



# MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE

MILITARY POLICE CORPS

Fall 2018



HEADQUARTERS, DEPARTMENT OF THE ARMY  
This publication is approved for public release; distribution is unlimited.  
PB 19-18-2, Fall 2018

---

**COMMANDANT**

**BG Brian R. Bisacre**.....563-8019  
<brian.r.bisacre.mil@mail.mil>

**ASSISTANT COMMANDANT**

**COL Eugenia K. Guilmartin**..... 563-8019  
<eugenia.k.guilmartin.mil@mail.mil>

**REGIMENTAL COMMAND SERGEANT MAJOR**

**CSM James W. Breckinridge**..... 563-8018  
<james.w.breckinridge.mil@mail.mil>

**REGIMENTAL CHIEF WARRANT OFFICER**

**CW5 Joel E. Fitz**..... 563-8035  
<joel.e.fitz.mil@mail.mil>

**DEPUTY COMMANDANT**

**Mr. Mark L. Farley**..... 563-6221  
<mark.l.farley.civ@mail.mil>

**DEPUTY ASSISTANT COMMANDANT-USAR**

**COL Mark D. Thompson**..... 563-6223  
<mark.d.thompson40.mil@mail.mil>

**DEPUTY ASSISTANT COMMANDANT SGM-USAR**

**SGM Sonja L. Bates**..... 563-6198  
<sonja.l.bates2.mil@mail.mil>

**DEPUTY ASSISTANT COMMANDANT-ARNG**

**MAJ Marc J. Blum**..... 563-4570  
<mark.j.blum.mil@mail.mil>

**QUALITY ASSURANCE ELEMENT**

**Cathy M. Bower** .....563-6023  
<cathy.m.bower.civ@mail.mil>

---

**14TH MILITARY POLICE BRIGADE**

**COL Curtis M. Schroeder**.....596-0968  
<curtis.m.schroeder.mil@mail.mil>

**CSM Gregory M. Kleinholz**..... 596-1194  
<gregory.m.kleinholz.mil@mail.mil>

**701ST MILITARY POLICE BATTALION**

**LTC James D. Sheffield**.....596-2377  
<james.d.sheffield2.mil@mail.mil>

**CSM Jason C. VanKleeck**.....596-2284  
<jason.c.vankleeck.mil@mail.mil>

**787TH MILITARY POLICE BATTALION**

**LTC William F. Jennings, Jr.** ..... 596-2910  
<william.f.jennings4.mil@mail.mil>

**CSM Kevin C. Daley**.....596-4748  
<kevin.c.daley.mil@mail.mil>

**795TH MILITARY POLICE BATTALION**

**LTC Jamon K. Junius**..... 596-2384  
<jamon.k.junius.mil@mail.mil>

**CSM Michael A. Odle**.....596-2387  
<michael.a.odle2.mil@mail.mil>

---

**USAMPS Directors**

**DIRECTOR OF TRAINING AND EDUCATION**

**COL Robert A. Davel**..... 563-8098  
<robert.a.davel.mil@mail.mil>

**DIRECTOR OF PLANS AND OPERATIONS**

**LTC Andrew J. Deaton**.....563-8027  
<andrew.j.deaton2.mil@mail.mil>

---

**G-37 PUBLICATIONS**

**Managing Editor, Diana K. Dean**.....563-4137  
<diana.k.dean.civ@mail.mil>

**Editor, Cheryl L. Green**.....563-5004  
<cheryl.l.green26.civ@mail.mil>

**Graphic Designer, Dennis L. Schellingberger**.....563-5267  
<dennis.l.schellingberger.civ@mail.mil>

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 professional development.

By Order of the Secretary of the Army:

MARK A. MILLEY  
General, United States Army  
*Chief of Staff*

Official:



GERALD B. O'KEEFE  
*Administrative Assistant to the  
Secretary of the Army*  
1814105

*Military Police*, an official U.S. Army professional bulletin for the Military Police Corps Regiment, contains information about security and mobility support, police operations, and detention operations. The 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 authors. All photographs are official U.S. Army photographs unless otherwise credited.

Articles to be considered for publication are due 15 November and 15 May. Send submissions by e-mail to <usarmy.leonardwood.mscoe.mbx.mdotmppb@mail.mil>, or send an electronic copy in Microsoft® Word on a CD and a double-spaced copy of the manuscript to *Military Police* Professional Bulletin, 14010 MSCoE Loop, Building 3201, Suite 2661, Fort Leonard Wood, MO 65473-8702. Due to regulatory guidance and limited space per issue, we normally do not print articles that have been published elsewhere. Please see our writer's guide at <<http://www.wood.army.mil/mpbulletin/guide.htm>> for complete details.

*Military Police* (ISSN 0895-4208) is published semi-annually at the U.S. Army Military Police School, Fort Leonard Wood, Missouri.

**CORRESPONDENCE:** Correspondence should be addressed to *Military Police* Professional Bulletin, 14010 MSCoE Loop, Building 3201, Suite 2661, Fort Leonard Wood, MO 65473-8702 or to <usarmy.leonardwood.mscoe.mbx.mdotmppb@mail.mil>. Please provide a telephone number and complete return address.

**PERSONAL SUBSCRIPTIONS** are available through the U.S. Government Printing Office, P.O. Box 979050, St. Louis, MO 63197-9000. An order form is available at <<http://www.wood.army.mil/mpbulletin/pdfs/subscription.pdf>>.

**UNIT SUBSCRIPTIONS** are available by e-mailing <usarmy.leonardwood.mscoe.mbx.mdotmppb@mail.mil>. Please include the complete mailing address (including unit name, street address, and building number) and the number of copies per issue.

**POSTMASTER:** Send unit address changes to *Military Police*, 14010 MSCoE Loop, Building 3201, Suite 2661, Fort Leonard Wood, MO 65473-8702.



# MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS

Fall 2018

Headquarters, Department of the Army

PB 19-18-2

- 2 Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School**
- 3 Regimental Command Sergeant Major**
- 5 Regimental Chief Warrant Officer**
- 6 The Significance of the First Army Broadening Experience**  
*By Captain Jeffery R. DeVaul-Fetters and Captain Avery D. Fulp*
- 9 Leadership Lessons From FBINA, Session 270**  
*By Captain Danielle A. Champagne*
- 11 Blended Retirement System: Decision Time**  
*By Lieutenant Colonel Rodney S. Morris (Retired)*
- 13 U.S. Army Individual Terrorism Awareness Course**  
*By Mr. Anibal Melendez*
- 14 Griffins on the Watch**  
*By Captain Brigid C. Russell, Captain Tate E. Langley, and Major Daniel I. Gonzalez*
- 18 Expungement of Army Criminal Records**  
*By Chief Warrant Officer Three Gary W. Upshaw*
- 20 Reflections From a Soldier, Wife, and Mother: A Female Advisor's Year-Long Experience in an Afghanistan Deployment**  
*By Major Mary M. Smith*
- 22 Strategic Alignment at the Tactical Level**  
*By Captain Adam T. Steveley*
- 24 USAREUR MWD Program: The Strongest Link**  
*By Master Sergeant Hardenio M. Abdon Jr.*
- 26 Understanding the Dynamics of the Suicide Process**  
*By Mr. Mark S. Lindsay*
- 28 Gap in the Shield Line: A New Civil-Disturbance Publication Needed to Keep Troops Safe**  
*By Captain Ryan L. Trunk*
- 30 Bureau of Criminal Identification**  
*By Master Sergeant Patrick V. Garland (Retired) and Mr. Mark S. Lindsay*
- 32 A World War II Military Policeman**  
*By Master Sergeant Patrick V. Garland (Retired)*
- 34 Headquarters and Headquarters Detachment 519th Military Police Battalion—Lineage and Honors**
- 35 Book Review of *What Got You Here Won't Get You There: How Successful People Become Even More Successful***  
*Reviewed by Lieutenant Colonel Forrest A. Woolley (Retired)*
- 36 Brigade/Battalion Commands**
- 38 Doctrine Update**
- 40 GPO Order Form**
- 41 Digital Archives**

---

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

---



## *Brigadier General Donna W. Martin*

**L**et's talk about making a plan. The thing about planning is that as soon as you are about to execute a plan, things typically take an unexpected twist or turn, which isn't always a bad thing but unexpected nonetheless. That is what happened with my tenure as your 49th Commandant of the U.S. Army Military Police School. My plan (and the Army's plan) 2 years ago was to move to Fort Leonard Wood, Missouri, assume the Commandant position for at least 2 years, and then begrudgingly hand over the Regiment to the next deserving senior leader of this great Regiment. After only 13 months of occupying my dream assignment, things changed. In August, I relinquished the position as Commandant to Brigadier General Brian R. Bisacre and assumed the position of the commanding general of the Maneuver Support Center of Excellence (MSCoE) and Fort Leonard Wood. Chris and I are so very grateful and humbled for the selection, and we are looking forward to continuing to serve the greatest Army in the World!



Before I came to Fort Leonard Wood, I knew very little about the maneuver support world; in fact, I was only introduced to the concept about 10 years ago when Lieutenant General David E. Quantock (Retired) was the commanding general of MSCoE. As I have studied this mission for the past year, it has become abundantly clear to me that stationing the Military Police Regiment, the Chemical Regiment, and the Engineer Regiment together at Fort Leonard Wood was no mistake. Our regiments, through the conduct of specialized activities, technical tools, and skills, shape perceptions and influence the behavior of the local populous, the enemy, and relevant actors within the operational environment. We alter the physical terrain through countermobility, general engineering, and police operations. Maneuver support forces mitigate obstacle effects and hazards designed or employed to impede our friendly freedom of movement. Maneuver support forces also provide enhanced protection capabilities against potential or active threats that would cause harm to our force and the civilian population and interfere with military activities. It takes a collective effort from all of our regiments to understand and shape the physical and cognitive domains, and each regiment makes unique contributions toward this end. I am so very humbled to have been selected to lead such an amazing organization that prides itself on being a team of teams.

So, as I leave this great Regiment in the very capable hands of the next commandant, I only hope that I was able to make a difference in the short time that I was here. Much like the little boy in the story of the starfish . . .

*Once upon a time, there was an old man who used to go to the ocean to do his writing. He had a habit of walking on the beach every morning before he began his work. Early one morning, he was walking along the shore after a big storm had passed and found the vast beach littered with starfish as far as the eye could see, stretching in both directions.*

*Off in the distance, the old man noticed a small boy approaching. As the boy walked, he paused every so often and as he grew closer, the man could see that he was occasionally bending down to pick up an object and throw it into the sea. The boy came closer still, and the man called out, "Good morning! May I ask what it is that you are doing?"*

*The young boy paused, looked up, and replied, "Throwing starfish into the ocean. The tide has washed them up onto the beach, and they can't return to the sea by themselves. . . . When the sun gets high, they will die, unless I throw them back into the water."*

*The old man replied, "But there must be tens of thousands of starfish on this beach. I'm afraid you won't really be able to make much of a difference."*

*The boy bent down, picked up yet another starfish and threw it as far as he could into the ocean. Then he turned, smiled, and said, "It made a difference to that one!"<sup>1</sup>*

It has been my honor to serve as your 49th Commandant. Thank you for what you and your Families do every day in support of this great Regiment!

### **Endnote:**

<sup>1</sup>Peter Straube, "The Starfish Story: One Step Towards Changing the World," Events for Change Web site, 5 June 2011, adapted from *The Star Thrower* by Loren Eiseley.

**Of the Troops, For the Troops—Assist, Protect, Defend—Preserve the Force!**

# Regimental Command Sergeant Major



## Command Sergeant Major James W. Breckinridge

Greetings to all from the Home of the Regiment! Happy 77th Anniversary to the U.S. Army Military Police Corps!

As we commence the formal preparations to celebrate our 77th year as a branch, our theme for this year, “Valor in Action, 77 Years of Assisting, Protecting, and Defending,” really highlights the crucial role we have had and will have in our Army’s history. But most importantly, it helps us to remember our Vietnam veterans because 2018 is the 50th anniversary of the Tet Offensive.

Fifty years ago, the United States was embroiled in a war in Vietnam. The North Vietnamese wanted to dash U.S. hopes for victory and add stress to President Lyndon B. Johnson about the increasingly unpopular war. In the early morning hours of 30 January, continuing into 31 January 1968, the North Vietnamese launched a major offensive during the celebration of the lunar New Year. During those 2 days of the Tet Offensive, military police heroism, valor, action, and capability against the North Vietnamese army and the Vietcong proved that military police are capable of delaying and defeating enemies in direct combat. Colonel Richard E. George, provost marshal in Saigon, said:

*These brave men won a costly change of image for the military police, one for which all past, present, and future members of the Military Police Corps can justifiably point to with pride and humility—for this was indeed the Corps’ finest hour.<sup>1</sup>*

This significant event in our history directly prompted the U.S. Army Chief of Staff to change the Military Police Branch from a combat service support unit to a combat support unit. This is how the military police became the “Force of Choice.”

