounter in a peacekeeping operation.

On September 24 selected controller personnel from the brigade headquarters and its two active-duty major subordinate elements, the 709th and 793d MP Battalions, arrived in Darmstadt for four days of training on the battle simulations system. Following two days of lesson plan lectures and practical exercises, these "controllers" participated in a mini-exercise and a communications exercise, to refine their skills with the computer system and to test communications between the simulations center and the tactical operations centers (TOCs). The controllers spent the final day of their training setting the "battlefield."

On September 27 the brigade and battalion headquarters, the HHC (headquarters and headquarters company), and the HHDs (headquarters and headquarters detachments) all deployed to field sites and established their TOCs and their administrative and logistical operations centers (ALOCs). The stage was now set for STARTEX. Planning the exercise was complete.

The Exercise

The terrain and politico-military environment serving as the backdrop for the exercise was in place. Force lists were ready and reflected all the players in the region. Friendly, allied, neutral, and unfriendly elements and their supporting infrastructures were set.

Nonmilitary organizations such as civilians, refugees, and agencies such as the Red Cross and United Nations were ready for their roles. Finally, the brigade's staff sections, with their OPLAN and its annexes in hand, and the battalion staffs, with their orders brief, staff planning, and back brief to the brigade commander under their belts, began the exercise.

At 2 a.m. on September 28 the brigade commander ordered that the exercise begin. There would be little letup during the next seventy-two hours. When the STARTEX light came on, units positioned about the area of operation became involved in some small-unit engagements. The senior controllers monitored the battle tempo allowing the free play of the forces in the computer system to drive most of the activities.

Since this was the first totally MP exercise of its kind, the controllers stood ready to script events or otherwise tweak the system to ensure activities took place realistically and doctrinally. This was not too difficult a task unless you were the "tweaker," who had to ensure the scenario and intelligence buildups were carefully synchronized. The net result was repetitive comments by the commanders and TOC personnel that the simulations system was transparent, realistic, and beneficial to their units ability to plan and command and control such operations.

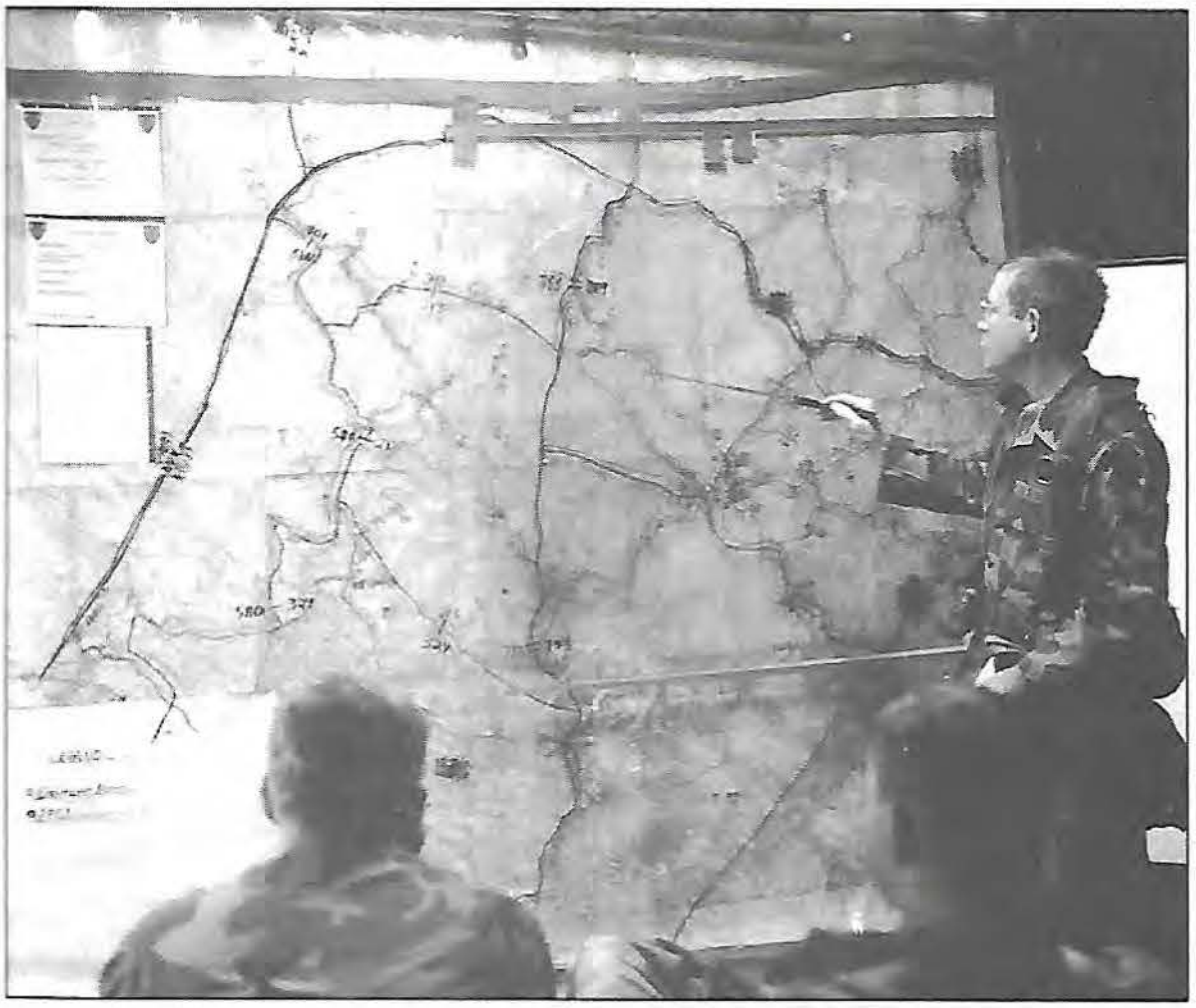
Company commanders and operations sergeants in the simulations center controlled the assets of military police companies assigned to the brigade. They used battalion

OPORDs to position the platoons, squads, and teams just as they would in an actual deployment. They responded to orders and transmitted reports, requests for resupply, intelligence information analyzed from battlefield events, and other operational information to their battalion TOCs.

Personnel at "cells" or work stations inside the simulations center maneuvered indigenous forces, U.N. convoys and other elements to create realistic situations in the peacekeeping operation. The military police cells conducted area security, battlefield circulation control, displaced and dislocated civilians control, and other operations as one would expect in a conventional scenario.



The 18th Military Police Brigade controllers place battalion and brigade orders into execution on the simulations system.



The simulations process was invisible to the tactical operation centers as it drove the staff planning process.

The big difference was that this time all eyes were on the military police and how they maneuvered about the area of operations and handled the difficult events.

On September 30, satisfied that the brigade met its training objectives, and loaded with planning considerations and training objectives for future training and CAXs, the brigade commander ordered ENDEX. As units prepared to deploy back to their home stations, they considered the ramifications of military police operating in such peacekeeping operations. Many paralleled the exercise to what they envision may happen in any modern peacekeeping scenario.

Battle simulations support can reduce the costs of field exercises while increasing realism and expanding the involvement of subordinate units. Brigade planning for future military police CAXs will include attempting electronically to link the corps battle simulation system and UCATS in order to exercise MP elements down to the team level, doing so at the lowest possible costs.

The 18th MP Brigade, in pioneering the simulation of military police tactical operations in computer-assisted exercises, played a leadership role in the Army training community and has successfully field tested a training tool that will benefit the entire military police community.

Major Richard W. Swengros was the S3 (Plans), Headquarters, 18th MP Brigade, Frankfurt, Germany, at the time this article was written. He was the Project Officer for Exercise Vigilant Storm 1.

Mr. Jack Hammell, a retired military police officer, now a simulations analyst at the Battle Simulation Center, Darmstadt, Germany, assisted in planning and conducting the exercise.

United Nations Military Observer Duty

Major Anthony M. Schilling

The sun is still rising as three two-member teams of United Nations military observers (UNMOs) form at 6 a.m. for their morning briefing in the U.N. station headquarters operations room. This mix of nationalities provides an international flavor as officers from the United States, Russia, France, Australia, and other nations prepare for their 7-day tour of duty at one of several observation posts (OPs) located in their area of operations.

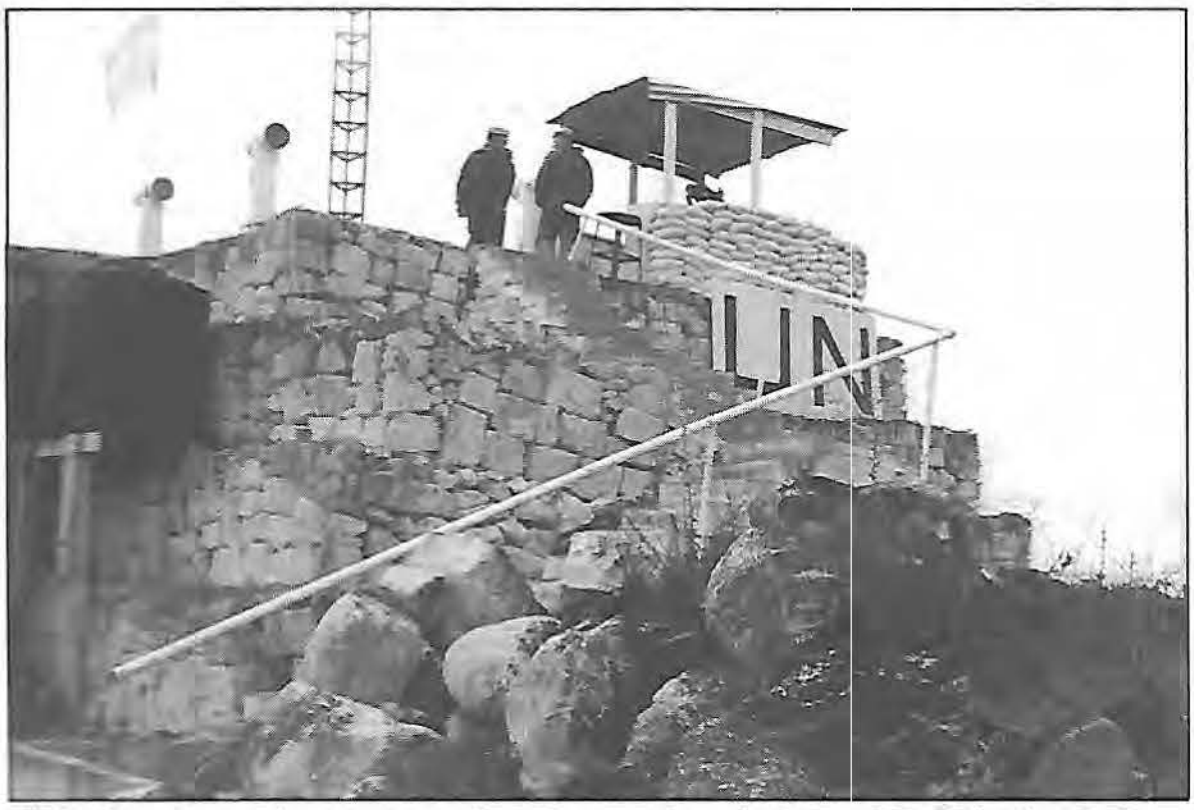
Conversations include the latest soccer scores, politics, and the weather. The operations officer, a Chinese major, enters the room and begins the briefing. He uses the standard five-paragraph operations order to put out the latest on the situation in the area of operation. This includes violations such as aircraft overflights, demarcation or truce-line violations on the ground, and reports of gunfire, trespassers, flares or other activity in the area.

This is followed by the mission statement, conduct of movement to the OP by ground or air, patrol information, and logistical considerations such as extra supplies required at the OP. Paragraph five includes the chain of command at the OP, signal, and any visitors.

After the briefing the OP teams move to the motor pool and conduct the PMCS (preventive maintenance checks and services) of their assigned vehicles. Upon completion, the UNMOs load up their vehicles with food, extra water, and other supplies for a minimum seven-night tour at the OP. Commo (communications) is checked prior to move out and at checkpoints along the route.

After a drive of several hours the team finally arrives at the OP. There they are welcomed by the outgoing team, who are ready to return to a good meal and a hot shower. After the relief briefing and an inventory of equipment the outgoing team departs.

The new team can look forward to seven days of patrolling, observation duty, radio checks, weather reports, and maintaining liaison with locals. Seven days later the process starts anew with another two-member team.



United Nations observers on the observation platform, OP 55 in the Golan.

United Nations Peacekeeping

The short vignette described takes place daily around the globe. Americans are serving as UNMOs in numerous U.N. peacekeeping missions. In the past several years U.S. officers and NCOs have served in hotspots throughout the Middle East, Southwest Asia, Cambodia, Mozambique and Western Sahara with other U.N. member nations.

The UNMOs monitor cease-fire arrangements, intercede with local commanders to restore cease-fires, defuse tense situations, and prevent misunderstandings. By monitoring U.N. buffer zones and periodic inspections their presence is a deterrent to military activity.

The United Nations Truce Supervision Organization (UNTSO), formed in 1948, is the oldest U.N. mission. Its headquarters is located in East Jerusalem; it has a mission area that includes Lebanon, Israel, Jordan, Syria, and Egypt. UNTSO patrols and mans OPs in southern Lebanon and on the Golan Heights, where it assists two other U.N. missions with their mandates. It mans outposts in the Sinai Desert and has stations in the Gaza Strip; Beirut, Lebanon; and Amman, Jordan.

The UNTSO mission is to observe and report on breaches of cease-fire agreements and to maintain truces mandated by the United Nations Security Council. To accomplish this, UNTSO has 224 military personnel assigned from nineteen member nations of the U.N.—the United States, Russia, China, France, Austria, Argentina, Australia, Belgium, Canada, Chile, Denmark, Finland, Ireland, Italy, Netherlands, New Zealand, Norway, Sweden, and Switzerland.

Observers are not authorized to carry weapons at any time while serving with UNTSO. During the tour UNMOs are prohibited by U.N. regulations from receiving instructions from their national governments. The UNTSO is commanded by a chief of staff (normally a two- or three-star general from a U.N. member nation), who reports directly to U.N. headquarters in New York.

United States miliary personnel have been on duty with UNTSO since 1948. They are assigned or attached to the U.S. Military Observer Group (USMOG), an Army TDA organization commanded by the senior U.S. military observer, a lieutenant colonel. The USMOG personnel, who are seconded to the U.N. and assigned to duty as UNMOs, are under the command and control of UNTSO.

The assignment for most U.S. military personnel is a one-year unaccompanied tour normally divided into two six-month tours at different UNTSO stations. Personnel may be assigned to stations in Egypt, Israel, Syria, and Jordan. Duties vary from primary and special staff positions to observer duty.

Preparation for Duty

Observation posts, which are the eyes and ears of UNTSO, provide interesting duty. Most U.S. observers assigned to UNTSO are assigned OP duty at some time during their tour in the mission area.