As we prepare to celebrate the 77th Anniversary of the Military Police Corps, the Commandant and Chief of the Military Police Corps, Brigadier General Martin; the Regimental Chief Warrant Officer, Chief Warrant Officer Five Fitz; and I would like to congratulate our 2018 inductees into the Military Police Corps Hall of Fame. Colonel William L. Hart (Retired), Colonel John F. Garrity (Retired), Chief Warrant Officer Four David J. Zelif (Retired), and Command Sergeant Major Dorsey L. Newcomb (Retired) will be inducted into the Hall of Fame on 27 September 2018 from 1100–1300 at Lincoln Hall Auditorium, Maneuver Support Center of Excellence, Fort Leonard Wood, Missouri. The induction ceremony will be followed by a photograph unveiling at the Military Police Corps Regimental Museum. The Military Police Corps Regiment congratulates the inductees and their Family members on their induction into our prestigious Hall of Fame.

Colonel Hart’s service spanned more than 34 years and includes combat service from Vietnam through Afghanistan. He was dedicated to the growth, development, and welfare of the Military Police Corps. His competence in the construction of compliant confinement facilities resulted in his recall to active duty in a role that was essential to the establishment of the rule of law in the Global War on Terror. His multiple contributions to the Military Police Corps will impact generations to come.

Colonel Garrity’s distinguished career began as a platoon leader in 1987 and culminated as the commander of the Army’s only airborne military police brigade in 2008. He lives by a simple credo: “Be a Professional.” He charged his subordinates to embrace this motto and command philosophy. Colonel Garrity deployed units into combat as a company, battalion, and brigade commander.

Chief Warrant Officer Four Zelif’s distinguished Army career spanned more than 38 years. He has represented our Regiment at the Department of Justice, Department of Defense, and numerous civilian law enforcement and academic organizations. A consummate professional, he is widely recognized as one of the very best criminal investigators in the U.S. Army.

Command Sergeant Major Newcomb’s 25-year career was exemplified by the excellence of his Soldiers’ accomplishments and the military police units in which he served. He has continued to serve the Military Police Regiment after his 2008 retirement as a member and President of the National Board of Directors for the Military Police Regimental Association. He is recognized as one of our most influential retired senior leaders who continues to favorably impact our Regiment.



My wife Carolyn and I are so humbled and feel so blessed to be part of this amazing team of teams. I am honored to serve in this great Regiment, and I remain committed to providing viable solutions to the Army as it affects the Military Police Corps and our enlisted population.

Happy Anniversary, and thank you for what you and your Families do every day in support of this great Regiment!

**Endnote:**

<sup>1</sup>U.S. Army Web site, "Military Police Corps," 26 September 2016, <<https://www.army.mil/standto/2016-09-26>>, accessed on 16 July 2018.

**Of the Troops, For the Troops—Assist, Protect, Defend—Preserve the Force!**

Military Police Military Police Military Police  
**Loyalty Duty Respect**  
Military Police Military Police  
**Selfless Service Honor**  
Military Police  
**Integrity Personal Courage**  
Military Police Military Police Military Police



# Regimental Chief Warrant Officer



## Chief Warrant Officer Five Joel Fitz

Over the last few years, the Army has produced several publications regarding professionalism—specifically publications that describe the Army as a profession of arms. Our own strategic plan focuses on developing and maintaining a ready and professional military police force. In spite of the volumes that have been written and the fact that we consistently refer to ourselves as law enforcement professionals, I wonder if we fully comprehend what it means to be a profession. As defined in Army Doctrine Reference Publication 1, *The Army Profession*:

*A profession is a trusted, disciplined, and relatively autonomous vocation whose members:*

- Provide a unique and vital service to society, without which it could not flourish.
- Provide this service by developing and applying expert knowledge.
- Earn the trust of society through ethical, effective, and efficient practice.
- Establish and uphold the discipline and standards of their art and science, including the responsibility for professional development and certification.
- Are granted significant autonomy and discretion in the practice of their profession on behalf of society.<sup>1</sup>



Using this definition and understanding that there are very distinct differences between a job and a profession, the unique and vital services that we provide our society (the Army) are evident in the military police core competencies of soldiering, policing, investigations, and corrections. We have highly trained and educated military and civilian members across our Regiment who apply their expert knowledge to the complex and often complicated tasks associated with our profession every day. Ensuring that what we do is ethical, effective, and efficient at all times will earn the trust and confidence of the Army we serve and protect the integrity of our profession. As such, it is critical that we uphold discipline within our ranks and abide by the standards of the personal and professional conduct expected of us. If we do not police ourselves, holding each member of our profession (regardless of rank or position) to the same standard, we run the risk of losing the trust of those we serve. Once integrity is lost, it is all but impossible to regain.

One challenge of the Military Police Regiment is that we are members of two professions—the profession of arms (military) and the law enforcement profession (police). For years, much has been written, spoken, and debated about these competing requirements and yet we continue to struggle with defining and accepting our responsibilities for both professions. In the end, we must realize that we can never truly divide the two, especially where those of us who continue to wear the uniform are concerned. The need to provide support to maneuver is no less important than our obligation to provide policing, investigation, and correction services to our communities. In my opinion, our membership in both professions is what makes us stronger, especially when considering that the community we serve is the same one for both professions. Our ability to provide security and mobility support, combined with our ability to police the total force, makes us truly unique from any other branch and strengthens the trust and confidence placed in us.

It is for these reasons that we must do what is necessary to protect and maintain the integrity of the Military Police Regiment. We must hold one another accountable to the high standards associated with being a member of the profession of arms and a law enforcement professional. We must identify and quickly address anything that could threaten our reputation and the trust of the Army.

If we are truly professional, then we must also look at ourselves critically, seeking out opportunities to improve individually and collectively. The autonomy and discretion afforded us as professionals require that we remain aware of societal changes and evolve along with them. The Army continues to change; we must be part of that change and willing to accept new concepts, structure, and focus. A true professional does not criticize change but readily accepts it and quickly adapts to it for the betterment of society. We are confronted with a complex operating environment at home and abroad, and the future holds many unknowns. For this reason, we must embrace and adapt to ever-changing conditions; this is a character trait of a professional and part of what defines who we are as a Regiment.

What we do is more than just a job, and we do it for more than just a paycheck—we practice our profession on behalf of the community we serve. We have committed ourselves to the defense of our Nation and have willingly and intentionally dedicated ourselves to the professions of arms and policing. We are a band of unique, highly trained, educated, and experienced Soldiers and civilians who are honor-bound and expected to perform our military and police missions with professionalism. Anything less is unacceptable.

### Endnote:

<sup>1</sup>Army Doctrine Reference Publication 1, *The Army Profession*, 14 June 2015.

**Do What Has To Be Done—Assist, Protect, Defend!**

# 'The Significance of the First Army Broadening Experience

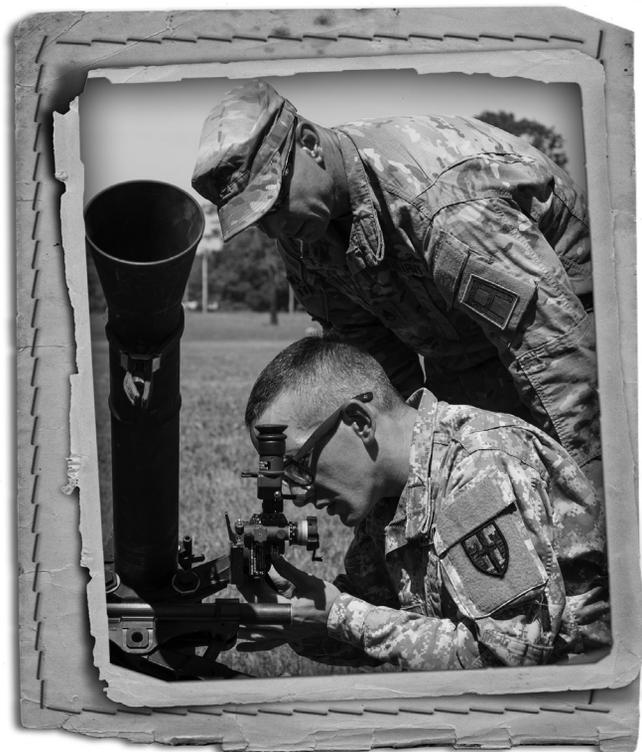
*By Captain Jeffery R. DeVaul-Fetters and Captain Avery D. Fulp*

**T**he Army National Guard (ARNG) is the only branch of the military whose existence is required by the Constitution, and the U.S. Army Reserve (USAR) is composed of a select group of Soldiers who dedicate a portion of their time to serving our Nation. In the beginning, these Soldiers were not just Soldiers; they were builders of homes, churches, schools, and businesses. They provided the foundation of what would become the United States. Both of these institutions provide citizens an opportunity to serve in the military while contributing to the same communities in which they serve. As a vital part of the total Army, these institutions integrate skills, abilities, and attributes from the civilian sector and the battlefield, providing synergy for both.

When Soldiers discuss broadening, they often think of assignments outside the Army as ideal developmental assignments that build leaders who can interact with organizations outside of the Army, whether civil servants, members of the other Services, or representatives of foreign governments. As such, broadening in its most effective form expands thought.

It is worth examining the value of assignments that integrate the Army as a total force, and there is no better unit to examine than First Army. The First Army mission involves the integration of the Army Total Force Policy (ATFP). ATFP directs the integration of the U.S. Army, ARNG, and USAR as a total force. We refer to these entities as components (Active Component and Reserve Component). The partnership construct provides observer, coach, trainers (OCTs) from the Regular Army, ARNG, and USAR the opportunity to gather observations and lessons learned while advising and assisting ARNG and USAR Soldiers.

First Army provides an intellectually demanding assignment that requires an understanding of both components. It is not uncommon to see detachments of ARNG or USAR Soldiers integrated into Regular Army teams. In order to effectively integrate the components, it is necessary to develop leaders who understand both components.



**An OCT with the 157th Infantry Brigade teaches a mortarman with the 1st Battalion, 296th Infantry Regiment, Puerto Rican Army National Guard, how to adjust the aim on a mortar system. U.S. Army photograph by Sergeant Jarred Woods.**

We offer the following suggestions for First Army leaders to support the organizational development, manning, and training of Regular Army, USAR, and ARNG units as an integrated force:

- Accomplish the mission as a team.
- Develop cultural connections and mutual respect.
- Build a bond through connection.
- Communicate effectively.

## **Accomplish the Mission as a Team**

The Army values great teams over individuals. In order for ATFP to be successful, the star of the show must be the

team. However, this is difficult for leaders to achieve. In order to ensure team success, managing the differences in culture, egos, professional background, skill, and other dissimilarities is crucial.

To become a true team, leaders must identify and integrate individual elements from the different components. Leaders must assist those individual elements in thinking in terms of “us,” rather than “them.” Teaching individuals to put the welfare of the team ahead of their own can be a challenge when the natural instinct is to watch out for your own.

As the Army becomes more complex and times become exceedingly competitive, the free exchange of knowledge, experience, and new ideas with others throughout the Army becomes crucial for success. First Army provides leaders with the opportunity to gain experience and become comfortable integrating the components.

### **Develop Cultural Connections and Mutual Respect**

The OCT role requires developing the proper tact when communicating with USAR and ARNG units during after action reviews. An OCT is responsible for improving the readiness of ARNG and USAR units. First Army has established the Total Force Partnership Program, which allows its units to become familiar with assigned partners and promotes effective and innovative methods to connect with USAR and ARNG partners. The partnership also enables OCTs to develop lasting relationships with USAR and ARNG units, which facilitates shared learning. Integrated training allows ARNG and USAR commanders the ability to provide predictable, recurring, and sustainable capabilities to combatant commanders globally.

One of the overarching goals of an OCT is to reduce the overall number of postmobilization training days for USAR and ARNG units. This is possible by working directly with partner units to help develop a training plan that enables effective utilization of training time during limited battle assemblies throughout the calendar year. When OCTs understand the challenges and time constraints of partner units, they provide better input and feedback to enhance training plans. Demonstrating an understanding of the supported unit challenges and strengths allows an OCT to effectively improve readiness, facilitate shared learning, and earn the respect of partner units.

### **Build a Bond Through Connection**

Connecting the different components stimulates imagination and allows us to see ourselves from diverse fields of knowledge. The Army’s core value of respect is derived from the Golden Rule: “Treat others the way you would want to be treated.” This maxim takes us away from ourselves and toward what we can learn from others. It requires that we imagine ourselves in others’ shoes. Soldiers are more likely to buy into the team concept if they feel that their voice is heard and respected. This is especially true of the First Army experience, where Regular Army, ARNG, and USAR Soldiers work together daily.



**An OCT from the 4th Cavalry Brigade, First Army Division East, advises and assists Soldiers from the 10th Mountain Division during a recent training event. U.S. Army photograph by Staff Sergeant Stephen Crofoot.**

The Army requires the development of leaders who understand and can balance the needs of Soldiers in both components. The normal training year for ARNG and USAR units is 39 training days, but units identified as priority units receive 45 days in the second year and 60 days in the third and fourth years. Although readiness is the No. 1 priority, the increased readiness requirements require leaders who can balance the needs of the Regular Army and Reserve Component Soldiers, Families, and employers.



**Major General Todd McCaffrey, right, commanding general of First Army Division East, meets with Army Reserve Captain Ciera Jackson, commander of the 208th Transportation (Palletized Loading System) Company during Combat Support Training Exercise 91-17-03. U.S. Army photograph by Master Sergeant Anthony L. Taylor.**

It is important for leaders to communicate in a manner that allows some predictability for Reserve Component Families and employers. For leaders in positions that require the management of the cultural differences of the components, this can be more art than science—and it normally requires a higher degree of trust, openness, and risk. ATFP integrators must understand this distinction and plan accordingly.



OCTs assigned to the 4th Cavalry Multifunctional Training Brigade conduct recertification training at Fort Knox, Kentucky. U.S. Army photograph by Sergeant Rakeem Carter.

Respect and goodwill strengthen the bond of those who are led and facilitate strong communication up and down the chain.

### Communicate Effectively

The ability to communicate effectively with Soldiers in either component starts with trust. In order to build trust, the message must be consistent. When a leader receives a constant flood of information, it can be difficult to distinguish what is important and relevant from what is unimportant. Consequently, important, relevant information is sometimes missed. Leaders must identify priorities and eliminate unimportant information in order to reduce confusion.

Communication is critical to the synchronization of the Total Army, particularly in this time of change. Communication must be clear, concise, and relevant; time is at a premium. Understanding the audience and what and how to communicate are key. Although both components have the same mission, each element is unique. Leaders must be cognizant of barriers in communication—an ability best learned through experience.

First Army provides the opportunity to experience the best communication practices of the components. A breakdown in communication at any point can result in conflict and a slowdown in productivity. In a complex and fast-paced environment, communicating developments and decisions within the broader mission of the Total Army is critical and one of the most challenging requirements.

### Conclusion

The total force must be part of the Army strategy and planning phase in order to fulfill the rapidly increasing and

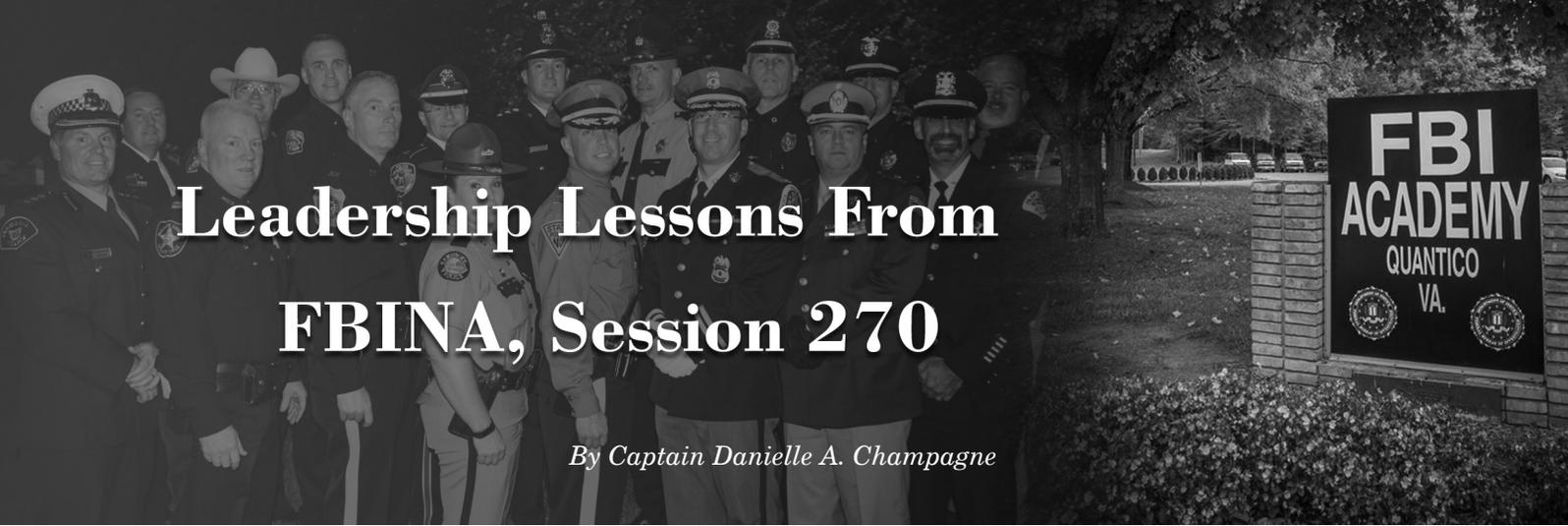
dynamic needs of the military. Integration of the components requires leaders who practice openness, build trust, prioritize time, and accept prudent risks. Units require leaders who understand and can build teams and integrate the units with existing cultural norms and subcultures. Failure to understand the differences in the components can have a negative impact on morale and attitudes toward leaders.

Understanding the components does not make integration easy. It requires leaders who appreciate both components, have an ability to identify friction points, and can create solutions to complex challenges. There is no better way to learn the strengths, weaknesses, and nuances of the components than through experience. First Army OCTs are exposed to friction points and diversity of thought on a daily basis. First Army OCTs are the leaders of ATFP and total force integration—and “First In Deed.” 

---

*Captain DeVaul-Fetters is the military police team chief for the 1-410 Brigade Engineer Battalion, Fort Knox, Kentucky. He holds a bachelor's degree in physical education from Benedictine College, Atchison, Kansas, and a master's degree in business and organizational security management from Webster University.*

*Captain Fulp is the military intelligence team chief for the 1-410 Brigade Engineer Battalion and a Project Warrior candidate. He holds a bachelor's degree in business (marketing) from the University of Southern Mississippi and a master's degree in business and organizational security management from Webster University.*



# Leadership Lessons From FBINA, Session 270

*By Captain Danielle A. Champagne*

**T**he Federal Bureau of Investigation National Academy (FBINA) is an exclusive professional program that military police officers and U.S. Army Criminal Investigation Command (commonly known as CID) special agents can attend. FBINA was created in 1935, and only the top 1 percent of civilian law enforcement officers are allowed to attend. The FBINA motto is “knowledge, courage, and integrity.” There are three equal pillars of a student’s experience: academics, physical fitness, and networking.

Attending FBINA was a privilege, and I highly recommend that junior leaders strive for it. My leadership and law enforcement skills were honed and developed through self-awareness, education, and case studies. This article discusses lessons learned during my experience attending the 270th session.

## Academics

The University of Virginia accredits academics at FBINA. There are more than 25 courses offered to attendees. FBINA students must take one leadership course, three electives, the Contemporary Issues in Law Enforcement Seminar, and the Fitness in Law Enforcement Course. FBINA students have the opportunity to earn 18 credits from the University of Virginia (up to 12 graduate level credits and six undergraduate level credits).

Emotional intelligence (EI) is the ability to identify, manage, and express your emotions and empathetically handle interpersonal relationships. Great leaders throughout history have made use of traits (self-confidence, self-awareness, empathy) that are now associated with EI. Some people are more predisposed to adapting to specific leadership and EI traits than others concerning learning, developing, and fine-tuning with education, training, and experience. EI leads individuals to an understanding of their own strengths and weaknesses and allows them to assess and better inspire subordinates. We used self-reflection assessments and reading and written assignments to enhance our EI throughout the course. The Emotional Quotient-Inventory 2.0®, by Multi-Health Systems, was the primary assessment tool used to evaluate EI. The downside of this assessment tool is that a certified agent must read the results and counsel individuals. Army units would need to spend resources (time and money) to have a leader certified to provide the assessment

and counseling to subordinates. There are free assessment tools available for military police leaders to incorporate into professional development for themselves and their subordinates. Two examples are the EI online assessment tool from MindTools® and the Johari Window assessment tool from the Kevan Web site.<sup>1,2</sup>

Several influential articles and case studies on the constructs of EI (intrapersonal, interpersonal, stress management, adaptability, and effective performance) were discussed during the EI: Context and Communication and Psychology of a Leader Course. By using these constructs, Soldiers can enhance EI leadership skills during professional development or self-study. One topic covered the idea that leaders must regularly deposit emotions into their subordinates to build rapport. This rapport allows leaders the ability to gain trust from their subordinates for future tasks or missions.

Other leadership concepts discussed in the Advanced Psychology of Communication Course were fairness versus equality, intent versus impact, “the message is defined by the receiver,” clarity of expression, and learned helplessness versus learned optimism or gratitude. Fairness and equality are words that are often used interchangeably. But they are not the same. Fair is defined as “marked by impartiality and honesty: free from self-interest, prejudice, or favoritism”; equality is defined as “the quality or state of being equal”; and equal is defined as “of the same measure, quantity, amount, or number as another.”<sup>3</sup>

A leader can be fair to subordinates without being equal, and a leader can share equality without being fair. For example, mass punishment is equal to all but not fair to those who did not commit a punishable offense. With this, leaders must understand the intent versus the impact on subordinates, while also remembering that the receiver defines the message. We often express the idea that communication is important as a leader, but we rarely conduct professional development devoted to improving and refining communication skills. Leaders must find a better way to communicate their intent if subordinates do not understand it. It is not the subordinate’s responsibility to read the leader’s mind; the leader is responsible for clarity of expression to ensure that subordinates receive the intended message.

Learned optimism is another key to being a good leader in today's environment. Leaders and subordinates often share in learned helplessness (becoming more cynical with time). There are several techniques for leaders to move themselves and their subordinates toward learned optimism. Writing in a journal, creating a gratitude checklist, writing down what is meaningful, and taking a walk are some of these methods. Learned optimism falls under a term called positive therapy.

Viktor E. Frankl's *Man's Search for Meaning* is an enlightening book and would be an easy professional-development topic.<sup>4</sup> Frankl uses three techniques in his logotherapy—a highly directive existential psychotherapy that emphasizes the importance of meaning in the patient's life—to assist patients in determining a life with meaning.<sup>5</sup> Frankl's three techniques are:

- Creating a work or doing a deed.
- Experiencing something or encountering someone.
- Taking [a positive] attitude toward unavoidable suffering.<sup>6</sup>

Behavioral health professionals still use these simple concepts today. "Live as if you were living for the second time and had acted as wrongly the first time as you are about to act now" is a quote that encourages the reader to mentally change how to think and comprehend.<sup>7</sup> Plenty of information is available to aid in the professional development of this topic. The expertise of brigade psychologists, unit chaplains, and other healthcare professionals serves as another valuable resource.

There are different assessment tools that leaders can use to facilitate better development. Many leaders have taken the Myers-Briggs Type Indicator assessment, which focuses on personality. The Emotional Quotient-Inventory 2.0 measures the emotional aspect of a leader. The DISC assessment (a behavior assessment tool based on the behavioral traits of dominance, influence, steadiness, and compliance) bridges personality and emotional assessments and determines a leader's behavioral baseline. This baseline can change over time and during specific situations, but DISC reveals what that leader is most likely to do on an average day. There are free online resources available for leaders to take the DISC assessment. Class discussions on DISC were very beneficial in providing professional development on leadership, which the U.S. Army defines as providing purpose, direction, and motivation.<sup>8</sup> DISC allows leaders to assess their behaviors and those of others to create better teams, exert influence, and develop solutions. Easily used and understood, DISC places leaders into one of four behavior categories—dominance, influence, steadiness, or compliance. The best teams often incorporate each style of leader, and great leaders do not surround themselves with like-minded subordinates. Leaders become more efficient by focusing on each team member's positive and negative styles while providing purpose, direction, and motivation to better lead their teams.

The Federal Bureau of Investigation Crisis Negotiation Team (CNT) provided simplified situational assessment

tools during the Critical Incident Leadership: Crisis Negotiations Course. The first situational assessment tool presented by CNT was the status, assessment, and recommendation (SAR) tool. The SAR method is short and simple; it is less than one written page. The status refers to the facts of the situation, the assessment is an in-depth account of the situation, and the recommendation outlines the possible courses of action available based on the status and assessment. The SAR tool would enhance our law enforcement skills when briefing commanders, thereby aiding in the decision-making process.

Another decision-making aid discussed was "NRA," an acronym that represents the question, "Was an action necessary, reasonable, and acceptable?" Staff assessments and law enforcement duties may be able to include this idea to refine the planning process.

## Physical Fitness

The Fitness in Law Enforcement Course focused on the overall mobility and functional strength of each student to maintain health and professional standards. The Fitness in Law Enforcement Course was a mandatory course with strength coaches as instructors. All academy students participated in the functional movement and capacity screening in Week 1. The focus was functional training (strength and anaerobic and aerobic exercise) based on an individual's position and professional requirements. Many of the movements used to correct movement deficiencies closely mirrored the U.S. Army's Physical Readiness Training. Nutritional classes were also taught. Instructors recommended that every student (not just those who were overweight) speak to a nutritionist to help ensure lifelong health. The U.S. Department of Agriculture Web site offers educational worksheets on nutrition.<sup>9</sup>

## Networking

Networking was not only a pillar of FBINA but also one of its learning outcomes. There are typically more than 220 law enforcement professionals per FBINA course. These professionals include more than 20 international students as well as local, state, and federal law enforcement officers. These law enforcement professionals enhance our partnerships in class as well as in out-of-class activities. For example, our session visited New York City, New York, and Philadelphia, Pennsylvania, for enrichment. The New York City Police Department, Fire Department, and Port Authority and the Philadelphia Police Department displayed their facilities and capabilities and conducted demonstrations. Included were visits to the New York City Police Department and Philadelphia Police Department Joint Operations Center and Real-Time Crime-Reporting offices. The continually developing relationships foster future partnerships as military leaders continually move between locations and assignments. Attending FBINA provided the opportunity to develop relationships that will enhance our units for the rest of our careers. The relationships fostered at FBINA provide a lifelong connection with fellow law enforcement professionals.