Normally each station publishes rosters on a bimonthly basis to establish UNMO duties and activities for each two-week period. The roster designates who goes to which OP and designates the OP senior. The OP senior is normally the UNMO who has the most UNTSO experience, regardless of nationality or rank. Before departure the two UNMOs assigned to the OP coordinate for the packing of equipment, food, and other items.

Each OP team must bring enough food for a minimum seven-day stay on the OP. The UNMOs provide for their meals. The OP senior picks up a vehicle the night before departure. In the morning the team reports for the operations order, picks up any additional supplies requested by the outgoing team and departs for a week on the OP.

Upon arrival at the OP, the team is cleared for entrance by the out-going team and provided the latest information on conditions including the status of the buildings and equipment, local situations in the area of operation, and any individual situations that developed during the previous week.



After the briefing, the outgoing team loads its equipment, and the incoming team unloads and prepares for duty. After the departing team leaves, the new team ensures the gates to the OP are locked. There are numerous villages nearby. Wildlife such as goats and camels in the area are easier to keep out than to chase out.

Observation Post Routine

Each OP has detailed SOPs (standing operating procedures); normal routines do not vary much from OP to OP. Radio checks are conducted between OPs and the station headquarters several times during the day and evening. Radio reports include conditions at the OP, any problems that occurred during the night, and incidents or violations observed.

Reporting procedures are detailed, and accuracy is important. Many violation reports are sent immediately to UNTSO headquarters in Jerusalem and on to U.N. headquarters in New York for resolution.

Whoever is responsible for cooking dinner that day usually serves it prior to the last radio check at 8 p.m. Some UNMOs are excellent cooks, but everyone must be able to plan and cook at least three nutritious meals while at the OP. Normally the OP junior cooks dinner four times and the OP senior the other three. Each provides for the remainder of their own meals.

National reputations can seem to rise or fall over dinner, so for any UNMO who cannot cook it is wise to consult with someone who can or buy a cookbook prior to arrival!



There are many destroyed tanks (T-54 above), unexploded antitank mines (lower right corner) and other hazards along the patrol routes.

Dinner provides an opportunity to get to know one another's countries and branch of service, and each other's background—an enjoyable learning experience.

Every OP has an outside storage area for gasoline, diesel fuel, kerosene, propane gas and an emergency water supply. There are diesel and MOGAS (motor gasoline) generators and a backup vehicle at each site. The generators provide the only source of power.

The OPs in the Golan Heights and along the Israel-Lebanon border have emergency bomb shelters in place with supplies and communications facilities for use during periods of danger.

Patrolling

The UNMOs are tasked by the station to conduct daily patrols in the vehicle assigned to that OP. Normally one member patrols on one day and the other the next. The station HQ determines where and when to patrol and ensures that patrols follow the prearranged plans.

Preparation for the patrol begins the night before. Maps and overlays are reviewed; equipment is laid out, inspected and packed. PMCS is performed on the vehicles, and radios are checked. Extra fuel and water, compass, signal mirror and a blanket are packed. Patrolling ranges from twenty to four hundred kilometers, often off-road through difficult terrain.

Land navigation is critical. There are many old or active minefields and terrain and weather hazards along the patrol routes. Severe rains can move mines across roads and trails, and dust-storms can cover up or reveal mines quickly. The threat of terrorist activity and conventional combat require UNMOs to stay alert and in radio contact.

Some patrols consist of visiting villages to show the U.N. flag; or the team may be tasked to investigate a previously reported incident, check on a village school system or visit the mayor of a village or town. Patrols visit other U.N. units in their area. When no patrols are scheduled, the UNMOs observe from the OP or perform maintenance duties on the facilities and equipment.

Lessons Learned

Observers are expected to carry out their function in a spirit of impartiality. Preconceived notions and biases must be set aside to carry out the mission effectively.

Proficiency in land navigation and map reading is important. The ground positioning system (GPS) is not available, so UNMOs have to rely entirely on their map, compass and experience to know their location accurately.

Good physical conditioning is a must. The extremes of terrain, weather, and having to live and work in difficult conditions require a good physical condition. Physical training was conducted daily on an individual basis.

Knowledge of a second language is very helpful. The U.N. official working language is English, but the ability to communicate with the locals and other UNMOs is enhanced when you can speak another language.

United States UNMOs are expected to set the example in knowledge, experience and behavior. UNMOs from other nations may seek guidance and assistance in their activities.

Conclusion

A tour of duty with UNTSO is rewarding. It provides an opportunity to work on a first-hand basis with officers from nineteen U.N. member nations and from all four U.S. services. The chance to perform U.N. duty during turbulent times in the UNTSO mission area provides a good opportunity to learn about what is going on in that region of the globe. These unarmed observers really learn to practice diplomatic skills.

Getting to know the locals—be they Arabs or Israelis—provides an opportunity to learn firsthand about the people and their countries. The chance to work on duty in such troubled areas as the Gaza strip, West Bank, Sinai and Golan Heights provides a keen insight into the specific problems and the importance of those areas.

Military police are often at the cutting edge of operations other than war. Peacekeeping is an excellent opportunity to learn the mission and role of the U.N. and how it operates.

Major Anthony M. Schilling was the Executive Officer, 704th Military Police Battalion, Ft. Lewis, Washington at the time this article was written. He was a Staff Officer in the Golan Heights area and an Observer in the Sinai with the United Nations Truce Supervision Organization. He holds a master's degree in criminal justice administration from Oklahoma City University, OK.

Exchange Officer with the Royal Military Police

Captain Ronald O. Gienapp

Just what does a U.S. Army military police captain do in the British Army? He functions as the operations officer for the London district provost company based in central London (about a ten-minute walk from Buckingham Palace) and dual-hatted as the staff officer grade 3 provost (known in the British Army as SO3 pro, which is equivalent to an assistant MP operations officer in a division) to the 3 (United Kingdom) Division based in Bulford Camp, England.

Army Regulation 614-10, *United States Army Personnel Exchange Program with Armies of Other Nation*, gives military police the opportunity to do a one-for-one exchange with other nations. Almost every branch of the U.S. Army is represented within the British Army.

The author served as an exchange officer attached to the Royal Military Police (RMP) as part of the British Army, living in London working with the RMP. As the counterpart from the British Army on attachment to the U.S. Army, a British RMP captain serves at Fort McClellan, Alabama, with the U.S. Army Military Police School (USAMPS).

These two positions are entirely different from one another. The first position is the primary role with responsibility for coordinating military police support for ceremonial and other major functions within the London area. Some of the major events include the following:

- ☐ Trooping the color for the queen's birthday,
- ☐ The Festival of Remembrance at the Royal Albert Hall,
- ☐ State visits by foreign dignitaries and heads of state,
- ☐ Opening of parliament,
- ☐ Gun salutes at Green Park and Hyde Park,
- ☐ Beating and sounding retreats at Horse Guards Parade grounds, and
- ☐ Royal tournament at Earls Court.

Accomplishing this task involves dealing with other police agencies within the London area to include the metropolitan police, city of London police, royal parks constabulary, the Ministry of Defense police, and various other military organizations.

The SO3 Pro to the 3 (UK) Division is responsible for ensuring MP unit reports are provided to the division main command post and the investigation and reporting of all police and discipline matters. The SO3 Pro monitors all refugee, host-nation, and logistic traffic. Other duties are to ensure the passage of accurate information on MP traffic control matters and to brief the deputy chief of staff and PM (provost marshal) on all military police matters.

The 3 (UK) Division, a predominately mechanized division based in the United Kingdom, includes two mechanized brigades and one airborne brigade. The division operates on national contingency operations or as part of the newly formed Allied Rapid Reaction Corps (ARRC). The ARRC is a combat-ready, multinational force based on the principles of flexibility, mobility, and multinationality.

The division is assigned three MP brigade platoons in general support and one MP division company in direct support. Military police support for the division includes—

- ☐ Route reconnaissance, route signing, and traffic control;
- ☐ Special convoy escort duties;
- ☐ Establishment of traffic control posts (TCPs);
- ☐ Security of VIPs and other high-ranking personnel at risk;
- ☐ NBC (nuclear, biological, chemical) monitoring and reporting on main supply routes (MSRs);
- ☐ Prevention of crime;
- ☐ Investigation of military and criminal offenses; and
- ☐ Advice on EPW (enemy prisoner of war) operations.

ROLE OF THE RMP

The role of the RMP is to provide the MP support that the army requires to meet operational demands and legal obligations. There are four missions (the British army refers to these as *functions*) of the RMP.

To Provide Operational Support. This role is similar to battlefield circulation control (BCC) and area security missions. The RMP accomplish this mission by providing the commanders with a rapid investigation and management capability for serious incidents and with specialist support including defensive search, video and photographic teams, incident control teams, and personnel with detailed local knowledge.

The RMP protects military personnel and principals overseas who are considered high risk. Another role is to advise and assist commanders and staff with the production of operational movement plans.

To assist with traffic control the RMP provides route reconnaissance, signing and surveillance; traffic regulation on military routes and through defiles; control of stragglers, refugees, and other noncombatants; and dissemination of traffic information.

Operational support also involves assisting with the security of rear areas and lines of communications by reconnaissance and surveillance; escorting high-value convoys; monitoring, marking, and reporting NBC contamination; reporting and controlling incidents; advising and assisting with the restoration or maintenance of law and order; and advising and assisting with the handling of EPW.

To Prevent Crime. The RMP accomplishes this mission by advising and assisting in the maintenance of physical security within the military community, and by providing high-profile uniformed patrols to deter and reduce opportunities for crime and terrorism within the military community.

The RMP also provides commanders, staff, and the military community with advice and assistance in crime prevention including personal security, drug abuse and fraud.

To Enforce the Law Within the Military Community. RMC conducts criminal investigations and provides the evidence required to exonerate or to report persons subject to the Service Discipline Acts (equivalent to the Uniform Code of Military Justice) for possible judicial or disciplinary action.

This role also involves investigating serious noncriminal incidents affecting military persons or interests and investigating complaints and claims against service personnel. The RMP also assists commanders with information and advice on police and disciplinary matters and assists and supports the air force, navy, marines, and other external law enforcement security and intelligence agencies.

To Provide Assistance, Advice, and Information to the Public and Military Community. This role is accomplished by providing commanders with an interface between the army and the civil police and by providing a 24-hour interface and coordination service between the military community and emergency and other public services.

The RMP provides a 24-hour response service to the military community. It also collects, collates, and disseminates criminal vehicle and terrorist-related information.

Examples of British and U.S. Army Terminology Differeces

British Army	U.S. Army
OC (officer commanding, company level)	CO (commanding officer)
2IC (second in command)	XO (executive officer)
RSM (regimental sergeant major)	1SG (first sergeant)
CQMS or "Q"	Supply sergeant
Orderly sergeant	Desk sergeant
Parade	Form-up, formation, line-up
Mess	NCO or officers club
MOD (Ministry of Defense)	DOD
Cookhouse	Dining facility
Chief clerk (pronounced "clark")	PSNCO, company clerk
MP (members of parliament)	MP (military police)
TA (Territorial Army)	NG (National Guard)
SIB (special investigation branch)	CIDC
UIE (unit investigation element)	MPI
No. 1 dress	Army blue uniform
No. 2 dress or service dress	Class A uniform
Barracks dress	Class B uniform
Combats	BDUs
Establishment	TOE/MTOE
Vetting	Security clearance
DOB (daily occurrence book)	MP blotter
Respirator	Protective mask
BFT (battle fitness test)	APFT

LANGUAGE DIFFERENCE

Life in England with the British army is not one long vacation as people may think. Two years of duty as an exchange officer can include four different jobs, as well as moving quarters.

Many people assume that the United States and England speak the same language, but there are numerous differences. To appreciate these differences, examples of everyday words or acronyms used in the British army that differ from U.S. Army terminology are provided above.

Life with the British Army is an enlightening experience. It offers the opportunity to work with an ally as a serving officer of their army, and it provides a better appreciation of the U.S. Army and what it has to offer to other armies around the world.

Captain Ron Glenapp was assigned to the USAMPS on attachment with the British Army Royal Military Police in London at the time this article was written.

Preventing Workplace Violence

Ms. Susan Piedfort

A civilian employee, angry that he was passed over for a promotion, opens fire at his Fort Knox, Tennessee, office, killing one and injuring two others.

A former Army warrant officer who blames a Fort Rucker colonel for his dismissal from the Army shoots the colonel in the hip at close range outside his office. The colonel survives when a second round the gunman attempts to fire jams in the chamber of the weapon.

The commanding general of the Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia, took an important step toward protecting TRADOC personnel. He formed a task force that has developed a long-term strategy to reduce the risk of violence and ensure the well-being of TRADOC workers.

The TRADOC director of law enforcement and security heads the task force, which is made up of representatives from TRADOC's safety, civilian personnel, chaplain, staff judge advocate, equal opportunity, and employee union offices, among others.

This task force represents a long-term effort to integrate the various disciplines existing on Army installations. Integration and teamwork increase the power and effectiveness of TRADOC's corporate effort exponentially. These key agencies possess important information that, when shared, presents an accurate picture of the workforce environment. Many factors can cause friction or frustration. The task force makes it possible for potential problems to be diffused.

The task force has identified numerous job-related factors that may contribute to violence in the workplace—downsizing, constant workloads, productivity demands, technological advances, employee relationships, etc. Personal factors include marital or financial problems, deaths in the family, divorce, child custody disputes and substance abuse. The sociological factors of a violent society, availability of guns, media violence, and unemployment tend to multiply existing personal problems.

The open dialogue between the various departments has alerted task force members to different problem areas. For example, the task force is examining how technology affects the way TRADOC workers communicate with each other. A widely-used electronic mail system called PROFS links employees throughout the command.

PROFS removes employees from one-on-one communication; it is one-way communication and is impersonal. It is important to look at how electronic mail is used and how employees relate to each other. Employees need personal contact, recognition and support from their supervisors to maintain a healthy and viable workplace. Technology must not isolate management from employees.

Alternative work schedules pose another example of how easily friction can arise. Flextime may be used in one department, while supervisors in a nearby office cannot allow it. A subtle change in policy like this can cause a great deal of frustration and anger.

Supervisors may be unaware of the impact a change in working hours in another division creates on their personnel. One change does not require all supervisors to change. The important point is that the supervisor be aware of the increased frustration and address the issue with the employees. Again, interpersonal communication can go a long way to relieve stress.

Current budget reductions and mandatory downsizing directly affect workforce stability. Job stability issues are a feeding ground for rumors, evoking a high-stress situation.

Most employees can deal with bad news if given ample time to work solutions or alternatives. The problem comes when they are confronted with drastic events such as job termination, layoffs or reductions without the time or ability to resolve the impact. For example, employees may not know the command is cutting 150 people until they read it in the newspaper or hear it at the water cooler.

The timeliness of these announcements must be considered. Has the command informed its own people and told them exactly how they'll be affected by possible manpower cuts? Has it afforded them the time and given the assistance in training or job hunting to support the transition period?

If you manage stress and change, the payback is in continued productivity, loyalty and understanding on the part of employees. Most important is the reduction of friction, discontent and violent actions in the workplace.

The TRADOC task force is also assisting similiar groups that have been set up at the seventeen TRADOC installations around the country. To help installation task forces confront

the challenges of reducing violence, the TRADOC plan established four basic pillars.

First is ensuring the entire workforce is aware of the command policy, which sets a zero tolerance for violence regardless of severity. Included in the policy is that every employee is responsible for reporting incidents of violence for resolution.

The second pillar is educating supervisors and managers on team building, employee counseling, confrontation management and reducing stress. Coupled with education is open communication, the third pillar. Uncertainty breeds stress; accurate information about future changes helps reduce pressures associated with change. Improving communications deals with passing information to employees about their job stability and listening and responding to concerns.

The fourth pillar deals with ensuring the employee support services are adequate and prepared to assist individuals with substance abuse, financial management, legal services, spiritual guidance and family counseling, to name a few. Again employees and supervisors must know the assistance is available and that attending counseling will not be detrimental to job security.

The TRADOC task force included in its plan a menu of initiatives that local managers and commanders may implement to reduce the risk of violence in the workplace. The menu allows leaders to select initiatives and develop internal ideas to meet the needs of the workforce environment of the installation.

The good news is knowing that both management and workers are concerned about the issue and want to cooperate in ensuring a safe work environment. Total resolution takes time, but the process is well on the way within TRADOC.

Ms. Susan Piedfort was a staff writer for the Office of the Chief of Public Affairs, U.S. Army Training and Doctrine Command, Fort Monroe, VA, at the time this article was written.

LAW ENFORCEMENT

Long Teeth of the Law

JO2 J. Vincent Dickens, USN

A dog can be a man's best friend and can be a criminal's worst enemy. A dog's keen nose and other natural abilities are weapons on which security forces of the U.S. Navy 7th Fleet have come to depend.

The K-9 Branch of the Facility Security Department at U.S. Facility Subic Bay, Philippines, the Navy's largest kennel, boasts a lineup of one hundred dogs. The dogs are used for locating illegal drugs, seeking out explosive devices, routine patrolling and intruder detection.

In many ways a dog can be better than a human partner because a dog is not afraid to attack an armed suspect. If the suspect shoots at the dog, chances are the dog will just become more aggressive.

Ninety-four of the dogs are classified as patrol dogs; four of the remaining dogs perform additional



A training instructor gives a 4-year-old Belgian malinois the silent hand signal for crawl. Hand signals are used by handlers in situations where verbal commands might endanger the handler or the dog.

duties as drug detectors. These dogs are trained to locate marijuana, cocaine, hashish and heroin and must maintain a 90-percent detection success rate.

Once a year the commander, U.S. Naval Forces Philippines, observes each dog's ability to detect drugs during training sessions and then certifies each dog. This allows masters-at-arms to inspect units and living quarters aboard both Subic and Cubi bases.

The commanding officers of ships can request the services of the narcotics dogs to inspect productive areas such as berthing, work spaces and fan rooms. Contrary to popular belief, a dog does not have to be right on top of the spot where drugs are hidden; they can detect drugs up to twenty or thirty feet away.

The two qualified bomb dogs are certified in the same way as narcotics dogs. The dogs are required to maintain an accuracy rate of 95 percent and can detect explosives made from smokeless powder, dynamite, TNT, water gel, C-4 and other odors associated with explosive devices. Bomb dogs perform sweeps of locations for which a bomb threat has been received, random sweeps of common areas and scheduled inspections of occupied areas.

In recent years training for both types of detector dogs has changed in certain respects. An emphasis has been placed on passive-response training. In the past the dogs were trained to use the aggressive response—to paw at a place where drugs were hidden. This caused expensive damage for which the Navy was liable.

Today the dogs are taught to sit in front of a spot where they find drugs or an explosive. The handler then gives them a little piece of food as a reward. Bomb dogs are given a ball to play with. For obvious reasons a bomb dog should not paw at an explosive.

Training time for each dog varies according to the abilities and personality of each dog. The Navy's dogs are procured in many ways by the Department of Defense, but most are bought in Europe. Their training takes place at Lackland Air Force Base, Texas.

Only dogs that show an aptitude for detection are trained to be detector dogs. German shepherds and Belgian malinois are the two breeds of dog represented at Subic Bay.



After a hard day's training dog and handler share a moment of relaxation. The dogs are trained to work for praise as their reward.

Handlers are given six weeks of patrol training and an extra five weeks of detector school. The dogs are already trained before they reach the Philippines. In some ways the training has just begun. The patrol handlers and the dogs have to establish a rapport, which may take a month. The dogs are trained once a week for eight hours, and get training throughout the week while on post.

One major goal of training the canine helpers is controlling the dogs' natural aggression. The patrol dog must be moderately aggressive yet controllable to pursue, attack and hold an intruder only on command from the handler. Military working dogs are trained to assist military police in apprehending and disarming suspects. After a dog disarms a suspect, it brings the weapon to the handler.

Sometimes a suspect may run across a field and not stop even after being warned that there is a military working dog. Then after the handler releases the dog and the suspect turns around and sees a big dog chasing after him, he normally has a sudden change of heart and will stop and surrender with his hands up. The handler has to be able to call the dog off at any time to control its aggression.

The military police dogs receive complete physicals semiannually at the veterinary clinic, which has a full-time veterinarian and assistant. Handlers spend one hour each day grooming and conducting health checks on their assigned military working dog. The dogs are dipped once a month for fleas and ticks. They are fed a maximum-stress-diet dry dog food, which is high in protein and medicated to prevent various diseases.

The dogs are trained to obey verbal commands such as *sit, down, heel,* and *stay.* Detector dogs also learn *find 'em* and *seek.* All dogs are trained to respond to hand signals for times when verbal commands might endanger the dog or its handler.

Journalist Second Class J. Vincent Dickens was a Public Affairs Representative, Seventh Fleet, Subic Bay, R.P. at the time this article was written. He also took the photographs used.

A Long-Range Plans Cell

Captain Robert S. Staby

The long-range plans cell of the 16th MP Brigade (Abn), XVIII Airborne Corps, Fort Bragg, North Carolina, is the most deployed section of the brigade. This relatively unknown staff section is the vital link between the corps commander and provost marshal.

The cell performs many functions that include serving as the corps provost marshal cell for the corps staff, conducting long-range MP planning for the corps commander, and conducting liaison with host-nation police forces. The cell is authorized a lieutenant colonel as its chief, two majors (plans officers), two sergeants first class (section NCOIC and assistant plans officer), and one specialist (administrative clerk). Although the authorizations are as stated above, currently the personnel in position are one grade lower.

The cell chief manages the section, assigns missions to the plans officers, serves as the brigade commander's representative at corps, and is the primary corps battlefield management cell (BMC) member. When deployed on a contingency mission or an exercise, the chief serves as the deputy provost marshal on the Army force (ARFOR) or joint task force (JTF) staff. Since the brigade commander is dual-hatted as the corps provost marshal, his or her interests are represented through one individual, the chief of long-range plans.

The plans officers and assistant plans officers work in two teams. Their areas of interest are (1) LANTCOM (United States Atlantic Command), SOUTHCOM (United States Southern Command), EUCOM (United States Europe Command), and contingency force pool (CFP) CAPSTONE* and (2) CENTCOM (United States Central Command), FORSCOM (United States Forces Command), and installation plans. The personnel in each region are considered the subject matter experts in their regions and are responsible for their contingency plans, exercises, and briefings.

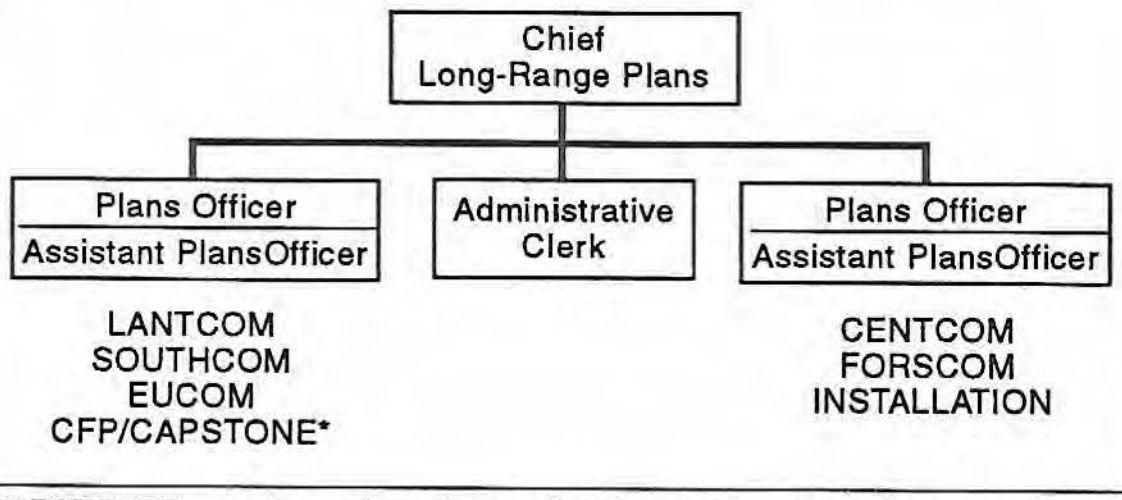
The administrative clerk performs daily clerical and supply functions for the long-range plans cell.

Keeping the long-range plans cell a separate entity in the brigade staff allows the brigade commander the flexibility to employ the section in atypical roles. This includes serving as the corps provost marshal section for the XVIII Airborne Corps staff, conducting site visits with FORSCOM and CFP units, and interacting with the U.S. Army Military Police School, Fort McClellan, Alabama.

The chief of the plans cell has direct communication with the brigade commander to receive mission guidance.

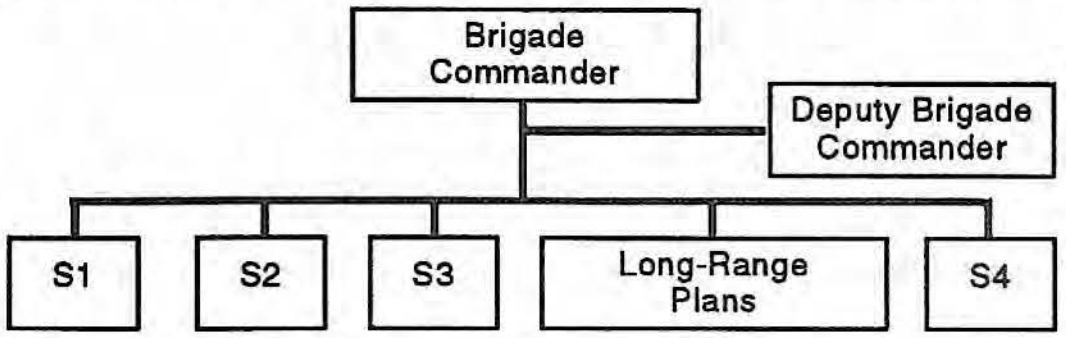
When the brigade deploys on contingency operations, the corps deputy provost marshal typically does not deploy with the brigade, but maintains law enforcement operations on post and serves as the rear detachment commander for the brigade. The long-range plans cell transitions to corps provost marshal cell on the corps staff. The chief of long-range plans assumes the duties of deputy provost marshal in the area of operation.

ORGANIZATION OF A LONG-RANGE PLANS CELL



*CAPSTONE is a program that aligns active duty and reserve units to meet the total Army's wartime requirements. Alignments are tailored specifically to each war plan. This allows for detailed theater planning and provides the basis for commanders to enter cohesive planning and training association with their designated wartime commands. It also is the basis of allocation of resources by the peacetime chain of command to meet wartime training requirements.

COMMUNICATION WITH THE CHIEF OF THE PLANS CELL



When deployed, the cell conducts liaison with host-nation and local police forces and federal law enforcement agencies, compiles law-and-order reports, sends serious incident reports to higher command, and recommends law-and-order policies to the corps commander. The corps provost marshal implements his policies through the provost marshal cell throughout corps.

The cell maintains contact with the division provost marshals and relays the corps provost marshal's intent. Simultaneously the cell conducts long-range MP planning for the corps commander. This is primarily conducted through the BMC.

The BMC is a corps-level planning group where each corps staff section (primary and special) and separate brigade commanders are represented by a planner. Each planner is the conduit between his staff principal or commander. The planner implements his principal's or commander's intent into the product.

Specifically, the long-range plans cell integrates MP operations into the corps plan. The product is then assembled and presented to the corps commander by corps G3 plans. The BMC holds work sessions twice weekly in garrison and as needed when deployed.

The BMC is primarily responsible for the development of ARFOR or JTF CONPLANS (contingency plans) and OPLANS (operation plans), appropriate TPFDD (time-phased force deployment data) requirements, and conducts coordination within the staff for operations and exercises. Depending on the anticipated subject of the BMC, either the chief or one of the plans officers will attend.

As part of contingency planning, the plans cell conducts mission analysis, submits TPFDD requirements, and writes the military police law-and-order and EPW annexes or appendices for corps CONPLANS/OPLANS. Once a corps CONPLAN, OPLAN, or OPORD (operation order) is released, the long-range plans cell writes the brigade supporting plan. Should a contingency operation materialize, the brigade S3 takes the plans product, writes the brigade OPORD, and conducts mission taskings to subordinate battalions.

The long-range plans cell also plans and conducts coordination for emergency deployment readiness exercises (EDREs). Initial planning for an EDRE is generally from 90 to 120 days from the target date and is done in concert with corps G3 EDRE and corps G3 plans. Because of the "close hold" nature of EDRE planning, the requirements of coordination among the corps staff, and the skills of the cell's personnel, the long-range plans cell is ideally suited to conduct EDRE planning and coordination.

The chief presents the EDRE training opportunities to the brigade commander, who determines the brigade's level of participation. As the EDRE draws near, responsibility for planning and coordination may be passed to the brigade S3, depending on the desired training objective. Should the training objective include the brigade staff, planning and coordination remains with the long-range plans cell.

Because of the crisis response force mission of the corps, personnel in the long-range plans section must be airborne-qualified. The cell jumps in with the corps assault CP (command post) as the provost marshal staff for operations or exercises.

The utility and versatility of the plans cell is depicted in a roll-up of corps exercises during fiscal year 1992.

- ☐ EDRE Dragon Team 1-92
- ☐ Warfighter 92-6
- ☐ Ahuas Tara 92
- ☐ Ocean Venture 92
- ☐ 29th ID BCTP (Battle Command Training Program)
- ☐ Sand Eagle 92
- ☐ Orbit Comment
- ☐ Warfighter 92-4
- ☐ Giant Step VII
- ☐ Garden Plot

The plans cell deployed on these exercises as the JTF/ARFOR provost marshal staff.

When XVIII Airborne Corps is ARFOR headquarters, the provost marshal section is aligned under the corps G3. When the corps is the JTF headquarters, the provost marshal section is aligned under the J1. All MP missions are conducted in either case, but the main focus or area of emphasis is different. The corps G3 primarily depends on military police for area security and battlefield circulation control, while the J1 utilizes military police for law-and-order and EPW operations.