(Continued on page 12)

# BLENDED RETIREMENT SYSTEM: DECISION TIME

*By Lieutenant Colonel Rodney S. Morris (Retired)*

**B**y the end of this year, many military police enlisted Soldiers and officers must make a key decision regarding the Blended Retirement System (BRS). All Regular Army Soldiers with less than 12 years of active federal service (and who started after 1 January 2006) must decide by 31 December 2018 if they want to enroll in BRS. Army National Guard and U.S. Army Reserve Soldiers with less than 4,320 points are also eligible to enroll in BRS. Soldiers joining the military after 1 January 2018 are automatically enrolled in BRS.

The new retirement system, developed from the *National Defense Authorization Act for Fiscal Year 2016*, is designed so that newer Service members have an opportunity to receive a benefit even though they may not reach the 20-year service mark.<sup>1</sup> For those who serve a minimum of 20 years, BRS blends the existing annuity provision of the legacy system with the Thrift Savings Plan (TSP), the government's version of a 401(k).

The BRS will save the government an estimated \$2 billion. Military retirement benefits are being cut, but if the Service member manages his or her TSP well, there is potential to make even more than in the legacy retirement system.

While BRS will make use of the annuity formula that is currently in place under the legacy system, the percentages will be reduced. In the legacy retirement system, Service members with 20 years of service receive 50 percent of the base pay that they earned during their highest 3 years of salary in their retirement. For every additional year, the Service member receives an additional 2.5 percent of his or her base pay, capping out at 75 percent with 30 years of service. With BRS, the percentage is adjusted to 40 percent of the "high 3" base pay at 20 years of service and an additional 2 percent for each additional year, with a cap of 60 percent at 30 years of service. In the legacy system, TSP contributions are not matched for military personnel like they are for Department of Defense civilian employees. With BRS, the government will match up to 5 percent of TSP contributions after 2 years of service. At the end of the third year of service, a Service member is considered "fully vested" and can depart the military at any time with 100 percent of his or her accumulated TSP contributions.

Installation personal financial counselors recommend that once a Soldier decides to enroll in BRS, he or she should do so immediately. This allows the Soldier to start taking advantage of the matching TSP contributions the following month. Enrollment in BRS is final and irreversible.

While there is much to consider for military police who fall into the BRS decision-making category, there is a basic principle upon which most experts agree for those who are certain they will remain in the Service for at least 20 years—stay with the legacy system. Generally, the benefits of the additional retirement percentages outweigh the matching advantage of the TSP.

The opposite holds true for military police who are certain they will not remain in the Service for 20 years—take advantage of BRS. This is assuming that the Service member contributes at least 5 percent to the TSP in order to receive the maximum benefit of 5 percent matching contributions. The premise behind this decision is that it is better to leave the Service with something rather than with nothing—and that is exactly what happens when a Service member under the legacy system does not accumulate a minimum of 20 years of service. That is also exactly what will happen if a Service member chooses BRS and does not contribute to TSP.

Under the legacy retirement system, only 17 percent of veterans receive a pension, which leaves 83 percent with no retirement benefits after several years—and in some cases almost 2 decades—of military service. Perhaps BRS is the most practical way to ensure that all Service members leave the military with some financial benefit. If a Service member elects BRS and serves 20 or more years of service, he or she still receives a pension (40 to 60 percent, based on total number of years of service) and accumulated TSP. This is a win-win.

Today, a sergeant with 5 years of service could earn up to \$133 per month in matching contributions if he or she contributes at least 5 percent of his or her base pay. That is a 100 percent return on investment. A total contribution of 10 percent (Service member contributions and matching contributions) of base pay for several years can grow to tens of thousands or even hundreds of thousands of dollars if invested long enough and into the right TSP accounts. A master sergeant with 18 years of service could earn up to

\$249 per month in matching contributions, which equates to nearly \$500 invested per month.

A recommended 5-step retirement checklist follows:

- **Step 1. Determine your eligibility.** With a Service start date before 31 December 2005, the Soldier remains in the current retirement system. With a Service start date from 1 January 2006 through 31 December 2017, the Soldier must choose between staying with the current retirement system or opting into BRS. With a Service start date after 1 January 2018, the Soldier is automatically enrolled in BRS.
- **Step 2: Educate yourself.**
  - Use the BRS calculator at <https://militarypay.defense.gov/Calculators/BRS/> to analyze estimated benefits.
  - Complete the BRS training available at <http://www.af.mil/News/Article-Display/Article/801649/blended-retirement-system-training-now-available/>.
- **Step 3. Complete the mandatory BRS training.** The J3OP-US1332 BRS Opt-in Course is available at <http://jko.jten.mil/courses/brs/OPT-IN/launch.html> or at <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf> with a secure login.
- **Step 4: Consult a financial counselor.** Schedule an appointment with your installation personal finance or readiness counselor through your local Army Community Service.
- **Step 5. Decide soon.** Make your decision no later than 31 December 2018.

#### Endnote:



<sup>1</sup>Public Law 114-92, *National Defense Authorization Act for Fiscal Year 2016*, 25 November 2015.

#### References:

American Armed Forces Mutual Aid Association Web site, "Frequently Asked Questions Concerning the New Military Retirement System," 2017, <https://www.aafmaa.com/Newsroom/INTEL-Center/AAFMAA-Resources/Post/5109/Frequently-Asked-Questions-concerning-the-new-military-retirement-system>, accessed on 10 July 2018.

Patrick J. Bell and Evan R. Davies, "5 Key Points About the Military's New Blended Retirement System," *Military Times*, 27 March 2017, <https://www.militarytimes.com/pay-benefits/military-retirement/2017/03/27/5-key-points-about-the-military-s-new-blended-retirement-system/>, accessed on 10 July 2018.

Bryan Franks, "Blended Retirement System Training Now Available," U.S. Air Force Web site, 16 June 2016, <http://www.af.mil/News/Article-Display/Article/801649/blended-retirement-system-training-now-available/>, accessed on 10 July 2018.

Doug Nordman, "9 Things to Consider Before Choosing the Military's New Blended Retirement System," *The Military Guide*, 17 October 2016, <http://the-military-guide.com/new-military-blended-retirement-system/>, accessed on 10 July 2018.

USAA Web site, "Blended Retirement System," 2017, [https://www.usaa.com/inet/wc/advice\\_retirement\\_blended\\_retirement\\_system?akredirect=true](https://www.usaa.com/inet/wc/advice_retirement_blended_retirement_system?akredirect=true), accessed on 10 July 2018.

*Lieutenant Colonel Morris (Retired) is an assistant professor for the Advanced Operations Course, U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He is also an associate professor for Barton Community College, Fort Leavenworth, where he teaches personal finance and economics. He holds a bachelor's degree in criminal justice from Chaminade University of Honolulu, Hawaii, and a master's degree in administrative management from Central Michigan University. He is completing his doctorate degree in adult education from Capella University.*

(*"Leadership Lessons . . .," continued from page 10*)



## Conclusion

FBINA provides an excellent opportunity for leaders of the military police profession to gain knowledge, continue physical fitness education, and build lasting relationships. The leadership courses shared with law enforcement officers, who average 20 years of professional experience, are unmatched in any professional military education program.

#### Endnotes:



<sup>1</sup>MindTools Web site, "How Emotionally Intelligent Are You?" <https://www.mindtools.com/pages/article/ei-quiz.htm>, accessed on 8 June 2018.

<sup>2</sup>Kevan Web site, "Johari Window," <http://kevan.org/johari>, accessed on 8 June 2018.

<sup>3</sup>Merriam-Webster Web site, <https://www.merriam-webster.com/>, accessed on 8 June 2018.

<sup>4</sup>Viktor E. Frankl, *Man's Search for Meaning*, Beacon Press, Massachusetts, 2006.

<sup>5</sup>Ibid.

<sup>6</sup>Ibid.

<sup>7</sup>Ibid.

<sup>8</sup>Army Doctrine Publication 6-22, *Army Leadership*, 1 August 2012.

<sup>9</sup>U.S. Department of Agriculture Web site, [choosemyplate.gov](http://choosemyplate.gov), accessed on 12 June 2018.

---

*Captain Champagne is the Military Police Branch junior captain's assignment officer at the U.S. Army Human Resources Command, Alexandria, Virginia. She is a recent graduate of FBINA, Session 270. She holds a bachelor's degree from Northwestern State University, Natchitoches, Louisiana, and a master's degree from Webster University.*

# U.S. ARMY INDIVIDUAL TERRORISM AWARENESS COURSE

*By Mr. Anibal Melendez*

The U.S. Army Corps of Engineers, on behalf of the Department of the Army, hosts the U.S. Army Individual Terrorism Awareness Course (INTAC). Training is located south of Washington, D.C., in Montross, Virginia. The purpose of the course is to enhance the overall antiterrorism and protection awareness posture of attendees through a combination of lectures and hands-on training modules. Attendees include members of the U.S. Army, other U.S. military Services, the Office of the Secretary of Defense, joint staff, military dependents, and contractors (as applicable). Occasionally, personnel from other federal agencies attend as well. The personnel who receive training are considered to be at medium to high risk for acts of terrorism and/or criminal activity relative to their official travel (permanent change of station, temporary change of station, or temporary duty outside of the Continental United States in support of our Nation's foreign policy). By enhancing their overall terrorism and force protection awareness posture, the attendees' ability to prevent, deter, and respond to acts of terrorism and criminal activity is enhanced. The program curriculum meets the mandated training requirements of Army Regulation 525-13, *Antiterrorism*, and policy requirements of the Department of Defense, the U.S. Army, and other Services.<sup>1</sup>

INTAC, which always begins on Sunday, is a 5 1/2 day course that covers an introduction to jihad and terrorism throughout the six combatant commands; surveillance, detection, and route analysis; firearms training and familiarization with weapons systems, including the AK47; evasive and defensive driving; and hostage survival and restraint defeat.

To register for the course, units must contact their school noncommissioned officer or equivalent and fill out the INTAC registration form. The form is sent to the INTAC program manager who registers individuals for the course in the Army Training Requirements and Resource System (ATRRS). Once an individual is registered, he or she receives a registration confirmation for the course. There are 12 INTAC classes per year, with a maximum of 30 students per class (Figure 1).

**Endnote:**

<sup>1</sup>Army Regulation 525-13, *Antiterrorism*, 17 February 2017.

*Mr. Melendez is the antiterrorism officer and INTAC program manager for the U.S. Army Corps of Engineers, Washington, D.C. He can be contacted by e-mail at <anibal.melendez@usace.army.mil> or by telephone at (202) 761-5641.*

| Class Number                     | Travel Date      | Class Dates              |
|----------------------------------|------------------|--------------------------|
| 701                              | 3 November 2018  | 4–9 November 2018        |
| 702                              | 8 December 2018  | 9–14 December 2018       |
| 703                              | 5 January 2019   | 6–11 January 2019        |
| 704                              | 2 February 2019  | 3–8 February 2019        |
| 705                              | 23 February 2019 | 24 February–1 March 2019 |
| 706                              | 13 April 2019    | 14–19 April 2019         |
| 707                              | 4 May 2019       | 5–10 May 2019            |
| 708                              | 1 June 2019      | 2–7 June 2019            |
| 709                              | 22 June 2019     | 23–28 June 2019          |
| 710                              | 20 July 2019     | 21–26 July 2019          |
| 711                              | 17 August 2019   | 18–23 August 2019        |
| 712                              | 7 September 2019 | 8–13 September 2019      |
| <b>Legend:</b><br>FY—fiscal year |                  |                          |

**Figure 1. Fiscal Year 2019 INTAC Course Dates**

# GRIFFINS ON THE WATCH

*By Captain Brigid C. Russell, Captain Tate E. Langley,  
and Major Daniel I. Gonzalez*

**F**or the first time in the 47-year history of the 89th Military Police Brigade, all four geographically dispersed battalions, along with two other military police battalions, participated in a brigade level field training exercise focused on theater level detention operations. From 29 January to 10 February 2018, the brigade conducted Exercise Griffin Watch at Fort Bliss, Texas. This multifunctional detention operation exercise consisted of live (Fort Bliss) and virtual (Fort Hood, Texas, and Fort Bliss, Texas) components. Effective detention operations are vital to the progress of ongoing and future decisive-action operations.



Soldiers from the 89th Military Police Brigade prepare to enter an enemy prisoner-of-war cell for a forced cell move.

The 89th Military Police Brigade incorporated training with the 11th Military Police Battalion (Criminal Investigation Division), Fort Hood, and the 40th Military Police Battalion (Detention), Fort Leavenworth, Kansas, to increase interoperability; reinforce partnerships; and build combat-ready, expeditionary military police. The exercise was unprecedented because military police battalions and brigades do not attend National Training Center rotations. National Training Center rotations are more typical for our maneuver brethren. Additionally, the exercise was almost entirely internally resourced, largely due to the hard work and dedication of the Soldiers who planned and executed the event.

One mission incorporating all four military police competencies (soldiering, policing, investigations, and corrections) was under one brigade headquarters. Typically, these competencies are unable to be trained in one exercise due to the decentralization, geographical dispersion, and technical nature of military police missions. Elements from the following battalions participated in the exercise:

- 11th Military Police Battalion (live).
- 40th Military Police Battalion (live).
- 93d Military Police Battalion, Fort Bliss (live).
- 97th Military Police Battalion, Fort Riley Kansas (virtual).
- 720th Military Police Battalion, Fort Hood (virtual).
- 759th Military Police Battalion, Fort Carson, Colorado (live).

Military police executed security and mobility support, policing operations, and detention operations in a complex



**Military police from the 40th Military Police Battalion assisted with detention operations involving enemy prisoners of war.**

environment that challenged units at echelon to train on their own unique mission-essential tasks while fulfilling the overall brigade mission. Additional support from the 504th Military Intelligence Brigade, Fort Hood; the 11th Signal Brigade, Fort Hood; the 1st Sustainment Brigade, Fort Riley; the 1st Armored Division, Fort Bliss; and the 1st Cavalry Division, Fort Hood, was critical in enhancing training and aiding sustainment.

Coordinating and planning Exercise Griffin Watch included writing funding proposals, seeking partnerships with sister organizations, building a storyline and relationship with the Mission Command Training Program (MCTC), and working several days on the military decision-making process. Six organizations and their equipment were moved from five installations to Fort Bliss. Live and virtual injects were developed and worked into the MCTC Master Scenario Event List (MSEL) to effectively create complex training scenarios for all subordinate units at the exercise. The exercise,

an enormous undertaking, was planned and executed within 6 months, which was only possible through the hard work of each unit and the sheer will of the 89th Military Police Brigade Commander.

Never underestimate the will of a commander. Colonel Lamar Parsons set the conditions for the field training exercise to succeed by securing additional funding. Socialization of the event through quarterly training briefings and other leader engagements helped secure additional support from other III Corps units. These elements provided critical sustainment through the multimodal deployment of convoy, line-haul, and a planned—but not executed—air movement. In addition, having the support of the 93d Military Police Battalion greatly enabled planning and execution.

Although the primary focus of the exercise was detention operations, the brigade and its subordinate units trained on all three military police disciplines (security and mobility, policing, and detention operations) while at Fort Bliss. Military police units that were deployed to Exercise Griffin Watch trained on security and mobility support, policing operations, and detention operations to increase lethality and technical competency, which required the close synchronization of all warfighting functions.

Military police companies under the 89th Military Police Brigade established detainee holding areas to process and transport detainees to the rear and free up maneuver commanders. Throughout the exercise, the holding areas (live and virtual) received hundreds of detainees who required transport to the theater detention facility within a 24-hour window. Additionally, combat support military police companies executed squad live-fire exercises to increase lethality. Companies from the 40th Military Police Battalion executed detention operations, ensuring the security and long-term care of prisoners.



**Agents from the 11th Military Police Battalion question an enemy prisoner of war during Exercise Griffin Watch.**



**Left: A Soldier from the 759th Military Police Battalion makes his way to the tactical operations center for his shift during Exercise Griffin Watch. Right: Soldiers react to a chemical, biological, radiological, nuclear, and explosives attack during Exercise Griffin Watch, testing their ability to maintain operations in a contaminated environment.**

Establishing mission command systems and analog tracking procedures enabled several junior leaders within the battalion and brigade staff to execute mission command of subordinate units in support of decisive action first hand. Exercise Griffin Watch allowed Soldiers to cross-train on multiple systems and equipment, thus increasing capability within the tactical operations center during geographically displaced operations. This allowed the most up-to-date knowledge on the battlefield situation throughout the operation and increased shared understanding across staffs.

Battlefield intelligence integration tools and intelligence surveillance reconnaissance assets were used during the exercise, allowing military police Soldiers to train on efficiency in their use. The Secure Electronic Enrollment Kit enabled Soldiers to gather biometric data on enemy forces throughout the duration of the mission. This tool helped demonstrate the need for bottom-up information collection and define the role that military police Soldiers have in shaping operational intelligence. During future exercises, greater integration of the Secure Electronic Enrollment Kit with the Detainee Information Management System will enhance training value and realism at echelon. The 759th Military Police Battalion used the Raven, a lightweight unmanned aircraft system, multiple times during Exercise Griffin Watch. Live feeds were displayed in the battalion and brigade tactical operations centers. The integration of the Raven enhanced situational awareness and highlighted the advantages of internal intelligence surveillance reconnaissance capability. The use of internal assets supported intelligence surveillance reconnaissance collection plans and the targeting cycle.

Military police aggressively conducted route reconnaissance of main supply routes and alternate supply routes in the corps support area of operations. Units supported

forward passage of lines between host nation forces and divisional forces, conducted traffic control points, and cleared routes of internally displaced persons. During the exercise, battalions were forced to re-task-organize their troops to effectively respond to changing conditions and threats.

### **White Cell Operations**

Establishing white cell operations for Exercise Griffin Watch enabled the brigade to incorporate complex, live-training scenarios that hit on mission-essential tasks from every unit on the ground. The White Cell nested Red Cell injects with MCTC virtual injects and dynamic events administered by the brigade commander. The commander's intent for White Cell operations was to develop an MSEL that delivered sufficient opportunities for the various battalions and staffs to train and meet their individual and collective training objectives while simultaneously accomplishing the exercise intent. Injects provided a forcing function for battalion and brigade staffs to be flexible and adapt to the current situation while concurrently working virtual missions.

The White Cell designated an MSEL leader and working group to develop various injects, storylines, and scripts based on training evaluations and outlines and input from the outlying battalion operations staff officers (S-3s). The Red Cell was synchronized by reviewing scripts, training evaluations, and outlines and developing warning orders for opposing forces (OPFOR). Once a mission was in place, biometric cards and detainee packets were created for OPFOR to create a realistic training environment for the training audience. The working groups met daily during the exercise to discuss lessons learned from the previous 24 hours of injects and to discuss issues or concerns for the next 24 hours.

Observer, coach, trainers were requested from various Military Police Corps units to assist with training and give



**Soldiers from the 978th Military Police Company, 93d Military Police Battalion, conduct route security on a mission to investigate a suspected weapons cache during Exercise Griffin Watch.**

feedback on the exercise, from the planning phase through the execution phase. The observer, coach, trainers came from criminal investigation, detention operations, and combat support backgrounds. They proved to be a valuable source of knowledge and a touchpoint for the White Cell when the situation called for more injects but the scripts had run out. The after action reviews from the observer, coach, trainers were based in doctrine and provided regulations and resources for the brigade.

### **Red Cell Operations**

The Red Cell conducted reconnaissance operations, movements to contact, and hasty and deliberate ambushes using troop-leading procedures. The OPFOR took into account professional development and maintained a platoon structure similar to that of the Military Police Corps; troop-leading procedures were an absolute necessity and were required before each mission. The Red Cell developed its own company intelligence support team. The Soldiers were broken down into four platoons that were led by four lieutenants, who were all pending their first platoon leader assignment. These Soldiers thrived on the opportunity to lead and learn; they did not want to simply lose and die.

The three words that every leader should know are “purpose, motivation, and direction.” Instead of sending three Soldiers to wait for capture at a weapons cache, the Red Cell platoon leaders detailed a movement to contact that required land navigation, noise and light discipline, and unique planning to counter an envelopment maneuver. Red Cell platoon leaders provided all three elements of the Army definition of leadership and solid professional development for future leaders of the Army.

### **Conclusion**

Exercise Griffin Watch provided proof of the concept that military police brigades can conduct brigade level field training exercises and incorporate all military police competencies. The execution of multiechelon training can be achieved through partnerships and a shared vision. The training was tough and realistic, and it aided in developing military police Soldiers and supporting elements, commanders, and staffs to fight and win our Nation’s wars.



---

*Captain Russell is the future operations and plans officer for the 89th Military Police Brigade, Fort Hood. She holds a bachelor of fine arts degree in painting from Savannah College of Art and Design, Savannah, Georgia.*

*Captain Langley is the future readiness officer for the Military Police Branch, U.S. Army Human Resources Command, Fort Knox, Kentucky. At the time the article was written, he was the 178th Military Police Detachment Commander and assistant S-3 for the 720th Military Police Battalion, Fort Hood. He holds a bachelor of science degree in criminal justice and is working toward a master’s of art degree in management.*

*Major Gonzalez is the S-3 for the 89th Military Police Brigade, Fort Hood. He holds master’s degrees in public administration from Columbia University, New York City, and business and organizational security management from Webster University.*

# Expungement of Army Criminal Records

By Chief Warrant Officer Three Gary W. Upshaw

Nothing is more frustrating to a Soldier who was falsely accused of a crime, mirandized, processed, and titled (arrested) for that crime and then had the charges dismissed or was adjudicated, acquitted, or otherwise found not guilty than to find out that the Army has no expungement relief. A U.S. Army Soldier who is charged with a crime under the *Uniform Code of Military Justice* (UCMJ) remains in the “title” block of a law enforcement record (LER) in the U.S. Army Criminal Investigation Command (commonly known as CID) crime records system for life.<sup>1</sup> The U.S. Army Crime Records Center (CRC) maintains information from Army LERs. Currently, there is no mechanism to expunge any type of record from CRC once it is entered as a founded case.

*Black’s Law Dictionary* defines expungement of criminal records as the “process by which record of criminal conviction (or arrest) is destroyed or sealed from the state or federal repository.”<sup>2</sup> While expungement is associated with a criminal record, the subject (plaintiff) asks a court to declare that the record be expunged through a civil action. The benefit of expungement cannot be understated. When a record is expunged, the plaintiff may treat the event as if it never occurred. For example, if the plaintiff is asked about prior arrests, he or she may truthfully deny the arrest assuming that event was the one and only arrest. However, certain exceptions do exist. When applying for a top-secret security clearance, Section 22 on Standard Form 86, *Questionnaire for National Security Positions*, states, “For this section, report information regardless of whether the record in your case has been sealed, expunged, or otherwise stricken from the court record or the charge was dismissed.”<sup>3</sup>

It is a mystery why neither UCMJ nor the *Manual for Courts Martial United States* provide a process for an exonerated individual to have his or her record expunged.<sup>4</sup> The burden of the titling record follows the Soldier for his or her entire career—and for life. This is inherently unfair and unjust.

According to doctrine and policy, a “founded” case in a CID LER requires that special agents investigate thoroughly and “Seek diligently to discover the truth, deterred neither by fear nor prejudice.”<sup>5</sup> After a thorough investigation, special agents sometimes, but not always, present the case orally or in writing to an attorney in the staff judge advocate (SJA) office assigned to their respective areas of operation or jurisdiction. The SJA then opines whether or not probable cause exists to charge the subject with an article of the UCMJ. If the SJA determines that probable cause does

exist, the subject is titled and the case is entered into the system. The decision to title a person as a subject/suspect is approved by a CID supervisor. While it is necessary to coordinate investigations with the SJA, the decision to title an individual as a subject/suspect is the responsibility of CID. This gives CID supervisors a wide discretionary authority, which can sometimes be abused.

Once a case is founded, it is submitted to the chain of command (or the commanding officer with court-martial authority) for prosecution. Subsequently, certain time requirements and safeguards are meant to be followed but these will not be addressed in this article. Should the case result in an acquittal or a finding of not guilty, the case file is noted in the CRC but the process ends there. Policy states that when an entity other than “unknown” is listed in the subject/suspect block and all offenses are determined to be unfounded (false or baseless), that individual (subject/suspect) will remain listed in the subject/suspect block and the offenses reflected as unfounded.

Much is assumed in the above two paragraphs. SJA assumes that the verbal or written CID agent brief articulates the case based on a thorough investigation, but this is not always true. There is no further review for titling a subject in an LER. What happens when a case is not investigated all that thoroughly? The case could then proceed to an Article 32 hearing and court-martial, an Article 15, or a General Officer Memorandum of Reprimand.<sup>6</sup>

The Fifth Amendment constitutional right to a grand jury is expressly inapplicable to the armed forces. In its absence, Article 32 of UCMJ requires a thorough and impartial investigation of charges and specifications before they may be referred to a general court-martial (the most serious level of court-martial).<sup>7</sup> The purpose of this pretrial investigation is to inquire into the truth of the charges, to consider the form of the charges, and to secure information to determine the case disposition based on the interest of justice and discipline. The investigation also serves as a means of pretrial discovery for the accused and the defense counsel; copies of the criminal investigation and witness statements are provided, and witnesses who testify may be cross examined.<sup>8</sup> Upon completion, the Article 32 report is forwarded to the commander who directed the investigation for a decision on disposition of the offenses. However, if the commander decides not to press for a court-martial and the defendant is not prosecuted or given an Article 15 or other reprimand, he or she remains a subject in a founded CID LER. The prevailing wisdom for the absence of expungement relief is that the

subject may be found not guilty, but that does not mean he or she is innocent.

The presumption of innocence, sometimes referred to by the Latin expression *ei incumbit probatio qui dicit non qui negat* (the burden of proof lies upon him who affirms, not he who denies), is the principle that one is considered innocent until proven guilty. According to the U.S. Supreme Court, the presumption of the innocence of a criminal defendant is best described as an assumption of innocence that is indulged in the absence of contrary evidence.<sup>9</sup> It is not considered evidence of the defendant's innocence, and it does not require that a mandatory inference favorable to the defendant be drawn from any facts in evidence. In practice, the presumption of innocence is mandated by the requirement that the government prove the charges against the defendant beyond a reasonable doubt. This due process requirement, a fundamental tenet of criminal law, is contained in statutes and judicial opinions. This requirement of presumed innocent is also mandated in statutes and court opinions. The two principles go together, but they can be separated. This American jurisprudential principle is lost on those who, time after time, have witnessed evidence suppressed before trial because of police or prosecutor mistakes or misconduct. This leads to the conclusion that the subject/defendant "beat" the system; therefore, he or she should not be entitled to relief.