Using the long-range plans cell in the above-mentioned manner allows the brigade commander to maximize staff potential, provides the brigade commander and corps provost marshal better representation on the corps staff, and ensures that contingency plans are well-written in the MP perspective.

Captain Robert S. Staby was a Plans Officer for the 16th MP Brigade (Abn), Fort Bragg, NC, at the time this article was written. He currently commands the U.S. Army Military Police School Lackland Training Detachment, Lackland AFB, Texas.

History of Blacks in the Military Police Corps

Major Leamon C. Bratton

Black Americans have fought in all American wars and have performed military police duties since the American Revolution. This article will cover blacks in the Military Police Corps and its predecessors from the Civil War through the Korean War, highlighting their contributions.

THE CIVIL WAR

The history of the black soldier in the U.S. Civil War began when Congress passed the Confiscation Act of 1862, which gave President Abraham Lincoln the power to employ soldiers of African descent. Congress also passed a new Militia Act that repealed a 1792 law barring persons of African descent, except free blacks, from serving as soldiers. During the Civil War the employment of blacks on the battlefield started with the implementation of the Emancipation Proclamation in January 1863.

The history of African Americans performing military police duties started with the creation of the Invalid Corps in April 1863. The Invalid Corps of the Union Army consisted of officers and enlisted who, because of wounds or sickness, were no longer fit for field duty but were still fit enough to serve in the rear area. They served as provost guards and also performed as enemy-prisoner-of-war escorts and railroad guards among other duties.

An Invalid Battalion was created within the Corps d'Afrique of Louisiana, one of the first black units to be established and to fight during the Civil War. It differed from the other units of the Invalid Corps in that it consisted of healthy blacks who were armed, uniformed, and equipped in the same manner as the rest of the Army. Nevertheless, the inclusion of an Invalid Battalion within the Corps d'Afrique suggests that its members may have been the first blacks to perform military police duties.

GENERAL ORDERS No. 40.

HEADQUARTERS, DEPARTMENT OF THE GULF,
New Orleans, March 26, 1864.

I. The formation of an Invalid Battalion for the Corps d'Afrique in this Department is hereby authorized.

II. This battalion will be composed of deserving men of the colored troops who, by reason of wounds or sickness contracted in the line of duty, are unfit for further field service, and will be organized, armed, uniformed and equipped in the same manner and under the same regulations as prescribed by existing orders for the Invalid Corps of the Army.

III. The officers and men of the battalion will perform the same duties in regard to the hospitals of the Corps d'Afrique as are required of the officers and men of the Invalid Corps with respect to the General Hospitals.

IV. Meritorious commissioned officers of the colored troops, who are unfit for field service, will be transferred to the companies of this battalion.

V. Surgeons in charge of convalescent camps, hospitals, and detachments of the Corps d'Afrique, will at once make a thorough examination of all men in their charge, with a view of assigning such as are unfit for field service to the Invalid Battalion.

VI. All men of the colored troops who may be found unfit for field service, but fit for duty in the Invalid Battalion, will be sent with their descriptive lists and certificates of disability to New Orleans, and will there be reported to Major Thomas L. White, 9th Infantry, Corps d'Afrique, who is charged with the duty of organizing the Invalid Battalion herein authorized, under the direction of Colonel Frank P. Cahill, Invalid Corps, Assistant to the Provost Marshal General of the United States, to whom he will report weekly.

VII. Disabled officers desiring commissions in the Invalid Battalion of the Corps d' Afrique, will forward their applications, setting forth their record of service, and accompanied by medical certificates, to the Adjutant General of the Department, through the proper channels. For the present no commission will be given for this battalion of a higher grade than Captain.

VIII. The existing regulations on the subject of the Invalid Corps of the Army are herewith republished for the information and government of all concerned.

BY THE COMMAND OF MAJOR GENERAL BANKS:
OFFICIAL:

RICHARD B. IRWIN
Assistant Adjutant General

The Corps d'Afrique and other state–sponsored black units were federalized into the United States Colored Troops (USCT) in May 1863. Blacks continued to perform some military police functions in support of their units for the remainder of the Civil War. After the war, out of the 200,000 black USCTs who had fought in it, congress preserved four all-black units. The Army Reorganization Acts of 1866 and 1869 created and prohibited the disbandment of two cavalry and two infantry regiments from the regular Army—the 9th and 10th Cavalry and the 24th and 25th Infantry Regiments.

Some of the specific missions of these black regiments were to protect the U.S. frontier, guard its border with Mexico and its interior against bandits and revolutionaries. Their implied mission was MP-oriented:

Conduct circulation control of wagon trains, stages, and cattle herds; conduct area security of the open plains and desert between forts, telegraph lines, water holes, and lines of supply; and conduct law and order against gunmen, cattle rustlers, and thieves.

WORLD WAR I

As the United States entered World War I, the 9th and the 10th Cavalry and 24th and 25th Infantry Regiments were assigned duties along the Mexican border, in Hawaii and the Philippines. Other black units were assigned posts throughout the United States. Some states also maintained black national guard units. Massachusetts, for example, may have had the first black Military Police company–101st Headquarters Company and MP Company.

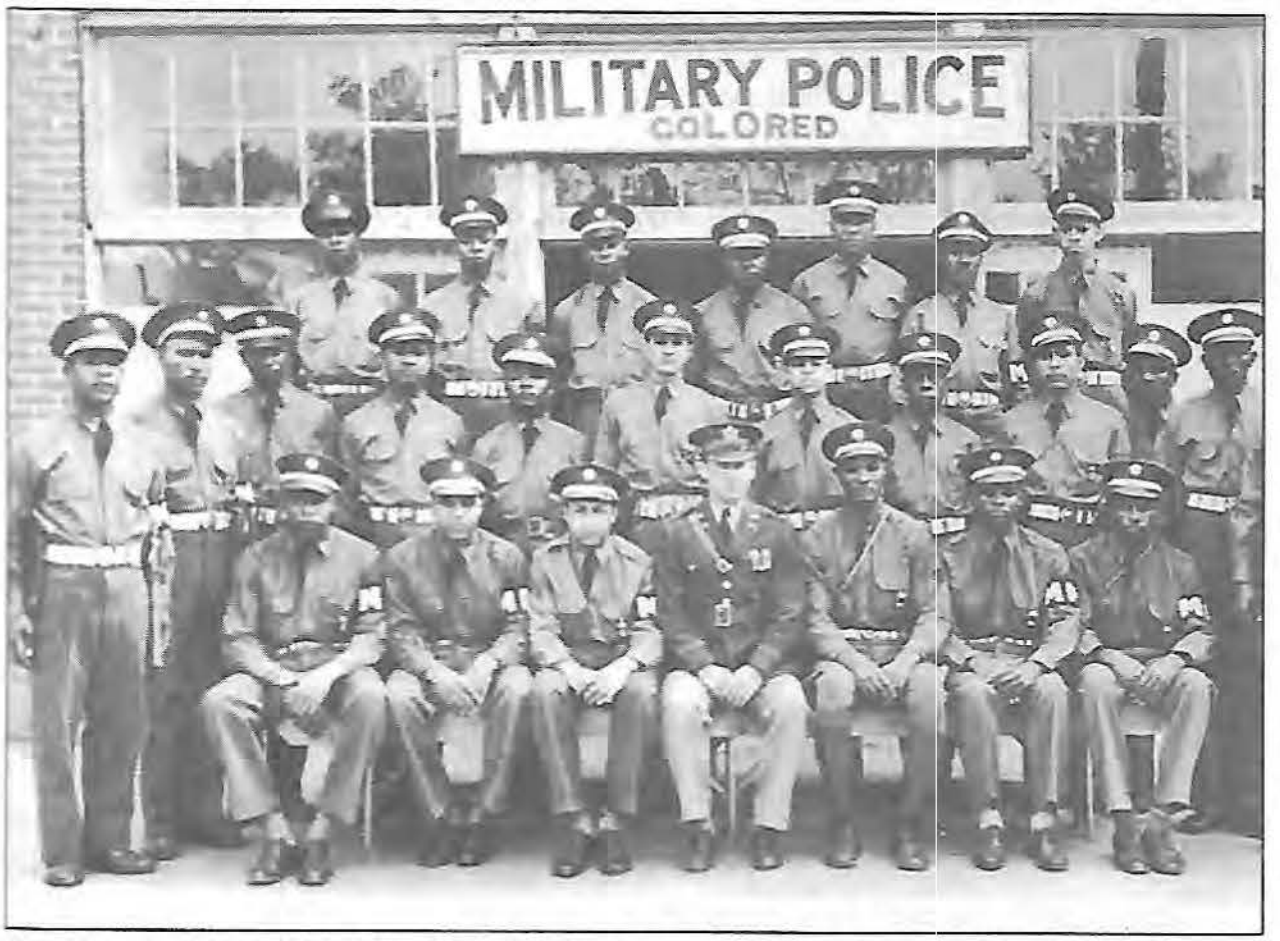
The District of Columbia mobilized the first black national guard unit to participate in war—the First Separate Battalion—whose specific mission was to guard the nation's capital against possible damage or destruction by German agents. The unit's implied mission was to provide security for the capital's water supply, power plants, railway bridges, and public buildings.

The Selective Service Act of May 1917 authorized the creation of two black divisions, the 92d and 93d Infantry Divisions. The majority of blacks were assigned to services of supply (SOS) units that were responsible for loading and unloading ships, for building roads, and for performing other manual labor. Of the 400,000 black soldiers who served in World War I, 380,000 were labor troops. The remaining 20,000 were combat troops assigned to the 93d and 92d Infantry Divisions.

The 93d Infantry Division (National Guard) was composed of four unaffiliated guard regiments, without support units, and consisted of the 369th, 370th, 371st and the 372d Infantry Regiments. It was the first of the two black divisions to deploy to France. Initially its regiments were used as laborers to lay railroad tracks from supply dumps to the front lines. Later the American Expeditionary Force (AEF) assigned the division to the French to conduct enemy-prisoner-of-war operations along with combat operations. By prior agreement with the French, prisoners caught by the 93d Division were turned over to the intelligence section of the French army, who then sent the prisoners to U.S. enemy-prisoner-of-war (EPW) cages.

The 92d Division (Draftees) was composed of four regiments and support units. It consisted of the 365th, 366th, 367th, 368th Infantry Regiments and the 317th Train Headquarters and Military Police. After its arrival in France the division initially was used to provide replacements for the 93d Division, as laborers and attached to the French. That changed when the AEF decided to directly employ the U.S. black division. The primary mission of the 317th Train Headquarters and the Military Police (Colored) was to provide battlefield circulation control to support the division's move into the Marbache sector near Pont a Mousson. As the division advanced, the unit operated traffic control points, evacuated EPW, and operated the division EPW cage. The impact of the unit was measured in its ability to evacuate EPW rapidly and advance the 92d Division without a break in momentum. The French awarded regiments of both divisions with the Croix de Guerre with palm.

Demobilization followed WWI in 1919. Along with the 92d, 93d Infantry Divisions the Military Police Corps itself was dissolved. The MP mission continued as the 9th and 10th Cavalry and the 24th and 25th Infantry Regiments continued to perform MP functions in the Philippines, Hawaii and along the U.S. border with Mexico.



The Black Military Police unit at Columbus, Georgia, April 1942.

WORLD WAR II

In 1940 the U.S. Army had a strength of 230,000 soldiers, of which less than 5,000 were black. These black soldiers composed the 9th and 10th Cavalry and the 24th and 25th Infantry Regiments. The future employment of black troops became a 1940 campaign issue, resulting in a provision in the Selective Service and Training Act of 1940 that forbade racial discrimination in the drafting and training of troops as the nation mobilized for war.

In September 1941 the inspector general recommended that specially selected colored soldiers be included in military police organizations at stations where their services would be of value. In addition, a War Department circular authorized the creation of black military police detachments. The circular stated that the appropriate military police detachments (colored) will be established at all posts, camps, and stations at which substantial numbers of colored troops are located.

The Provost Marshal of the Army executed the order and officially integrated blacks into the Military Police Corps. Detachments of black and white military police were deployed to areas with large concentrations of black soldiers. By June 1942 there were twenty-two such detachments of black military police ranging in size from two MPs at Fort Sam Houston, Texas to sixty-five at Camp San Luis Obispo, California. Ten black military police battalions and three companies (zone of interior) were activated in August, 1942. Their specified mission was internal security of the continental United States. Their implied mission was to counter sabotage activities and civil disturbances such as riots, floods, fire, and similar disasters and to protect vital installations. The 730th Military Police Battalion, activated on February 12, 1942, was the first black MP battalion activated in WWII. Black tactical military police officers and units were also established in the Army's black combat divisions. During WWII there were three such black divisions—the 92d Infantry Division, the 93d Infantry Division, and the 2d Cavalry Division.



The 2d Cavalry Division Military Police platoon, Manhattan, Kansas in 1942.

THE SEGREGATED ARMY
War Department Circular 224
October 22, 1941

"III. Establishment of Military Police detachments (colored). —
Appropriate military police detachments (colored) will be established at all posts, camps, and stations at which substantial numbers of colored troops are located. These detachments will be employed to perform appropriate duties in the interior policing of the garrison and will be thoroughly instructed in the duties of military policemen. Commanding officers will also give consideration to their use, where practicable, for -

1. Military police duties among colored troops in sections of towns and cities frequented by such troops.
2. Military police duties on all colored convoys other than tactical.

(A.G. 320.2 (10-11-41).)"