In most states, once expunged, all records of an arrest and/or subsequent court case are removed from the public record and the individual may legally deny, or fail to acknowledge, arrests or charges associated with the crime. For those individuals who are falsely accused of a crime, this provides for a clean slate to begin life anew without the humiliation of admitting to an arrest. This is just and fair, and it meets the universal American doctrine of presumption of innocence. As mentioned, a person accused of a crime is "supposed" to be presumed innocent until proven guilty. In contrast, an individual who is charged with a crime and titled while in the Army is usually presumed guilty despite the safeguards—and often faces suspension of a security clearance, suspension from duties, or reassignment. Soldiers under investigation by law enforcement agencies for possible criminal violations must be suspended from receipt of favorable personnel actions in accordance with Army Regulation 600-8-2, *Suspension of Favorable Personnel Actions (Flag)*.<sup>10</sup> This is contrary to the presumption of innocence, common sense, and the "good order and discipline" of the military.

Interestingly, Department of Defense Instruction 5505.14, *Deoxyribonucleic Acid (DNA) Collection Requirements for Criminal Investigations*, states: "Current Service members from whom [DNA] samples are taken [pursuant to titling or processing for interrogation] but who are not convicted of any offense by general or special courts-martial (including action generally inconsistent with such a conviction, such as administration of nonjudicial punishment, administrative separation, or referral to a summary court) may request in writing that their DNA records be expunged in accordance with the procedures in this section."<sup>11</sup> This instruction can, and should be, the model used when an

individual is titled based on questionable evidence. As mentioned before, and due to the standard of proof to convict (beyond a reasonable doubt), there will likely be strong SJA resistance to expunging all records of those acquitted. However, a Soldier who is able to show by a preponderance of the evidence that he or she was unjustly accused should have an opportunity to overcome the opposition to expunction by rule and regulation.

The U.S. Constitution and UCMJ are the law in the military. Having a method and procedure to have records expunged from the CRC for a titling based on false or flimsy evidence should be universally accepted and implemented immediately. Common decency, justice, and fairness demand that Army policymakers address this very important issue.

**Author's Note:** The views expressed in this article are those of the author and do not reflect the official policy or position of CID, the U.S. Army Reserve Command, the Army, the Department of Defense, or the U.S. Government.



#### Endnotes:

<sup>1</sup>Title 10, U.S. Code, Subtitle A, Part II, Chapter 47, *Uniform Code of Military Justice*.

<sup>2</sup>*Black's Law Dictionary*, 6th edition, West Group, Minnesota, 1999, p. 582.

<sup>3</sup>Standard Form 86, *Questionnaire for National Security Positions*, December 2010.

<sup>4</sup>Joint Service Committee on Military Justice, *Manual for Courts Martial United States*, 2016 Edition.

<sup>5</sup>CID Web site, <<http://www.cid.army.mil/assets/docs/CID-Brochure-2014.pdf>>, accessed on 28 June 2018.

<sup>6</sup>Title 10, U.S. Code, Subtitle A, Part II, Chapter 47, *Uniform Code of Military Justice*, Section 832, Article 32, "Investigation."

<sup>7</sup>*Ibid.*

<sup>8</sup>U.S. Military Lawyer Web site, "Military Article 32 Investigations," <<http://www.usmilitarylawyer.com/military-article-32-investigations.asp>>, accessed on 27 June 2018.

<sup>9</sup>Supreme Court of the United States, *Taylor v. Kentucky*, 436 U.S. 478, 98 S. Ct. 1930, 56 L. Ed. 2d 468, 1978.

<sup>10</sup>Army Regulation 600-8-2, *Suspension of Favorable Personnel Actions (Flag)*, 11 May 2016.

<sup>11</sup>Department of Defense Instruction 5505.14, *Deoxyribonucleic Acid (DNA) Collection Requirements for Criminal Investigations*, 27 May 2010.

#### References:

Army Regulation 195-2, *Criminal Investigation Activities*, 9 June 2014.

Army Regulation 195-5, *Evidence Procedures*, 22 February 2013.

---

*Chief Warrant Officer Three Upshaw is the operations officer for the 380th Military Police Detachment (CID), Camp Parks, California. He holds a bachelor's degree from Kansas Wesleyan University.*



# REFLECTIONS FROM A SOLDIER, WIFE, AND MOTHER: A FEMALE ADVISOR'S YEAR-LONG EXPERIENCE IN AN AFGHANISTAN DEPLOYMENT

*By Major Mary M. Smith*

**I**t has been 5 years since Defense Secretary Leon E. Panetta made the historic decision to lift the 1994 ban on women in combat. But what has really changed since 23 January 2013? All Services were given until January 2016 to implement changes; and right before the deadline, Defense Secretary Ashton B. Carter made the decision that “there will be no exceptions.”<sup>1</sup> I believe that placing capable women in traditional combat roles, to include security cooperation activities such as advising, remains controversial today. My experiences over the past 12 months were not at all what I expected.

Just over a year ago, I was given short notice to deploy on a Worldwide Individual Augmentation System tasker. The request specifically called for a field grade military police officer (Military Occupational Specialty 31A04) to deploy to Afghanistan as the detention operations officer in charge in support of the National Security Justice Development Directorate. Additionally, I was slated to be part of a functionally based security forces assistance team conducting the mission to train, advise, and assist the Afghan National Army (ANA) Military Police Guard Command (MPGC). This was my fourth overseas deployment.

After arriving in theater, I quickly became acquainted with the members of the team and received a briefing on my duties and responsibilities. As the chief of detention operations, I was the primary staff officer responsible for synchronizing, integrating, and coordinating team actions across the joint, interagency, and Resolute Support Headquarters (North Atlantic Treaty Organization) staff. Additionally, I led the mission to train, advise, and assist our Afghan counterparts as the primary advisor to MPGC Division Commander, Major General Safiullah Safi. Leading a team of five detention experts, we provided technical and tactical guidance to detention operations for the Ministry of Defense prison, Afghan National Detention Facility Prison-Parwan (ANDFP-P). This enabled Afghans to detain and incarcerate more than 6,000 terrorists and prisoners in support of the enduring counterterrorism mission while supporting the Afghan rule of law. I was responsible for monitoring ANA-led detention operations for compliance with international detention standards while also planning, synchronizing, and executing the required force protection measures and operational movements for the team.

The individual whom I replaced had redeployed 6 weeks earlier, so no left seat/right seat was scheduled. Luckily, my deputy was around for the next 90 days for continuity and support before he rotated home. I started feeling a little anxious about meeting our Afghan counterparts and heading to the prison for the first time. There was “an elephant in the

room” that no one dared to mention until I sat down with the deputy director for the first time. He said something like this: “Hello! Welcome to the team. We are really glad to have you here. As you know, you will be the direct mentor for Major General Safi. Everything should be good. Just so you know, he is aware that you are a female and we think it will be okay.” Boom! There it was—the elephant in the room!

I am a female military police officer, partnering with a 4,000-strong ANA unit, and the first primary female advisor assigned specifically to the prison since the hand over of the ANDFP-P from Joint Task Force 435 in October 2014. I had many questions about how I would be received, listened to, included, and respected by our Afghan counterparts. As it turns out, I have faced more bias and discrimination from Soldiers wearing the same uniform I do than I ever experienced from the ANA and MPGC soldiers. Meeting my partners and building relationships started slowly, but after about 90 days, the momentum started picking up.

## Advisor Keys to Success

What are the keys to being a successful military advisor? Our team was lucky enough to have a great linguist and cultural advisor, Mr. Abdul (Robby) Yousef. Shortly after arriving in Afghanistan, Robby and I discussed the keys to being a successful advisor, and he told me that the breakdown is simple. It is 60 percent competence (job professionalism), 30 percent personality (sociability, interpersonal skills, and actions), and 10 percent language (cultural sensitivity and willingness to speak the native tongue). Looking back, I’d say he was right. In a country like Afghanistan, the rank on your chest matters only when making first impressions; it does not and cannot define you. Our counterparts understand our rank structure, and they know that it is a merit-based system.

Confidence and trust can only be built over time as your actions and intentions become clear. Your actions will gradually reveal whether you are competent and if you genuinely care for your partners, their unit, and their mission. As you respect their rank and culture, that respect will be reciprocated. Do not make promises you cannot keep. Little things can and do matter; simple things beyond sharing food and drinking tea (which is a must) build rapport. When you hear the fire alarm chirping in the Afghans’ offices, bring them a 9-volt battery. Hand them a package of throat lozenges if they are not feeling well. The results are amazing. The hard part is understanding the problem—the real problem—then working with your partners toward a real solution that leads to their ability to be self-sustainable. After all, isn’t that what being an advisor is all about?

The real problems that I discovered were bigger than just the internal organization. MPGC had systemic *tashkil* (the Dari word for their modified table of organization and equipment) issues. Their task organization included three levels of command unnecessary to support a garrison support unit and five *kandaks* (battalions). Kandaks were not standardized across similar guard or security units, and there was a lack of equipment on-hand. I also discovered that as a direct reporting unit to the Ministry of Defense, no one from the General Chief of Staff office provided an MPGC voice for maintenance, training, money, or logistics. Connections at the advisor levels of the Resolute Support Headquarters were even weaker (almost nonexistent). And for the past 4 years, the quick-fix answer was to throw money at the problem—money that was provided through the Combined Security Transition Command–Afghanistan and Afghan Security Force Funds.

Need handcuffs? No problem; here are 4,000 pair. Short on detainee uniforms? Here you go; 24,000 bright-orange detainee uniforms. These items are just a couple of examples of ad hoc procurements that our team discovered sitting in warehouses, never used, collecting dust. But why? When we started asking the harder questions and conducting a joint 100 percent property inventory, it was amazing what we discovered. I spent much of my time coordinating with advisors throughout other headquarters to influence processes outside of MPGC. I am not naive enough to think that I was the first advisor to influence these processes; in fact, when I took the time to ask the questions, they knew all the right answers. But it is easier to just ask for needed items, and our partners are smart enough to know that teams of advisors come and go. This has created a climate and culture in which partners don't become any more accountable or self-sufficient during the process. I spent much of my time working shoulder to shoulder with the Afghans to determine their own acceptable solutions.

When you are placed as an advisor, ask yourself what your purpose is and what your legacy will be. I am a strong, competent, hardworking Soldier. I remained dedicated to figuring out the real problems and trying to work with my counterparts toward acceptable solutions for them—not just quick-fix solutions, but sustainable Afghan solutions. Working with and through the Afghans, I utilized advisor channels to make things work just a little bit better. I also happen to be a wife, mother, and woman; and because of that, I earned respect from my counterparts and ended up leaving part of my heart in Afghanistan. My legacy is leaving MPGC in better condition than I found it and my Afghan counterparts a little bit more self-sufficient than they were (although time will be the final judge of that).

## The Role of Women

Bullets and improvised explosive devices do not discriminate between male and female Soldiers on the battlefield, so why do we? My year as a female advisor in a patriarchal, male-dominated society has changed me forever. It had the potential to change an entire unit of Afghan Soldiers'

perspective on women. So I ask: Why was there an elephant in the room? I believe that the trepidation stems from misconceptions that many Westerners have about Middle Eastern cultures and religious differences. We mistakenly associate Islam with the oppression of women and quickly generalize that all males from Muslim countries view women in the same oppressive manner as extremists, like the Taliban do. It is amazing how quickly we forget that we, too, have gender biases that persist today in the form of job segregation and pay gaps.

I do not believe that I was a successful advisor because I am a woman; rather, that being a wife, mother, and woman helped me to be a better advisor. I believe that my identity is based on my personal character and an understanding of who I am as a person. I had the ability to make simple connections with the Afghans that my male coalition partners were unable to make based on cultural differences. I was able to engage the Afghans in discussions about their wives and daughters. We learned from each other that sacrifices transcend cultures and time. I learned that while Afghanistan is historically a patriarchal society where fathers are the head of the household, they are supportive of—not oppressive toward—their woman and children. The Afghans learned that a woman can be competent and successful in a career, while also being a mother and a wife. What I was able to provide as a female advisor was complementary and, in some instances, beyond what male advisors could provide.

Over the past 15 years, American and Afghan troops have encountered issues with addressing Afghan women. In an attempt to counter some of the cultural and religious norms, our military employed female engagement teams (FETs). The primary FET mission was to engage with the local Afghan female population by developing trust-based and enduring relationships with the Afghan women encountered on patrols.<sup>2</sup> Research assessing the effectiveness of FETs in the U.S. counterinsurgency effort generally follows two different schools of thought. The first regards FETs as largely successful and praises their usage; the second criticizes their solutions and lack of success. I believe that FETs provided U.S. forces with an essential tool to reach out to the Afghan population; however, the mistake was creating a team of women to engage Afghan women only. FETs completely missed 50 percent of the population.

As my tour in Afghanistan was ending, I became part of the planning process for an upcoming troop surge that included the employment of the 1st Security Forces Assistance Brigade (SFAB) and its six battalions across Afghanistan. Deployment of the 1st SFAB—specially designed to partner with and enable allied conventional forces—marked the beginning of the mission to train, advise, and assist the Afghan National Defense and Security Forces.<sup>3</sup> As the new troops landed at Bagram Airbase, I noticed that there were almost no female Soldiers among the organization. While I understand that females are a small percentage of the Total Army force (17.2 percent, as reported by the fiscal year 2017 Army G-1 [Deputy Chief of Staff, Personnel] Human

(Continued on page 23)

# Strategic Alignment at the Tactical Level

By Captain Adam T. Steveley

In an effort to integrate the military police disciplines, which is an objective of senior-level leaders of the Regiment, Soldiers from the 165th Military Police Company (Detention), 705th Military Police Battalion (Detention), 15th Military Police Brigade, Fort Leavenworth, Kansas, recently completed training with their 503d Military Police Battalion (Airborne), 16th Military Police Brigade, Fort Bragg, North Carolina, counterparts. The integration of these two units is not accidental, but serves to further the relationship of the 705th Military Police Battalion and the 16th Military Police Brigade.

As military police units seek forward movement toward maneuver commander objectives, it is vital that we are task-organized to provide capabilities across the broad range of our core competencies. Without the alignment of military police units that hold expertise in each of these core competencies, it is likely that combatant commanders will be without the specific skill set required to reach their end state goals.

To further professional relationships and develop proficiency in operating within this framework, the 165th Military Police Company recently began implementing this strategic alignment at the tactical level. The relationship between the 165th and the 503d began in earnest with the support of the 16th Military Police Brigade during Warfighter Exercise 18-01 at Fort Drum, New York. During this exercise, a small contingent from the 16th Military Police Brigade staff augmented the 42d Military Police Brigade, which was responsible for critical site security, logistical convoy security, and route security within the corps support area.

Additionally, the unit was tasked with establishing and operating a theater detention facility with a maximum occupancy of 2,000 detainees. Lending detention operations expertise to accomplish this task, the 1-165th platoon sergeant and I joined the team for the duration of the exercise. After



**Military police from the 503d Military Police Battalion conduct riot control during a training event with the 165th Military Police Company.**

a quick introduction to the rest of the team, we were quickly set to work on how to develop a theater detention facility of that size in an operational environment where conventional and nonconventional forces, although diminished, were still operational. The ability to rapidly integrate into another military police unit was vital to securing the corps support area and providing a place for the processing and custody of enemy combatants. Dedicating time at regularly scheduled events to discuss requirements allowed for the seamless transport of enemy force units from forward detainee holding areas to the theater detention facility. Most importantly, land-owning units were able to contact one military police headquarters and receive the enabler support they required regardless of which core competency it encompassed.

Fortunately, coordination between the 705th Military Police Battalion and the 16th Military Police Brigade continued well after Warfighter Exercise 18-01. Through the continued development of these relationships, the 165th Military Police Company was supported by a squad size element of Military Occupational Specialty 31Bs (military police) from the 503d Military Police Battalion at a recent collective-level training event. The squad members were from formations across the 503d, allowing for the newly honed skills to

return to home station with maximum dispersion. The 31Bs served in the role of host nation forces, assuming command of a theater detention facility facing a hybrid threat from an aggressive near-peer competitor. The Soldiers from this unit spent the first few days of the training event completing a consolidated, on-the-job training checklist before assuming control of facility operations as the final piece of the certification process. Training objectives for this event included a variety of challenges, to include—

- Segregation of lawful enemy combatants from U.S. military prisoners.
- Response to major disturbances.
- Reaction to criminal activity inside and outside the facility.

There were many lessons learned from the integration of military police units across core competencies including—

- Formalize the direct liaison authorized between supporting and supported units at the lowest level of command authority early in the working relationship.
- Involve supporting unit subject matter experts early in the military decision-making process, and continue integration throughout the planning phases and into execution.
- Define the expectations of supported and supporting units at the brigade staff level, and pass the requirements on to subordinate units early in the training cycle.
- Establish a formal lessons learned program to document and record training, as personnel turnover across multiple brigades may reduce interoperability.
- Rotate Soldiers and leaders who are able to participate in the integrated training to maximize exposure, build proficiency and relationships at the lowest level, and capitalize on the ability to send newly certified leaders back for home station training.

This complex training was beneficial to the 165th. The training forced Soldiers and leaders to focus on how detention operations are conducted and how they would train and certify follow-on units to assume control of a theater detention facility to support the rule of law as well as the sovereignty of government. As we look toward the next anticipated operating environment, the demand for military police forces will continue to grow. Whether it be soldiering, policing, investigations, or corrections, it is clear that our Regiment will continue to play a large role in deterring and defeating enemy aggression. As we continue to operate as habitually aligned military police units with the ability to offer expertise in each of the core competencies, we will provide the required versatility to operational- and strategic-level commanders. 

---

*Captain Stevely is the commander of the 165th Military Police Company (Detention). He holds a bachelor of science degree in political science and a bachelor of arts degree in history from Olivet Nazarene University, Bourbonnais, Illinois. He is currently attending The Ohio State University in pursuit of a master's degree in public administration.*

*(“Reflections From a Soldier . . .,” continued from page 21)*

Resources demographics profile), this saddened me. We must do better.

Army leaders today must understand that there are benefits to having female advisors and conducting military engagements across the range of military operations. Military engagements and deterrence activities like security cooperation help the United States build networks and shape regions, keeping day-to-day tensions between nations or groups below the threshold of armed conflict.<sup>4</sup> We must recruit our best and brightest into SFAB formations. However, based on SFABs designed using an infantry or armored brigade combat team model, we continue to miss out on much of the combat experience from women. Many women, like me, have plenty of combat experience and performed admirably during Operations Iraqi Freedom and Enduring Freedom; but for the sake of terminology, are not combat arms Soldiers. I am living proof that job competence is only 60 percent of the equation.

## Conclusion

Regardless of the final outcome of America's effort in Afghanistan, my purpose was fulfilled. I left MPGC more empowered and self-sufficient than it was when I arrived. Not only had I helped improve the organization, but I had also reached directly into the hearts and minds of 4,013 Afghan soldiers and possibly impacted their view of Americans in particular and women in general. Known now and forever as the “Mother/Sister” of MPGC, the fulfillment and satisfaction that I gained from this deployment rank among the highlights of my 15 years of service to our Army and our Nation. 

## Endnotes:

<sup>1</sup>Matthew Rosenberg and Dave Philipps, “All Combat Roles Now Open to Women, Defense Secretary Says,” *The Associated Press*, 3 December 2015.

<sup>2</sup>Gabrielle Cook, “Counterinsurgency and Female Engagement Teams in the Afghanistan War,” *E-International Relations Students*, 16 August 2015, <<http://www.e-ir.info/2015/08/16/counterinsurgency-and-female-engagement-teams-in-the-war-in-afghanistan/>>, accessed on 2 July 2018.

<sup>3</sup>Matthew Fontaine, “1st SFAB Uncases Colors, Begins Train, Advise, Assist Mission in Afghanistan,” Department of the Army, 19 March 2018, <[https://www.army.mil/article/202410/1st\\_sfab\\_uncases\\_colors\\_begins\\_train\\_advise\\_assist\\_mission\\_in\\_afghanistan](https://www.army.mil/article/202410/1st_sfab_uncases_colors_begins_train_advise_assist_mission_in_afghanistan)>, accessed on 2 July 2018.

<sup>4</sup>Field Manual 3-0, *Operations*, October 2017.

---

*Major Smith is the chief of Military Police Doctrine, Capabilities Development and Integration Directorate, Fort Leonard Wood, Missouri. She holds a bachelor's degree in elementary education from the University of Idaho and a master's degree in business and organizational security management from Webster University. She has served in platoon leader, staff, and advisor positions in Iraq and Afghanistan.*

# USAREUR MWD Program: The Strongest Link

By Master Sergeant Hardenio M. Abdon Jr.

**T**he U.S. Army Europe (USAREUR) Military Working Dog (MWD) Program is one of the first lines of defense, detecting and deterring threats in Europe. USAREUR MWD personnel are building one of the strongest working-dog collaborations in the world by working with coalition partners to ensure interoperability in working-dog capabilities. However, the coalition is only as strong as its weakest link. Gaps that were identified in training must be addressed to ensure that the coalition is operating at maximum strength at all times.

Military Occupational Specialty (MOS) 31K, MWD handler, was branched off MOS 31B, military police, with the additional skill identifier of Z6 (working-dog handler). MOS 31K is an Army career field in its infancy, and it faces many challenges. One of the biggest challenges is rebuilding institutional knowledge. Only 75 to 80 percent of eligible Army MWD handlers converted to MOS 31K. This brought unique challenges because the handlers who didn't convert were some of the most experienced, which produced a gap in training that is difficult to close.

Training for working dogs is unique to each animal. There is not a single regimented method by which to train that is suitable for every working dog. Fortunately, USAREUR MWD personnel are in a position to train with some of the most experienced European working-dog trainers. Europe has a long history of using working dogs. Starting in the 1900s, Germany developed the discipline of *Schutzhund* and Holland formed the discipline of *Koninklijke Nederlandse Politiehond Vereniging*. These disciplines laid the foundation for working-dog training, and many coalition partners are well experienced in these disciplines. This is important because USAREUR MWD Program managers are working to instill the foundation of training to all handlers. One way they do this is through teaching seminars on working-dog psychology and behavior modification throughout the region. These seminars focus on communicating, reading, and understanding dog behavior.



An MWD handler and his MWD conduct HME imprinting at the Belgium Federal Police Canine Training Center.

Another initiative that USAREUR MWD Program managers are implementing involves taking training back to the basics. There is an operational need for MWDs to be trained on homemade explosive (HME) detection. Due to strict regulatory restrictions in Germany, USAREUR MWD Program managers need to find alternate ways of training with HMEs in the European theater. Meanwhile, recent attacks have illuminated the lethality and ease of procurement of HMEs in Belgium. To counter those threats, the Belgium Federal Police Canine Division started a robust training program

specializing in defeating HME threats. In addition, a homogeneous relationship was established between the Belgium Federal Police and the Belgium Royal Military Academy to assist in HME detection training. The Belgium Federal Police and the Belgium Royal Military Academy have become instrumental in assisting USAREUR to ensure that all MWDs are capable of defeating any HME threat.

The Belgium Royal Military Academy Chemistry Department produces the necessary HMEs for the Belgian Federal Police Canine Division. Then, handlers introduce the target odor to their working dogs using several training techniques. Earlier this year, USAREUR MWD Program managers were invited to bring handlers and their MWDs to the Belgian Federal Police Canine Division central training facility to begin the process of introducing MWDs to HMEs. This was a perfect opportunity; USAREUR MWD handlers saw the beginning stages of training working dogs to detect target odors. This is a stage of working-dog training that many new handlers never experience.

All U.S. handlers and MWDs are trained at Joint Base San Antonio, Texas, where they are taught the basics of detection and patrol; unfortunately, they are taught separately. New handlers never see the initial stages of training dogs to detect target odors. The Belgium Federal Police use a process very similar to the U.S. military to imprint working dogs on target odor. Starting with odor recognition, they gradually progress to the target response to odor. It is a very thorough process that must be executed with extreme attention to detail to ensure that training timing is at the smallest deviation possible and that safety is not compromised.

The delivery of reinforcement in dog training is the key to a successful training session. However, there are many HME formulations that are extremely volatile and dangerous to handle, which can make rewarding the working dog more complicated. Nevertheless, due to the outstanding professionalism of the Belgium Federal Police and USAREUR MWD handlers, training is conducted to the highest level of effectiveness without incident. Now that USAREUR MWD handlers are learning how MWDs imprint on a target odor and on HMEs, there is no doubt that the USAREUR MWD Program is ensuring the safety of the Soldiers and Family members of USAREUR communities and assisting respective host nations in countering terrorism.

The goal of the cooperation between the USAREUR MWD Program and the Belgium Federal Police Canine Division is to assist the United States and other European partner nations in opening communication for best practices and procedures. This communication ensures working dog interoperability throughout Europe, which strengthens the United States and its European partners.

USAREUR MWD Program managers attend European Commission and North Atlantic Treaty Organization (NATO) canine working groups to provide subject matter expertise for working dogs in a combat environment and law enforcement capacity. USAREUR MWD Program managers constantly strive to strengthen the links between NATO

and their European Commission canine counterparts. USAREUR MWD Program managers are significant contributors in the NATO development of standardization agreements of working-dog capabilities. The program managers' experience in developing NATO standardization agreements for working dogs allowed them the ability to assist the European Commission in developing a working-dog standardization agreement within the commission itself.

USAREUR has helped expand interoperability by requesting and attending working groups from European countries in order to expand communication on the best practices to defeat HME threats. Just recently, the program managers attended an HME working group hosted by the Portugal Police Special Units Canine Division. Belgium Federal Police Canine Division and Finland Police Canine leadership, explosive ordnance disposal experts, canine experts, chemistry experts, and canine handlers from all delegations came together to learn how to defeat HME threats. Many topics were discussed in this working group, but the major topic was the safe handling of one of the most volatile types of HME. The Portugal police have been successful in creating and training with increased amounts of this dangerous substance in the safest manner possible. One of the biggest takeaways of the working group was that although there are minor differences among the programs of the countries, the major similarities imparted confidence that the United States and other European countries are committed to the detection and deterrence of HME threats in Europe.

In the near future, USAREUR MWD Program managers will attend the NATO counter-improvised explosive device expert panel for MWDs, hosted by Spain and facilitated by a U.S. delegation serving as the chairman of the panel. USAREUR MWD personnel plan to expand their expertise to the Balkan region and discuss further partnerships and training with Israeli allies. This is crucial to ensuring that the United States and its European allies are able to defeat any threat and attack any network that wishes to cause harm to others.