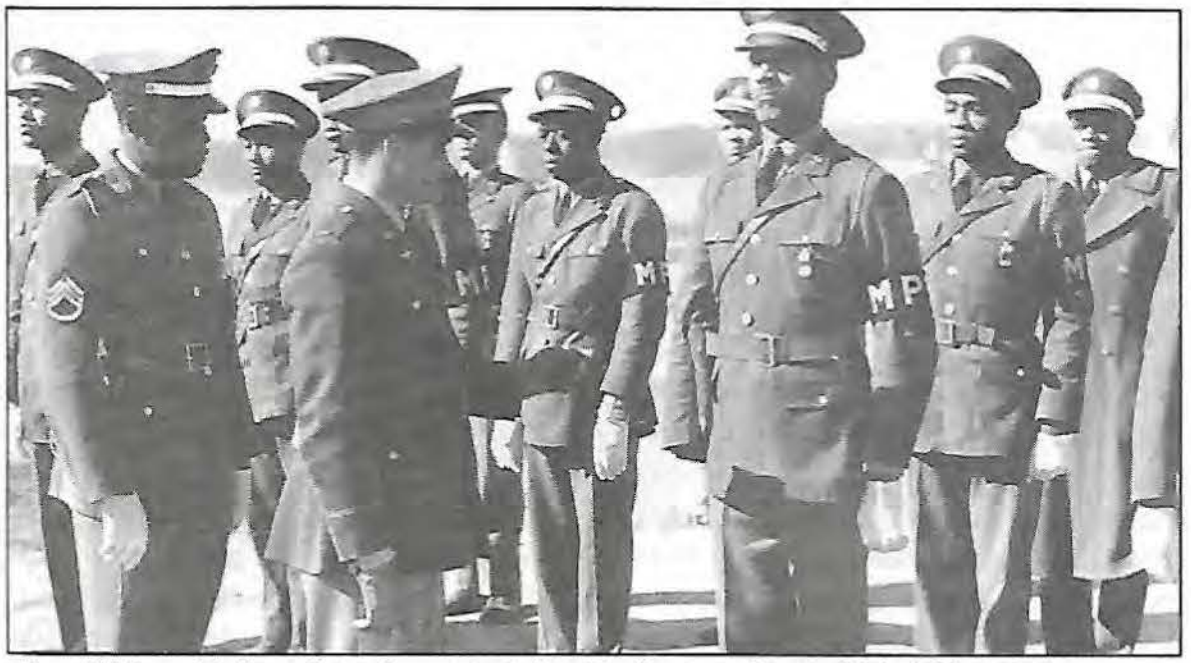
The 92d Infantry Division (Colored) was activated at Fort McClellan, Alabama on October 15, 1942, and moved to Fort Huachuca, Arizona, on May 5, 1943. Deployed to Italy on October 16, 1944, the division was composed in part of the 365th, 370th, 371st Infantry Regiments and the 92d Military Police Platoon.

The platoon consisted of seventy personnel and performed battlefield circulation control (BCC) and EPW operations. The division processed a total of 23,845 EPW. During the 30-day period of operation on the eastern coast of Italy the 92d MP Platoon also evacuated eight towns of approximately 2,500 civilians; picked up and turned over to Criminal Investigative Command (CIC) for screening purposes approximately 3,500 civilians; set up a traffic control system involving eighty-five MP; and set up a traffic control headquarters to conduct all traffic movement within the sector. The platoon also set up a vehicle check-point system throughout the rear of the division area connecting the points by phone, thus decreasing chances of stolen vehicles getting out of the rear areas.

The 93d Infantry Division (Colored) was activated at Ft. Huachuca, Arizona, on May 15, 1942. Deployed to the South Pacific, Solomon Islands, on February 7, 1944, it was composed in part of the 25th, 368th, 369th Infantry Regiments and the 93d MP Platoon. The division never assembled as a unit because of operational contingencies.

The 25th Infantry Regiment landed at Guadalcanal, the 368th Infantry Regiment landed at Banika Island, and the 369th Infantry Regiment landed at New Georgia Island in mopping-up operations. The 93d Military Police Platoon performed EPW and area security operations on Guadalcanal. The platoon also relieved fighting infantry soldiers and secured the quartermaster dump and the Pito airstrip on Morotai Island.

The 2d Cavalry Division (Horse) (Colored) was activated at Fort Clark, Texas, on February 25, 1943. Deployed to North Africa on March 9, 1944, and was inactivated May 10, 1944. The division was composed in part of the 9th, 10th, 27th, and 28th Cavalry Regiments and 2d Cavalry Division Military Police Platoon.



The Military Police detachment at the Tuskegee Army Airfield in 1943.

The division's combat assets were converted to service and engineer units. The military police platoon provided port security and garrison law and order in Morocco.

The 175th Military Police Platoon (Colored) was composed of one officer and sixty soldiers. It was the first black MP unit to serve in the China, India, Burma theater during WWII.

The large concentrations of black personnel in that theater necessitated its activation on April 12, 1945. The platoon was split into detachments stationed near concentrations of other colored soldiers.

KOREAN CONFLICT

After the WWII demobilization many of the Army's large black units were deactivated. By Act of Congress the historic 9th and 10th Cavalries and the 25th Infantry were inactivated. The 24th Infantry Regiment remained on active duty in Japan.

In 1950, the United States entered the Korean Conflict when North Korea invaded South Korea. The first U.S. ground forces committed there were the 24th Infantry Division followed by the 24th Infantry Regiment (Colored) of the 25th Infantry Division. The 24th regiment arrived at Pusan, Korea, with its three battalions on July 12, 1950. It was combined with the 159th Field Artillery Battalion (Colored) to form the 24th Regimental Combat Team (RCT).

The first combat assignment for the 25th went to the 24th RCT. Its mission was to counterattack northward against the North Korean People's Army (NKPA) to seize an important military logistical route (MLR) hub at Yechon. The 24th RCT was victorious. Its victory at Yechon was considered by *Time* magazine as the first sizeable American ground victory in the conflict.

As the Korean Conflict progressed, soldier shortfalls created new opportunities for blacks to serve in the Army. In 1951 the commander of the Far East forces asked the Pentagon that his command be desegregated. He later wrote that it was the only way to assure the sort of *esprit de corps* a fighting army needs. The first unit desegregated was the 24th Infantry Regiment when it was inactivated and its soldiers reassigned to other units in Korea. Thus, the last historic all-black regiment, which had been created in 1866, were gone. Soon all black combat and service units in Korea were desegregated.

The commitment of ground forces in Korea was followed by increasing demands for military police units. The MP companies organic to the divisions were not enough; echelon-above-division MP units were required. Between June 25 and November 1, 1950 the first black MP units deployed to Korea.

The 212th Military Police Company (Colored) deployed to Taegu, Korea, to conduct area security, battlefield circulation control, and EPW operations.



175th Military Police Platoon was one of the first MP units to serve in the China, India, Burma theater during WWII.



The 212th Military Police Company shown at Yokohama, Japan in June, 1949.

During the North Korean assault to the south the company kept the MLR open to Pusan. It was assigned as Charlie Company to the 728th Military Police Battalion, IX Corps.

The 563d Military Police Company (Colored) was deployed to Pusan, Korea, on September 25, 1950, to conduct railroad security, battlefield circulation control along MLRs, escort guard for EPWs, and administration and security of the base stockades. It was assigned to the 91st Military Police Battalion, IX Corps. The 563d MP Company subsequent performance resulted in it being awarded the Republic of Korea presidential unit citation.

The 512th Military Police Company (Colored) was deployed to Pusan, Korea, on July 13, 1950, to conduct port security harbor defense at the ports of Pusan and Masan. The offensive maneuvers of the North Koreans caused the unit to receive a fragmentary (FRAG) order tasking it to provide BCC operations on the MLR leading to Taegu. As the NKPA advanced southward, the company dug in at critical traffic control points and kept the MLR open. Unit history states that if the MLR had fallen, the Korean peninsula would have fallen. After the North Korean offensive ended, the 512th company returned to the port of Pusan and continued port security harbor defense operations. For its action the unit received the Meritorious Unit Commendation.

Thus, in the Korean conflict, World War I, and World War II the black military police have represented the Military Police Corps well. For doing so they upheld the proud tradition of the Corps and its predecessors.

Major Leamon C. Bratton was the Course Manager, Officer Basic Leaders Branch, Fort McClellan, AL, at the time this article was written. He holds a bachelor's degree in criminal justice administration from Middle Tennessee State University and a master's degree in systems management from Murray State University in Kentucky.

Training Military Corrections Professionals

Captain Debra A. Sannwaldt

One of the most challenging and professional training programs in the field of military corrections is at the United States Disciplinary Barracks (USDB), Fort Leavenworth, Kansas. The 705th Military Police Battalion, the unit of assignment for all soldiers working at the USDB, is responsible for the USDB training program. The unit must ensure all soldiers working at the USDB receive a training curriculum that blends soldier and professional corrections skills.

The USDB, the only maximum security prison in the Department of Defense, incarcerates over 1,350 inmates from all services of the armed forces. The staff members must be highly trained to deal with a wide variety of inmates. The motto, *Our Mission, Your Future,* is the cornerstone of the USDB training program.

The soldier working at the USDB may be a corrections specialist with fifteen or more years of experience or may be a private with a minimum corrections background assigned to their first duty station. Prior to arriving at the USDB all soldiers have completed basic training (common military training) and advanced individual training (occupational specific training for their skill).

The primary functions of the USDB training program are to ensure that all personnel achieve and maintain a required level of knowledge regarding the institution's missions, goals, policies and procedures and maintain mandatory soldier skills. The program must also train soldiers with specialized skills for contingency operations.

The training program is divided into six major areas: preservice training, in-service training, job-specific training, light-reaction-force training, special-reaction-force training, and common military training.

Preservice training is mandatory for all newly assigned soldiers and civilians at the USDB. The training curriculum is an 80-hour course of instruction emphasizing individual responsibilities to maintain custody and control of inmates. During these two weeks personnel are excused from all other duties. Preservice training courses are conducted once every month.

Preservice training topics include briefings by each institutional director, the commandant of the USDB and the commander of the battalion. Some classes include hands-on training in conducting a cell search and a frisk search and performing unarmed self-defense techniques. The health and welfare of staff and inmates are covered in classes on first aid, CPR, and AIDS; each cadre member is screened for tuberculosis.

Preservice training is managed at the battalion command level. After personnel complete this training, their records are maintained at the company level. All future training is managed at the company level for military personnel.

Company commanders manage the training program known as in-service training, a 40-hour requirement that sustains the knowledge gained through the preservice training. Many topics are refresher classes such as the annual recertification in CPR. Sustainment training ensures that the USDB will always have a professional, trained staff to perform its mission.

All personnel must attend preservice and in-service training; only a select group of soldiers receive job-specific training. This training is for soldiers who work in special areas or who have a unique job responsibility in the daily operations of the USDB. For example, twenty-five soldiers attended a four-week course for correctional counselors. This specialized training provides soldiers the most current and professional information.

Job-specific training is scheduled for the guard commander and soldiers working at the main control station, access and egress control stations, special housing unit, and trustee unit. These areas require specific instructions to ensure the smooth and safe operation of the institution.

In addition to individual training the USDB conducts collective training that is scheduled by company commanders for their soldiers. The majority of this training is designed for soldiers participating in light-reaction-force missions. A light reaction force is an element of approximately fifty soldiers under the close supervision of a company commander. It conducts missions involving searches, breaches of security, or riot-control operations.

Light-reaction-force training is a series of specialized training sessions conducted semiannually. This program trains soldiers in the procedures of responding to nonroutine incidents or emergencies in the USDB or around the Fort Leavenworth installation.

The special reaction force (SRF) training is directed toward the specialized skills required during emergency or contingency situations within the institution. The SRF consists of six separate teams specializing in hostage negotiations, snipers, chemicals, medicine, special reactions, and the special equipment. The battalion SRF noncommissioned officer in charge (NCOIC) trains these teams.

Many of the teams consist of smaller elements that can be used separately to provide maximum coverage for the various skills. For example, the sniper teams can be deployed at four separate points simultaneously.

Training for the SRF teams is exacting and focuses on anticipated actions during any contingency operation within the institution, ranging from hostage situations to mass disturbances to natural disasters. The teams are required to train on a monthly basis, and the sniper teams must qualify with their weapons every six months.

Company commanders must also schedule training on a series of common military subjects. This is an annual requirement for all soldiers. Soldier-oriented training provides additional benefits to the corrections-specific training by teaching soldiers to operate and make decisions under adverse or stressful conditions. Training in information security, standards of conduct, land navigation, and operations in a chemical environment have direct applicability to the corrections mission.

Other topics include testing in physical readiness, common tasks, and weapons. This training is important for career progression of soldiers; a soldier may be the best corrections specialist, but may never be promoted.

The successful completion of this training results in soldiers who rank among the best in the Army today and the brightest professionals in the corrections field. Their up-to-date training, coupled with high motivation and excellent physical fitness and leadership skills, allows them to perform their jobs well. The blending of military and corrections subjects provides the knowledge they can use in almost any scenario.

Captain Debra A. Sannwaldt was the Commander, Company B, 705th MP Battalion, Fort Leavenworth, KS at the time this article was written. She holds a bachelor's degree in criminal justice from Washington State University.



LAW ENFORCEMENT
Bicycle Patrols

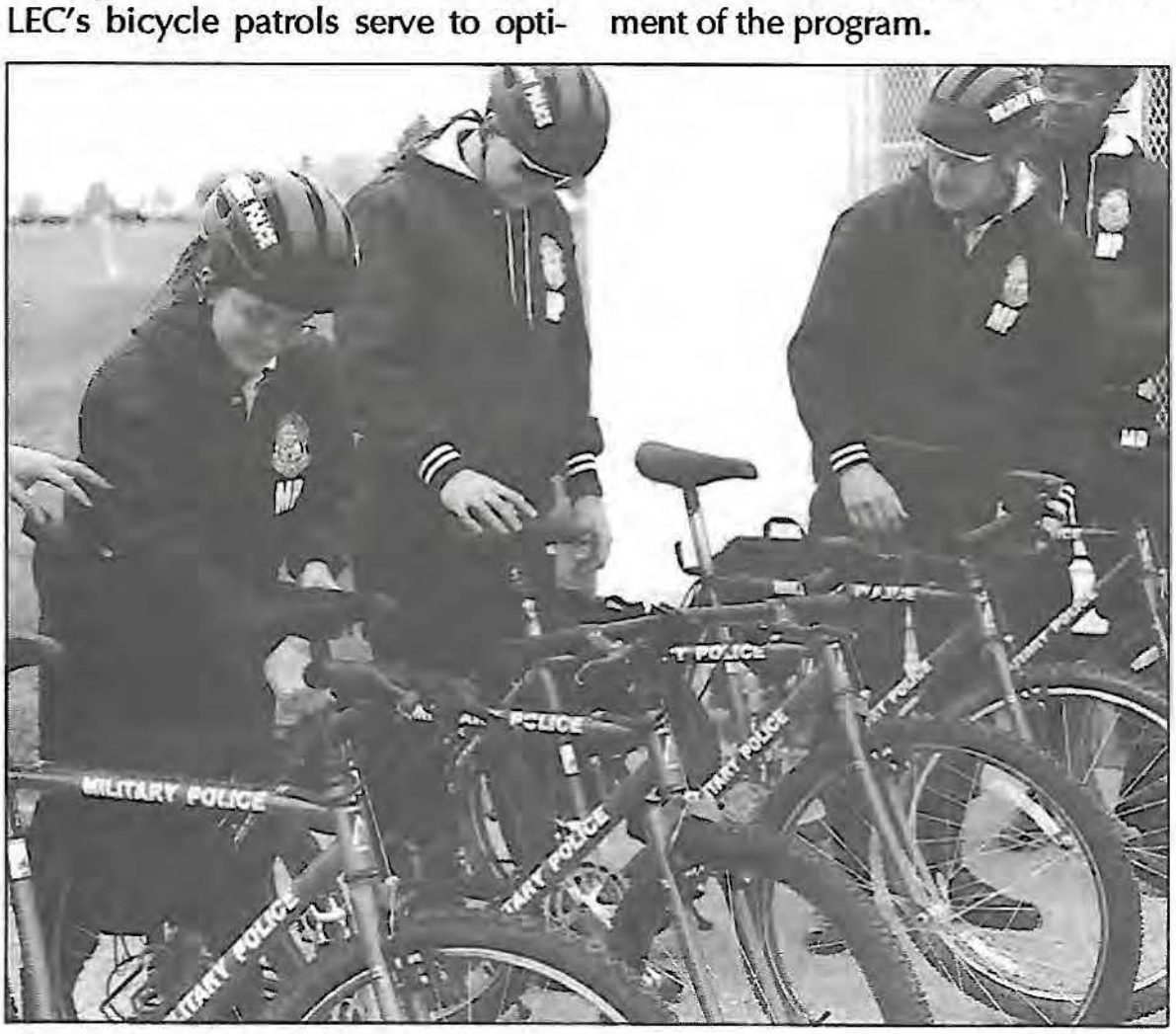
Captain Kim S. Orlando and
Captain James D. Eisenhart

Army commanders are always looking for innovative ways to get the most effective use of their often scarce resources. Similarly, military police provost marshals (PMs) strive to develop methods that enable them to accomplish their daily law enforcement mission and still conserve limited budget dollars.

The Commander, Law Enforcement Command (LEC), Fort Campbell, Kentucky, found military police bicycle patrolling an attractive alternative to traditional sedan and foot patrolling. Bicycles give the PM added flexibility to execute the day-to-day law enforcement mission. LEC's bicycle patrols serve to optimize proactive, high-payoff crime prevention by maintaining high visibility in critical areas on post.

The commander's intent was the initial building block for the bicycle patrols. At Fort Campbell force protection and community assistance efforts are oriented to providing professional and courteous police services based on community needs.

The PM devised a program that supported the commander's intent and addressed the issue of resource conservation. Bicycles seemed to be the best answer. A detailed plan was developed to cover everything from the commander's intent to sustainment of the program.



Military Police on bicycle patrols have high visibility and the person-to-person contact needed for good community relations and deterrence of crime.

METHOD OF CHOICE

There are significant advantages to using bicycle patrols rather than traditional patrolling methods. Provost marshals must be able to articulate these advantages to their installation commander and resource management officer (RMO), especially when requesting funding for the program. Two crucial law enforcement imperatives are considered when exploring the advantages of bicycle patrols over sedan and foot patrols. These imperatives are response time and community relations.

The capability of MP patrols to respond to incidents in a timely manner can have a significant impact on the success of law enforcement efforts. Slow response time could cause resentment on the part of residents in certain situations. It could even mean the difference between life and death.

Not every call that comes in to the MP desk can be handled immediately, especially when the only patrols available for dispatch to the scene are foot patrols. Bicycles enable MP to cover more terrain in less time.

Drug sales and distribution are serious problems on many installations. Bicycles enable MP to approach criminals quickly and silently without drawing attention to themselves, increasing the success of drug interdiction operations. Military police on bicycles can cover terrain inaccessible to other forms of transportation quickly and with less effort than MP on foot. This greatly increases the chances of apprehending a fleeing suspect.

Healthy police community relations is a key element in the success of any law enforcement program. Because of their high visibility and accessibility, military police on foot patrol are both community relations assets and deterrents against crime.

Bicycle patrols offer the same degree of person-to-person contact and visibility as foot patrols. Bicycle patrols provide the same degree of intensive law enforcement and, when employed properly, can be an even greater community relations tool than foot patrols. Military police on bicycles appeal strongly to children and are less intimidating and more approachable than MP in sedans.

Although bicycle patrols can be used to both augment and replace traditional patrolling methods, there are limitations. Extreme weather conditions, installation size and terrain, and the law enforcement environment can limit their employment and effectiveness. Soldier safety is paramount, and bicycle patrols should not be employed if unsafe conditions exist.

However, the advantages far outweigh these limitations. Ten new bicycles and supporting equipment cost less and offer more patrol capability than one fully equipped patrol sedan. Equipping military police with durable, quality bicycles and equipment may initially require a substantial budgetary expense. However, over the long term they will save the Army money in terms of day-to-day operational costs and periodic maintenance expenses associated with vehicles.



Soldiers who present a physically fit military appearance and who possess considerable communicative skills are selected for bicycle patrol duty.

EQUIPMENT PLANNING

After determining the need for bicycle patrols, the LEC committed itself to providing its military police with quality equipment. Many factors merited consideration—affordability, durability, appearance, *etc.* The total package consisting of the bicycles, uniform requirements, and safety equipment called for a thorough analysis by the commander's staff.

It was determined that mountain bicycles were ideal for the patrols because of their proven reliability and durability. They could be used to go off-road if necessary in housing areas and school zones. The mountain bicycles were typically easy to operate and required little training to operate properly.

Safety was a top concern from the outset. The bikes that were selected came equipped with safety equipment such as front and rear lighting, light reflectors, luggage racks, and kick stands. Reflectorized military police markings were placed on the frames.

In determining patrol clothing and uniform requirements, visibility, appearance, durability, and comfort were primary considerations. Battle dress uniforms (BDUs) proved incompatible with bicycle patrols because of the difficulty motorists would have seeing them during limited daylight hours, and BDUs are uncomfortable during warm weather.

The LEC selected bicycle shorts and shirts that were comfortable to wear and sharp in appearance. For cold weather operations specially designed jackets and pants allowed the soldiers to operate comfortably without becoming overheated.

All clothing apparel was marked with military police lettering and emblems so the public could quickly identify them as MP bicycle patrols. The lettering was reflectorized for increased visibility during hours of darkness.

Each MP was outfitted with their own helmet, and LEC ensured that the helmet met applicable safety standards. Each was customized with reflectorized military police lettering for added visibility.

EQUIPMENT ACQUISITION

After requirements were determined, the battalion established the type, number, and specifications of the equipment to be requisitioned. The complete acquisition process involved a close working relationship with Fort Campbell's installation support agencies.

The directorate of resource management (DRM) obtained unfinanced requirement funds for the bicycles and forecasted and budgeted for the sustainment of the patrol equipment. Proactive planning was the key to success during this step of the process because it is normally difficult to obtain funding for unfinanced requirements during the fiscal year.

After the funds were allocated, the LEC submitted an itemized requisition for the equipment to the director of contracting (DOC). The requisition contained critical information such as desired manufacturer, models, specifications, amounts, and recommended source of supply (vendor).

The DOC allowed local or national vendors and merchants (depending on product availability) to submit competitive bids on the equipment. After the DOC selected the vendor with the most competitive bid, a contract was awarded. The vendor was given a specified amount of time to deliver the equipment in accordance with the provisions of the contract.

The bicycle equipment was delivered to installation supply and services division (ISSD). The commander's staff was notified of the equipment arrival and assisted in properly inventorying and inspecting the equipment to ensure that the provisions of the contract were fulfilled by the vendor. The installation property book officer assisted in ensuring property accountability for the delivered equipment.

Because of the support the LEC received from Fort Campbell installation support agencies the complete acquisition process took only thirty days.

EXECUTION

While the bicycle patrol equipment was being requisitioned, the commander's staff planned for the actual execution of the bicycle patrols. Determining who would ride the bicycles, where they would patrol, and under whose supervision were important considerations.

Soldiers who presented a physically fit military appearance and possessed good communication skills were selected. The bicycle patrols encountered a wide range of the community in the performance of their duties (spouses, small children, teens, *etc.*), and they had to be mature and flexible enough to deal with this close public interface. The key here was to project a helpful and nonthreatening image while instilling a heightened sense of security.

Periodic criminal intelligence updates provided by the command S3 helped determine where on the installation the bicycle patrols would be most effective. The updates identified high-crime areas and recent trends on which the bicycle patrols should focus.

Housing areas, schools, and other high-density juvenile areas remained a top priority for the patrols as the increased rapport with juveniles, parents, and school officials alike paid countless dividends.

The activities of the bicycle patrols were organized under an OPSCHED (operational schedule) that was published weekly by the S3 operations officer. Using the criminal intelligence updates and the commander's intent, the OPSCHED provided a day-by-day listing of what missions the patrols were to perform. In LEC the bicycle patrols were aligned under the military police investigation (MPI) section for the actual execution of the OPSCHED.

SUSTAINMENT INITIATIVES

After the MP bicycle patrols were included in Fort Campbell's force protection and community assistance effort, the LEC considered sustainment initiatives such as personnel turnover, maintenance of the equipment, and equipment upgrades. These initiatives helped ensure that personnel and equipment remained at peak performance.

Soldiers selected for the patrols were rotated into the program on a 90- to 120-day basis, which ensured that their other military police skills were not affected. As a result of the internal and external command interest, bicycle patrol duty quickly became viewed as a positive reward or perk for deserving soldiers.

A maintenance contract with a local bicycle vendor, established with the assistance of DOC, ensured that the bicycles remained in safe and proper working condition at all times. The soldiers were responsible for performing simple preventive maintenance checks and services (PMCS) under NCO supervision before every mission.

Communications to date have been handheld radios. However, the LEC is testing hands-free equipment as a more suitable communications means.

CONCLUSION

Military police bicycle patrols have proven themselves a key ingredient to Fort Campbell's force protection and community assistance effort. Taking military police out of the sedan and placing them in direct contact with the public helped ensure high visibility, solid community relations, and crime deterrence in known high-crime areas on the installation.

After giving intent the LEC commander directed the staff to thoroughly evaluate equipment needs and decide which equipment best suited their needs. After this evaluation was completed, the staff maintained a close working relationship with the installation supporting agencies during the requisitioning process. This was an important key to success.

Sustainment initiatives such as personnel selection and rotation, equipment maintenance, and equipment upgrades further guaranteed that a professional image was presented to the public, and that the motivation of the patrols remained high. In short, military police bicycle patrols added a unique dimension to the force protection and community assistance mission and provided proactive, high-payoff crime prevention to the Fort Campbell military community.

Captain Kim S. Orlando was the S3 Operations Officer for the Law Enforcement Command, Fort Campbell, KY at the time this article was written.

Captain James D. Eisenhart was the Chief, Law Enforcement Management Division, Department of Military Police Operations and Investigations, U.S. Army Military Police School, Fort McClellan, AL at the time this article was written.

Civilian Careers in Federal Law Enforcement

Captain James M. Edwards

With the mandated reduction of active duty forces, many well-qualified military police will be leaving active duty. Some of these MPs will have served only one tour of duty with three or four years, while others will be more seasoned with ten or more years. Either soldier will have accrued valuable active federal service time that can be applied toward years served with any civilian agency—law enforcement or not.

However, with the schooling and police experience, it would stand to reason that one would choose a law enforcement orientated agency—particularly a federal agency.

This article provides a source for job information, an orientation synopsis on various federal civilian law enforcement agencies that would welcome the training and experience of any MP. Almost all government agencies have some sort of investigative, security system or regulatory compliance branch that is responsible for criminal investigations or law enforcement functions.

Therefore most federal agencies described will not be the well-known agencies. Obviously not all agencies, positions, hiring requirements, etc., can be discussed in one article.

How Federal Jobs Are Generally Filled. The Office of Personnel Management (OPM), which is responsible for filling most civilian jobs in the federal government, accepts applications for employment when the hiring needs of federal agencies indicate that applications are needed. When applications are being accepted, you can apply, take the appropriate examination (if one is required) and be evaluated for that position.

When you are found to be qualified, your name goes on a list (called a register) and from that list your name is referred to agencies that are hiring. Because the government's hiring needs vary from time to time and from one area to another, you may be able to apply in one location for a particular position and be unable to apply for the same kind of job in another location.

How to Apply. The first step is to inquire with your local OPM office in job openings and announcements for the position you desire. Generally there is one exam (law enforcement or investigator exam) that covers most of the positions discussed here.

However, some jobs that are more traditionally known—such as the deputy U.S. marshal, FBI agent, border patrol agent, etc.—require specific exams. Contact those agencies directly and inquire about what exam is needed, positions available, hiring requirements, etc.

The other alternative is to contact your local federal job information center (FJIC), which is usually listed in the yellow pages of local telephone directories under "U.S. Government." If there is no listing in your directory, you may call 1-800-555-1212 to get a toll-free number of a FJIC in your state.

General Requirements. Most direct law enforcement positions have unique requirements. For example, special agents in the internal revenue service must have at least twelve semester hours of college accounting or equivalent experience. Some positions have strict physical requirements.

Special background investigations are required for almost all positions. Signing mobility agreement statements is required as well. Most of the law enforcement positions, however, that come under these restrictive requirements are the special agent positions.

Therefore the majority of the agencies and positions will reflect law enforcement careers that fall within the GS-1810 (investigative) job series, and most restrictive requirements will not apply.

Department of Agriculture

U.S Forest Service. Among other activities, this agency is concerned with federal forest, mining, and pasture leases. Special agents with the FS are mostly involved in investigations concerning timber thefts, arson, and other crimes committed on national forests.

Animal and Plant Health Inspection Service. The main responsibilities of APHIS include enforcement of importation and interstate transportation regulations concerning plants and animals that could introduce or spread pests and disease.

Plant protection and quarantine officers, veterinary service compliance officers and veterinary medical officers assigned to slaughter plants, food processing plants, ports of entry, and other key locations throughout the country are responsible for these enforcement responsibilities:

- Inspection of agricultural imports at ports of entry and in the country of origin;
- Location and identification of new pest infestations;

- Eradication, where feasible, of damaging pests that have entered the country;
- Use of biological, chemical and cultural means to suppress pests that cannot be eradicated;
- Certification of health and purity of animals and animal products that could carry foreign animal disease; and
- Ensuring humane care of domestic animals.

Department of Commerce

Office of Export Enforcement. Charged with investigating suspected violations of export administration regulations, emphasis is placed on illegal exports of dual-use (having military and commercial application) commodities affecting matters of national security, foreign policy, short-supply and nuclear nonproliferation.

The OEE is composed of an investigation division, intelligence division, and facilitation division. The investigation division pursues suspected export violations. The intelligence division maintains liaison with other agencies having mutual enforcement relationships, in addition to developing intelligence information. The facilitation division conducts on-site physical inspections for evidence of export administrative violations and works with the U.S. Customs Service to ensure compliance with other export regulations.

Office of Security. The major responsibility of the Office of Security is the safety and security of employees, visitors, facilities and information of the Department of Commerce. Special agents are classified as security specialists but have arrest authority as special deputy U.S. marshals.

One major duty of these special agents is the protection of the Secretary of Commerce. As appropriate, the Office of Security refers department criminal investigative matters to the Office of the Inspector General (Commerce) or the Office of Export Enforcement.

Department of Defense

Defense Criminal Investigative Service. The criminal investigative arm of the Department of Defense, its criminal investigators are primarily responsible for planning and conducting investigations of contract and procurement fraud. Their major concern is large-scale thefts and fraud concerning government property within the defense department. (Investigations of criminal activity within the military departments remain with the investigative organizations within those departments.)

Defense Investigative Service. The DIS special agents conduct all personnel security investigations for the Department of Defense. They are responsible for the defense industrial security program for safeguarding classified information; the industrial facilities protection program; and the defense sensitive conventional arms, ammunition, and explosives security program. They also manage the defense central index of investigations, a centralized list of all defense components investigative files and security clearance information pertaining to military personnel.

Defense Protective Service. A relatively new organization, it was created with the transfer of functions and employees from the General Services Administration at the Pentagon to the Department of Defense. Their major responsibilities include law enforcement, protection and investigations within their assigned area of jurisdiction.

Department of Energy

Office of Inspector General. Its investigations division is the chief investigative arm of the department. As with other OIGs, their major responsibility is the prevention of fraud, waste and abuse within department programs. Major duties of OIG special agents include planning and conducting investigations, preparing investigative reports, conducting interviews and briefing department management officials.

Department of Health and Human Services

Food and Drug Administration. One of the strongest enforcement agencies in the department, it maintains a security office in Washington, D.C. The drug abuse control amendments of 1965 gave the FDA authority for the control of prescription drugs that have a potential for abuse. The FDA investigators conduct inspections of the drug firms covered under various laws.

Department of the Interior

National Park Service. The NPS shares law enforcement responsibilities between United States park police and national park rangers. Both use these law enforcement responsibilities to protect the natural and cultural resources and regulate public use of the national park system since its inception in 1916.

The NPS park police have jurisdiction in all NPS areas and certain other federal and state lands. They provide protective and enforcement services primarily in the urban national park areas of metropolitan Washington, New York, and San Francisco and serve in advisory and liaison capacities to regional directors throughout the NPS.

Their major responsibilities include (1) preventing, detecting and investigating crimes; (2) traffic control and enforcement; (3) crowd control at large public gatherings; and (4) aiding citizens in emergency situations. In addition, the criminal investigation branch and the special forces branch enable them to provide a wide range of highly specialized and technical services. These include the investigation of all criminal offenses, crime scene processing, forensics, narcotics and vice interdiction and special equipment and tactics team functions.

The NPS park rangers with law enforcement duties are assigned to over 360 units that make up the NPS. Their primary emphasis is the protection of NPS resources and the perpetuation of a crime-free, safe and tranquil national park visit. With their assigned areas of exclusive federal jurisdiction, park rangers have primary responsibility for all misdemeanor and felony designated by legislation to other federal agencies.

The three major areas of current concern for park rangers are (1) the domestic cultivation of marijuana and illegal importation of contraband drugs; (2) theft and destruction of archeological resources; and (3) commercialization of wildlife and protected plants. Park rangers have increased their law enforcement efforts to investigate and apprehend drug violators, poachers and those involved in natural resource thefts.

Department of Labor

Office of Labor-Management Standards. Federal law regulates the internal operation of unions, including the handling of union funds and the election of union officers. It requires unions to follow democratic practices and established reporting requirements for unions, union officers and employees, employers, and labor relations consultants.

In administering and enforcing the law OLMS investigators audit union records, interview witnesses, investigate and oversee union elections, and advise union officers and members on their rights and responsibilities under the law.

Department of State

Bureau of Diplomatic Security. There are two major divisions within the BDS—an office of protection and an office of investigations.

The office of protection is responsible for the protection of the secretary of state, visiting foreign dignitaries and U.S. government officials when deemed necessary. Special agents working protective security have statutory authority to carry weapons and make arrests in the performance of their official duties.

The office of investigations has several major responsibilities. The visa fraud branch is responsible for the investigation of visa fraud matters. Special agents investigating visa fraud have statutory authority to carry weapons and make arrests in performance of their official duties.

The passport fraud branch is responsible for the investigation of passport fraud. Special agents investigating matters in this area of concern have authority to carry weapons and make arrests.

The special investigations branch is responsible for the investigation of employee misconduct, both administrative and criminal. This includes unauthorized disclosures of classified information suspected of having originated within the department and any other specialized investigation other than passport or visa matters, counterintelligence or routine personnel inquiries.

The counterterrorism branch is responsible for providing the primary focal point for department investigations involving terrorist incidents and activities directed against U.S. citizens, U.S. government personnel and U.S. diplomatic facilities abroad.

Department of Transportation

International Civil Aviation Security Division. This organization comes under the Federal Aviation Administration and exercises security and law enforcement duties. Special agents with this division are responsible for providing in-flight security requirements of begin-risks or special-circumstances airline flights.

Metropolitan Washington Airport Public Safety Division. This organization also comes under the Federal Aviation Administration. It includes officials with various duties. Its airport police officers patrol assigned areas to detect violations of law, arrest violators, gather evidence and prepare crime and accident reports. They also provide security for public officials, foreign dignitaries, and others arriving at or departing from airports.

Its detectives conduct investigations of crimes occurring at metropolitan Washington airports and work with other law enforcement organizations as needed.

Security specialists administer the physical security program, determine position sensitivity for all occupations and conduct inspections on property and information security. Security and safety assistants assist in gathering information for investigations, security reviews and inspections.

Independent Agencies, Bureaus, Commissions

Amtrak police protect Amtrak passengers, staff and property. Amtrak was created by the Rail Passenger Service Act of 1970 and incorporated under the laws of the District of Columbia. The purpose of the act is to provide a balanced national transportation system.

Capitol police provide protection and security for congress and United States property under their jurisdiction. The Capitol police system is organized similarly to municipal police departments and has the same assigned positions including chief, deputy chief, inspector, captain, lieutenant, sergeant, detective, plainclothes, technician and private. All Capitol police exercise full law enforcement authority within their assigned areas of responsibility.

The Central Intelligence Agency's major function includes collecting, producing, evaluating and disseminating intelligence and counterintelligence concerning national security within the government. The agency also has a security protective service. The primary mission for this branch is protection and security of agency installations, personnel, classified information and materials and other property. Security officers have no additional law enforcement or subpoena powers.

The Environmental Protection Agency established an office of criminal investigations in late 1982. The OCI was given the responsibility of investigation and enforcement of federal statutes and regulations concerning all the major environmental program areas, especially those programs dealing with toxic and other hazardous waste that pollute the land, air or water. Special agents combine expertise in conducting criminal investigations with a working knowledge of environmental science.

Although the fundamental techniques of environmental investigations (like most other criminal investigations) include logic, legwork, tested knowledge and tested techniques, OCI agents also employ highly sophisticated technical and scientific methods to solve their cases. The OCI was delegated full law enforcement authority by the Department of Justice in 1984, empowering special agents to make arrests, execute search warrants, serve subpoenas and carry firearms.

The Federal Communications Commission's primary enforcement arm is in its field operations bureau. However, the complaint and compliance division also conducts some inquiries or investigations. Although FCC investigators do not have arrest powers, they do refer cases to the Department of Justice for criminal prosecution.

The General Services Administration is charged with broad responsibilities in the management of government property, supplies, records defense material, and services. They maintain a debar list of those construction firms whose performance record has been of such poor quality that they are debarred from bidding on future GSA construction projects. Several organizations within GSA exercise law enforcement authority.

The GSA Office of Inspector General is the chief investigative arm for the agency. Like other OIGs, it is responsible for detecting and preventing fraud, waste and abuse in GSA programs and operations. Special agents assigned to the field offices conduct criminal investigations involving complaints or allegations of fraud, collusion, bribery, favoritism, conflict of interest or other violations of federal statutes. They also maintain liaison with other federal and local law enforcement agencies.

The GSA Office of Physical Security is responsible for the safety and security of employees, visitors, information and property under the jurisdiction of GSA, owned or leased. Duties include general law enforcement functions such as maintaining vehicle patrols, handling physical security and conducting criminal investigations.

The Library of Congress police force is the only law enforcement authority within the Library of Congress. This police force consists of two captains, nine lieutenants, and approximately 125 privates. One of their major responsibilities is the personal security of visiting dignitaries.

They also provide protection for classified documents and valuable collections; prevent, detect and investigate crimes committed on Library of Congress property; investigate accidents; provide access control to Library of Congress property; and coordinate security and protection with the Secret Service, FBI, capitol police and other law enforcement agencies.

The National Aeronautics and Space Administration Office of Inspector General is responsible for detecting and preventing fraud, waste and abuse in agency programs and operations. Special agents plan and conduct criminal investigations involving violations including robbery, arson, fraud, bribery, larceny, embezzlement, collusion, conflict of interest, sex offenses, gambling, sale or distribution of illegal narcotics or organized crime.

The National Security Agency, headquartered in Fort Meade, Maryland is responsible for protecting the vital communications of the United States. The security protective officers assigned to NSA are responsible for the physical security of their facility. Specific duties include controlling building access, enforcing traffic regulations and protecting employees and visitors.

The Government Printing Office security and support services have law enforcement authority. They are divided into a protective services group and a physical security group. The protective services is responsible for providing security, law enforcement and terrorist-deterrent services for GPO facilities and employees. Physical security provides physical security to GPO facilities through inspections and surveys. They also administer the agency's information security program and conduct investigations of incidents not under the responsibility of the printing office's OIG.

The Smithsonian Institute national zoological park police are responsible for all police and investigative functions within the park and perimeter areas. They protect life and property, prevent and detect crime, arrest violators, and enforce park rules and regulations.

The U.S. Supreme Court police are charged with preserving life and property, keeping the peace, preventing and detecting crime, arresting violators and enforcing the rules and regulations in the Supreme Court building and adjacent grounds. The Supreme Court police services include protection of more than two million volumes of books and documents in the library. They assist more than half a million annual visitors and provide security to the justices, staff, and attorneys presenting litigations, filing briefs or making oral arguments before the court.

Captain James M. Edwards, USAR, was an Admissions Field Representative, U.S. Military Academy, West Point, NY at the time this article was written. His civilian employment is as a Federal Investigator, U.S. Department of Agriculture, Dallas, TX.

A TEAMWORK APPROACH TO REHABILITATION

Mr. Tom Gibson

At a Friday night meeting of the general membership a group sits down to review the relationships and perspectives of characters in a video presentation of the film *Of Mice and Men*. The setting is the United States Disciplinary Barracks (USDB), the Department of Defense maximum security prison at Fort Leavenworth, Kansas.

The members of the group are convicted murderers, sex offenders, and thieves, over ninety convicted felons in all, with a unity of purpose far beyond a discussion of contemporary cinematography. This is the membership forum of the Seventh Step Foundation, an organization that has worked for thirty years with inmates in state and federal facilities. The foundation helps them develop the tools and positive attitude necessary to break the chain of criminal activity. The Seventh Step program is one approach to the never-ending problem of penology: how to equip the offender to return to society and become a useful and productive citizen.

The Seventh Step Foundation works to turn thinking and behavior around so the inmates can, often for the first time, break free of a criminal mentality and life style. It challenges its membership to use the power every person has to change their life for the better. Its concept is to bring inmates, former inmates, and dedicated citizens together to cause positive change from within the system. Its founder had at one time been an inmate in California's San Quentin prison.

He and ninety-three inmates at the Kansas State Penitentiary in Lansing, Kansas, worked out a self-help rehabilitation program based on the 12-step program followed by Alcoholics Anonymous.

The local chapter is the basic unit of the Seventh Step Foundation. For over twenty-four years service under government contract, the local chapter at the USDB has provided opportunity and hope to the military offender who desires change. The commander of the USDB Security Battalion stated that the Seventh Step Foundation provides a powerful rehabilitation tool....The ex-offenders who run the program are superb role models who often reach long-term and incorrigible inmates who would otherwise shun traditional rehabilitative programs.

The staff consists of former inmates who direct the program and classes in close coordination with the USDB staff. They understand that diligence in matters of custody and control are essential to maintain good order and discipline.

The program strives to orient, educate, and reinforce a positive working and living environment in full support of the USDB motto: *Our Mission, Your Future*. Classes aid staff and inmates in coping with confinement. Staff and inmates alike experience alienation and confusion upon introduction to the penitentiary setting. The program promotes an atmosphere of rehabilitation in tandem with an environment of orderly operation.

Preservice instruction is designed to help new staff members adjust their perceptions in preparation for assuming varied responsibilities. The Seventh Step block of instruction dispels preconceived notions and relieves apprehension of newly arrived staff members. Discussions are aimed at identifying the "games" that inmates play to preclude manipulation, intimidation, exploitation, and complacency. All new staff members receive a briefing on the special role the Seventh Step program plays in the overall mission of the facility.

In-service instruction familiarizes staff with the myths associated with criminal development, contributing developmental factors in criminal behavior, and the characteristics of the criminal life style. Discussions center on differences between inmates and staff to include value systems, morals, perceptions and attitudes. Emphasis is placed on effective methods of dealing with inmates who do not relate to institutional or societal standards.

SEVENTH STEP PLEDGE

Steps designed to help an offender become a productive member of society:

1. Facing the truth about ourselves and the world around us, we decided we needed to change.
2. Realizing that there is a Power from which we can gain strength, we decided to use that Power.
3. Evaluating ourselves by taking an honest self-appraisal, we examined both our strengths and weaknesses.
4. Endeavoring to help ourselves overcome our weaknesses, we enlisted the aid of that Power to help us concentrate on our strength.
5. Deciding that our freedom is worth more than our resentments, we are using that Power to help free us from those resentments.
6. Observing that daily progress is necessary, we set an attainable goal towards which we can work each day.
7. Maintaining our own freedom, we pledge ourselves to help others as we have been helped.

Inmate-oriented programs guide inmates to a responsible attitude respectful of both facility requirements and their role as a citizen in a free society. Structured history and training in Seventh Step philosophy, personal development training, group discussion, and one-on-one counseling sessions provide the vehicle for self-examination of values, behaviors, habits and their consequences.

Positive peer influence is stressed and members are expected to promote a new standard of values and perceptions. These new values and perceptions permit inmates to participate comfortably in a group setting since positive growth and change are not only the accepted, but the preferred, standard of behavior. Once inmates adopt such a mind-set, they are seldom again a disciplinary or security concern. Inmates are also provided an array of support activities including prerelease instruction and postrelease assistance to help them assume their place in society upon release.

The Seventh Step program acts as a "control tower" to bring inmates who fail to adapt appropriately to the prison environment into contact with the reality of their situation. The program offers a spectrum of classes to fit the specific needs of the institution.

The Seventh Step reception orientation briefing intercepts new inmates prior to their introduction into general population. The thrust of this class is to dispel preconceived notions about prison life. Through facilitated discussions from inmate peers, inmates are strongly encouraged to work within the system and are advised of the futility of bucking the system. New inmates are encouraged to engage in available educational, vocational, and mental-health programs.

Postreception classes are held after an inmate has been in general population and has begun to feel acclimated to the prison setting. Group discussion and personal counseling assist the inmate to maintain focus and remotivate the inmate toward self-growth and change—helping the inmate realize that just-doing-time is insufficient in the accomplishment of the ultimate goal: returning to society as a productive member.

The programs provide an open avenue of communication to inmates who do not respond to institutional requirements. Problematic inmates housed in the special housing unit present a significant challenge to staff. These inmates often possess an un-balanced sense of reality concerning the fairness of the criminal justice system, creating a feeling of persecution.

One-on-one counseling is the most effective support system for these inmates. Seventh Step staff counsels these inmates to recognize how their attitude and consequent behavior contribute to their lack of progress through the system. They are enjoined to become functional components within the institution.

Issues are approached from a standpoint of seeing what works and what does not work in making their time in confinement as easy and productive as possible. Specific goals are set to aid the inmate in regaining the opportunity for timely release.

The philosophical underpinnings as represented by each of the fundamental steps leading toward freedom result in personal rehabilitation. The Seventh Step staff are in constant communication with the USDB Directorate of Mental Health to coordinate matters of specific inmate treatment programs.

In some cases the mental health staff is not comfortable in addressing issues of the self-identified "hard con." Similarly, the Seventh Step staff is not qualified to address issues about mental disorders or illnesses. Coordination between the two offices provides a broad range of rehabilitation efforts on a greater segment of the inmate population.

Long-term inmates who enter the institution are often initially ineligible for crime–specific programs. The Seventh Step program reinforces the need for change, self-growth and improvement to long-term inmates who might otherwise not have a rehabilitative avenue. Because the program is ongoing throughout an inmate's confinement, they build upon the lessons learned in crime-specific and other mental health treatment programs.

The Seventh Step program provides a link between the staff and problematic inmate. The goal is a self-respecting and motivated inmate who is not a custody or control problem and who is well on the road to rehabilitation. Inmates who regularly participate in the program maintain a positive attitude through the practice of change, the acceptance of responsibility, and the desire to be free. Such an approach encourages the inmate to flow through, not against, the system.

The program is about changing people and helping them become useful, productive members of society. The Seventh Step chapter serves this goal and the immediate concern of disciplinary problem prevention. This is accomplished by helping the inmates to cope and conform to the conditions of their incarceration, avoid destructive behavior and confrontation, accept responsibility for themselves and their actions, and accept the need for genuine and lasting change.

Through the process of acceptance and change the inmate learns to conform to the rules that govern his life both during confinement and later as a free citizen. The program provides a vital link between the needs of the institution and those charged to its care. It provides services across a broad spectrum of the inmate population as an agent of change in attitude and behavior, away from the destructive elements that brought the inmate into conflict with society.

Mr. Tom Gibson was the Director of the United States Disciplinary Barracks Seventh Step Program, Fort Leavenworth, KS, and the National President of the Seventh Step Foundation at the time this article was written.

3d Military Police Company Winner of the J. P. Holland Award



The 3d Military Police Company, 3d Infantry Division, is the recipient of the 1994 Brigadier General Jeremiah P. Holland Award, the Military Police Corps' most prestigious honor. Making the recent award ceremony even more memorable for the 3d MP Company soldiers was the presence of GEN Gordon R. Sullivan, the U.S. Army Chief of Staff, who gave the keynote address, and MG Alfonso E. Lenhardt, U.S. Army MP School Commandant, who, with General Sullivan, presented the J. P. Holland Award to the 3d MP Company. Also in attendance for the ceremony were LTG Jerry R. Rutherford, V Corps commander, and MG L. D. Holder, 3d Infantry Division commander.

Presented annually since 1970, the J. P. Holland Award recognizes the most outstanding Military Police unit, company size or smaller, in the Active Army. The selection of the overall winner is determined through a worldwide competition and is based on recorded accomplishments, achievements, and command programs.

In his remarks to the gathering of soldiers, families, and friends at Grafenwoehr, General Sullivan cited the 3d MP Company for their "...outstanding performance and selfless service to the nation...to our Army, to U.S. Army Europe, to NATO, and to the cause of peace with freedom in Europe and around the world." He went on to note, "Today, America's Army is the best army in the world because of soldiers like you — America's best.

"You represent the spirit, pride, and professionalism of all the men and women of America's Army— Active, Guard, and Reserve. Your nation is proud of what you are doing ...and you have every right to be proud of your accomplishments and winning this award. By recognizing you, we also acknowledge the numerous contributions of military police worldwide."

General Sullivan further stated in his ceremonial remarks, "We also recognize the service, the sacrifices, and the support of your spouses, families, and friends. Like you, they serve and contribute selflessly to Army communities in the United States and around the world." The Chief of Staff concluded by saying, "The republic we serve and the Army in which we serve are stronger and more capable because of your contributions. Thank you for all you have done for America...."

Among the accomplishments for which the 3d MP Company was recognized were deployments by elements of the company to Kuwait, Macedonia, and Russia. The 3d MP Platoon provided BCC and area security support to Operation Intrinsic Action's task force in Kuwait. A squad each from the 1st and 4th Platoons provided security and law and order support for a UN Observer mission in Macedonia. In Operation Peace-keeper 94, elements of the 1st Platoon deployed to Totskoye, Russia, to conduct a joint peacekeeping exercise and training with the 27th Guards MRD.

Other accomplishments that contributed to the company's selection for the J. P. Holland Award included receiving the V Corps Company Level Supply Excellence Award, the USAREUR Company Level Supply Excellence Award, the 3ID Commanding General's Retention Award, and (by 1st Platoon) the V Corps Distinguished Small Unit Award.

General Rutherford, in recommending the company for the Holland Award, stated, "The 3d MP Company is a strong and capable organization ...in both field and garrison. The 3d MP Company sets the standard for tactical proficiency and performance and...in the conduct of law and order support."

In his endorsement of the company for a J. P. Holland nomination, General Holder said, "The 3d MP Company soldiers provide outstanding law enforcement support and enjoy a high reputation for professionalism in each of the five communities they support."

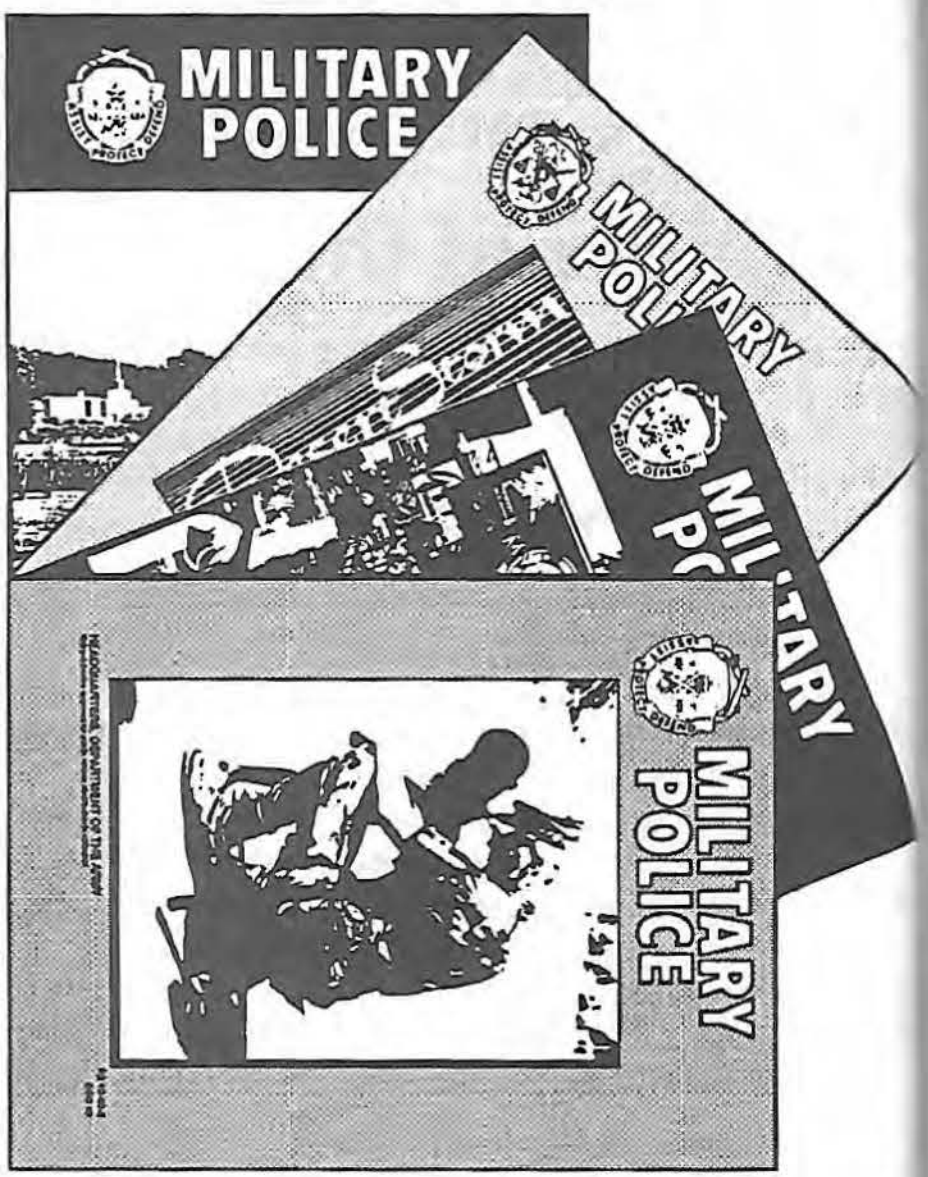
SUBSCRIBE TO *MILITARY POLICE* TODAY

To order a new subscription. Please use the subscription form. Cost of a subscription is $5.00 (domestic and APO) or $6.25 (foreign). Single copies can be obtained for $3.50 (single copy domestic) or $4.38 (single copy foreign).

To renew your subscription. To keep subscription prices down, the Government Printing Office mails each subscriber only one renewal notice. To be sure that your service continues without interruption, please return your notice promptly. If your subscription service is discontinued, simply send your mailing label from any issue to the Superintendent of Documents, Washington, D.C. 20402-9372 with the proper remittance and your service will be reinstated.

To change your address. Please send your mailing label, along with your new address to the Superintendent of Documents; Attn: Chief, Mail List Branch; Mail Stop; SSOM; Washington, D.C. 20402-9373.

To inquire about your subscription service. Please send your mailing label, along with your correspondence, to Superintendent of Documents; Attn: Chief, Mail List Branch; Mail Stop: SOM; Washington, D.C. 20402-9375.



Superintendent of Documents Subscription Order Form

Order Processing Code
*6214

Charge your order. It's easy!

MasterCard VISA

☐ **YES,** please send me _____ subscriptions to **MILITARY POLICE** at $5.00 each subscription per year.

1. The total cost of my order is $_____. All prices include regular domestic postage and handling and are subject to change. International customers (except APO/FPO) please add 25%.
Please Type or Print

2. _____
(Company or personal name)

_____
(Additional address/attention line)

_____
(Street address)

_____
(City, State, Zip Code or APO/FPO)

(_____)_____
(Daytime phone includung area code)

3. **Please choose method of payment:**

☐ Check payable to the Superintendent of Documents
☐ GPO Deposit Account ☐☐☐☐☐☐☐–☐
☐ VISA, CHOICE or MasterCard Account
☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐

_____
(Credit card expiration date)

Thank you for your ord

_____
(Signature)

1

4. **Mail to:** Superintendent of Documents, Government Printing Office, Washington, D.C. 20402-9371.

MILITARY POLICE
BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Robert Neubert	Ronald Herrington	8th MP Brigade	Seoul, Korea
Michael Sullivan	Charles Joas	16th MP Brigade	Ft Bragg, NC
Stephen Curry	Thomas J. Davis	18th MP Brigade	Mannheim, GE
Michael Pearson	Carl L. Krieger	89th MP Brigade	Ft Hood, TX
Vickie Longenecker	Paul J. Sefcik	3rd MP Group	Ft Gillem, GA
Daniel Lynch	Sandra Hachetejada	6th MP Group	Ft Lewis, WA
Richard Majauskas	Morgan H. Merrill	Training Brigade	Ft McClellan, AL
Herbert Tillery	Michael L. Davis	USBD	Ft Leavenworth, KS
John B. Reisz	William A. Graham	LEC	Ft Lewis, WA

RESERVE COMPONENT MILITARY POLICE
BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
James T. Dunn	Frank V. Gallo	43d MP Brigade	Warick, RI
Ezell Ware, Jr.	Luis Alvarez	49th MP Brigade	Alameda, CA
Mark R. Bailey	Varney D. Smith	220th MP Brigade	Gaithersburg, MD
Craig Bambrough	Jack Gately	221st MP Brigade	San Jose, CA
Lawrence E. Gillespie	George Lucky, Jr.	260th MP Brigade	Washington, D.C.
Robert W. Smith III	Gerald Y. Classey	300th MP CMD	Inkster, MI
Evo Riguzzi, Jr.	Patrick F. O'Connor	800th MP Bde (EPW)	Uniondale, NY
Ronald J. Kerwood	Eugene R. Bowman	177th MP Brigade	Taylor, MI
Cotton W. S. Bowen	William H. Freeman Sr.	8830th MP Brigade	Ft. Meade, MD
James H. Monaghan	Joseph S. Chorba	367th MP Group	Ashley, PA

MILITARY POLICE
BATTALION-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Lawrence A. Pippins	Tommie E. Lipford	92d MP Battalion	Panama
Lois Beard	Harold Burleson	95th MP Battalion	Mannheim, GE
Thomas Keller	Sam F. Chapman	503d MP Battalion	Ft Bragg, NC
Brittain Mallow	Michael Brandstetter	504th MP Battalion	Ft Lewis, WA
Otis Cooksey	Edward M. Keuten	519th MP Battalion	Ft Polk, LA
Charles D. Childers	Benny Conner	701st MP Battalion	Ft McClellan, AL
Steven Andraschko	Burt F. Arthur	704th MP Battalion	Ft Lewis, WA
Stephen Spataro	Donald Martin	705th MP Battalion	Ft Leavenworth, KS
Michael A. Lansing	Arthur J. White	709th MP Battalion	Hanau, GE
Randy Garver	Vittorino Dimattia	716th MP Battalion	Ft Riley, KS
Rodney Johnson	Donald Thomas	720th MP Battalion	Ft Hood, TX
David F. Trueting	William Burt	728th MP Battalion	Taegu, Korea
Paul Raggio	Richard Youngs	759th MP Battalion	Ft Carson, CO
Samuel Whitson	Bobby Henry	787th MP Battalion	Ft McClellan, AL
Karl Knoblauch	Thomas E. Kolle	793th MP Battalion	Fuerth, GE
Jeffery Christiansen	James E. Marsh	795th MP Battalion	Ft McClellan, AL
Larry R. Johnston	Ross M. Gardner	2d MP Detachment	Seoul, Korea
Glenn Beard	Michael Misianowycz	5th MP Detachment	Heidelberg, GE
Graves T. Myers	N/A	10th MP Detachment	Ft Bragg, NC
Bertram Armstrong	N/A	CID District	Ft Hood, TX
Paul Marksteiner	N/A	CID District	Ft Lewis, WA
Louis Traverzo	David Ahlansberg	LEC	Ft Campbell, KY
Anthony Fortune	Emmitt Hines	LEC	Ft Stewart, GA





Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402

BULK RATE
Postage and
Fees GPO
Permit No. G26

Official Business

Pin: 073467-000