By building the institutional knowledge of the USAREUR MWD Program and unbreakable links and relationships with our European coalition partners, there is no doubt that the European theater possesses one of the greatest assets in detecting and deterring threats in the region. Our weakest link is stronger than any threat in Europe, and it is a major focus of the USAREUR MWD Program and its European allies.



---

*Master Sergeant Abdon is the USAREUR MWD Program manager, Wiesbaden, Germany. He holds bachelor of science and master of science degrees in business administration from Trident University International, Cypress, California. He is currently pursuing a master of business administration degree from Trident University International.*

**Photographs by Master Sergeant Hardenio M. Abdon Jr.**



# UNDERSTANDING THE DYNAMICS OF THE SUICIDE PROCESS

By Mr. Mark S. Lindsay

**S**uicide comes from the Latin term *suicidium*. The term consists of the root words *sui* meaning self and *cidium* meaning killer. Therefore, the term suicide refers to killing oneself.

As an adjunct professor at the bachelor and graduate levels, I have taught suicide intervention and suicide investigation to many law enforcement agencies at various times over the last 44 years. I always tell my students to think of suicide as a tree. The base or trunk of the tree is what we refer to as general suicide; the subject kills himself or herself. The suicide tree then has two branches: murder/suicide and suicide by cop. Both topics have been covered in past *Military Police* articles.<sup>1,2</sup> This article discusses general suicide. First, we must understand that suicide is a solution to a problem—nothing more and nothing less.

A person may decide on suicide as a solution because of real or perceived pain; suicide allows the person to escape the pain. There are three reasons that a person may decide to commit suicide: mental illness, a medical condition, or stress.

## Cause—Mental Illness

Mental illnesses such as bipolar disorder, schizophrenia, major depressive disorder, or an eating disorder increase the propensity for suicide. However, not everyone who commits suicide is suffering from mental illness.

## Cause—Medical Condition

Certain medical conditions are also associated with a high propensity for suicide. Furthermore, chronically ill patients are more likely to commit suicide than terminally ill patients. There are seven diseases of the central nervous system that increase the risk of suicide: epilepsy, multiple sclerosis, head injury, cardiovascular disease, Huntington's chorea, dementia, and acquired immune deficiency syndrome (AIDS). There are also four endocrine conditions that are associated with increased suicide risk: Cushing's disease, anorexia nervosa, Klinefelter syndrome, and Porphyria. In addition, there are two gastrointestinal disorders associated with increased suicide risk: peptic ulcer and cirrhosis. Finally, there are two urogenital problems associated with an increased risk of suicide: prostatic hypertrophy and renal disease treated with hemodialysis.

## Cause—Stress

Positive and negative stress affect our lives daily. This article focuses on stress as the cause for committing suicide. Negative stress leads to a crisis state, which may lead some to suicide.

Human beings juggle life stressors every day. Most people operate from a rational thought process each day and can, thus, handle life stressors. When the stressors become too much to handle, a suicidal individual moves from rational thinking, where he or she can solve problems, to emotional thinking, where he or she cannot. Once in an emotional thinking state, the next step is a crisis state.

When I was a newly trained police crisis negotiator, I attended a lecture in which Mrs. Shirley W. Ruple, a professor from the University of South Carolina, provided this description of a crisis state:

- A precipitating event has occurred within the last 24 hours, and the subject's normal coping mechanism has not worked to resolve the situation.
- The subject is acting and responding from an intense emotional level rather than a rational thinking level in response to a highly stressful situation.
- The situation is perceived to be a threat to the emotional, psychological, or physical needs of the subject.

The crisis state leads to a thought process in which suicide is seen as an appropriate solution to a problem. The decision to select suicide as a solution comes about as part of a three-step thought process; the suicidal person—

- Identifies his or her problem.
- Perceives suicide as a viable option.
- Decides that suicide is the best option.

Once a person in a crisis state chooses suicide as the option, there are obvious behavioral changes. These behavioral changes can often be detected by a crisis negotiator, crisis counselor, Family member, or friend. The problem no longer matters to the person. The stressors are no longer controlling his or her life. Crisis negotiators and counselors can hear changes in the person's voice. Family and friends often see changes in the person's behavior; for example, the subject may suddenly be happy again because the weight of the

world has been lifted off his or her shoulders. He or she has a solution to the problem.

Suicide is more of a psychological event than a physical one. The subject must accept suicide as the only viable option; otherwise, he or she will not commit suicide.

### Psychological Concepts of Suicide

Mr. Art Westveer, a death investigation instructor at the Federal Bureau of Investigation (FBI) Academy at Quantico, Virginia, required his students to write a paper on suicide. While I was on loan to the Crisis Negotiation Section of Behavior Science, FBI Academy, researching threat assessments of hostage takers and suicidal subjects in a hostage and barricade incident, Art asked me what I thought of a student paper. A student police officer from Japan had identified three important general psychological concepts of suicide:

- The interval of an acute suicidal crisis state is of relatively short duration.
- The suicidal person is often ambivalent (has mixed or contradictory emotions).
- Most suicidal events are dyadic in nature (involve two people).

**Acute Suicidal Crisis State.** Acute suicidal crisis (a period of high and dangerous lethality) is an interval of relatively short duration, typically counted in hours or days—not months or years. An individual at a peak of self-destructiveness receives help, calms down, or commits suicide. One of the questions in a suicide intervention is: How long is a suicidal person at risk? The range generally quoted is 24–72 hours. But I believe the interval is no more than 24 hours. Suicide is an energy-driven monster. The process of committing suicide takes a significant amount of physical and psychological energy. While working as a police crisis negotiator, suicide hotline counselor, and member of a mental-health community outreach program in a major U.S. city, it was my experience that a person who had been in an acute suicidal crisis state for 24 hours had committed suicide or crashed due to exhaustion.

**Ambivalence.** The paradigm of suicide is not simply a matter of wanting or not wanting to take one's own life. The prototypical psychological picture of a person on the brink of suicide is a picture of one who wants to **and** does not want to commit suicide. He or she makes plans for self-destruction and, at the same time, entertains fantasies of intervention and rescue. It is possible for a suicidal individual to cut his or her throat and cry for help at the same time.

**Dyadic Nature.** The dyadic aspect of suicide is made up of two phases. The first phase includes the attempted prevention of a suicide by a police officer, first responder, family member, or other person who intervenes with a suicidal person. The second phase is the aftermath of a suicide, in which a police officer or first responder must explain to surviving family members that their loved one has committed suicide. Although it is obvious that the suicidal drama takes place within an individual's head, it is also true that most suicidal

tensions occur between two people keenly known to each other: a spouse, significant other, parent, or child.

### Cumulative Stress

The law enforcement, mental health, and medical communities now realize that negative stress is cumulative. Negative stress that is not addressed builds up. This build-up psychologically and physiologically affects the individual, leading to a crisis at some point. More first responders die each year from suicide than from line-of-duty deaths.<sup>3</sup>

First responders are exposed to trauma every day. Some of the trauma, such as physical or verbal abuse, is directed toward the first responder. Other first responders experience trauma by way of the job—constant exposure to death, domestic violence, and violence in general. Each call builds a layer of negative stress.

### Conclusion

When I teach about the thought process that causes a person to choose suicide as a solution, I like to use an analogy of an electrical short circuit. If you have an electrical outlet that is rated for 15 amperes and you plug in an appliance that requires 20 amperes, the circuit shuts down. The circuit will not work again until you address the amperes overload problem. The same goes for the crisis state—until you address the negative stressors, you cannot return to rational thinking.



### Endnotes:

<sup>1</sup>Mark S. Lindsay, "Suicide by Cop: An Understudied Time Bomb for Law Enforcement," *Military Police*, Fall 2017, pp. 15–17.

<sup>2</sup>Mark S. Lindsay, "Understanding the Murder-Suicide Continuum," *Military Police*, Spring 2018, pp. 19–20.

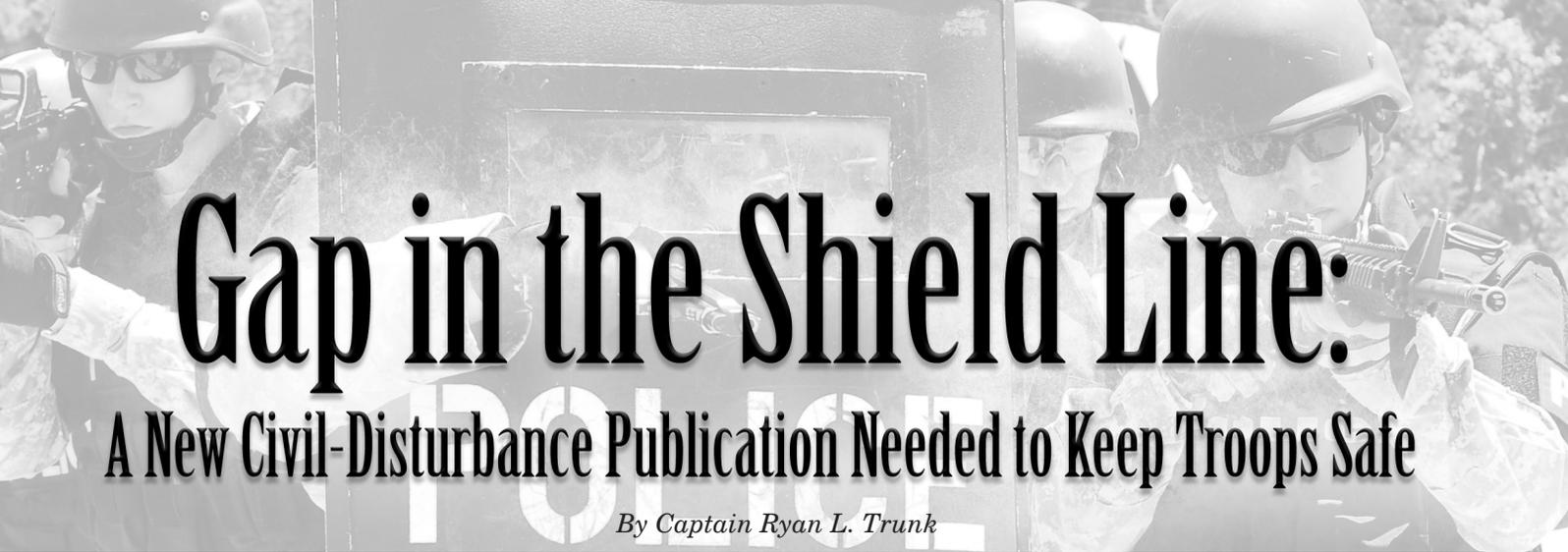
<sup>3</sup>Miriam Heyman et al., "Ruderman White Paper: Mental Health and Suicide of First Responders," April 2018.

### Reference:

The Treatment Specialist Web site, <<https://thetreatmentspecialist.com/4-mental-disorders-with-high-suicide-rates/>>, accessed on 18 June 2018.

---

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



# Gap in the Shield Line:

## A New Civil-Disturbance Publication Needed to Keep Troops Safe

By Captain Ryan L. Trunk

The Department of the Army last revised the publication guiding the use of nonlethal weapons (NLW) and civil disturbance in 2014, which makes it the most up-to-date civil disturbance publication among Service publications. However, Army Techniques Publication (ATP) 3-39.33, *Civil Disturbances*, is an inadequate guide for NLW use in today's operating environment.<sup>1</sup> The current manual references outmoded equipment, ignores lessons learned from at least 5 decades of documented civilian operations, and fails to adequately discuss scalable crowd control formations for military police units across the Services. An effective NLW publication must incorporate lessons learned from past military and civilian operations, describe current equipment capabilities and limitations, and discuss the full spectrum of civil disturbance formations that can be used by military forces during civil disturbance operations at home and abroad. Our urban installations are at a very high risk for civil disturbances that could affect base operations, and the overseas environment promises to incorporate the full spectrum of warfare, including NLW. The practical and legal consequences of incorrectly employing NLW and failing to incorporate lessons learned into doctrine could be catastrophic; this is setting our military police up for failure. A new manual for civil disturbance formatted as a joint publication and developed by a joint working group should take the place of the current ATP.

The current manual outlines very few NLW munitions and describes very little gear, instead referencing Training Circular (TC) 3-19.5, *Nonlethal Weapons Training*.<sup>2</sup> The limited space dedicated to munitions and gear is dominated by a full 15 pages of baton strikes and holds, yet conspicuously absent from TC 3-19.5 and ATP 3-39.33 are descriptions of weapons such as the M32 multishot grenade launcher, capable of firing six 40-millimeter rounds in a matter of seconds.

TC 3-19.5 also discusses the Magnetic Audio Device as a way to communicate with the control force and crowd. However, the only technology with the capability to realistically be heard over a large crowd is the Long-Range Acoustic Device, which is not mentioned in either publication. The updated manual should survey all fielded equipment and guide commanders on its capabilities and limitations. Emerging technology or technology not currently fielded by

the military should be researched, and suggestions on procurement should be made. Commanders must be exposed to the full spectrum of available technology in the new manual to ensure that the best equipment is being utilized to keep troops safe.

The current manual does not address any specific case studies or after action reports, despite a recommended-reading section. Civilian law enforcement case studies and after action reports represent a treasure trove of best practices due to the number of repetitions in which civilian police participate. Detailed reports dating back to the 1960s describe riot catalysts, manning solutions, equipment, public perception influencers, legal issues, and tactical procedure best practices.<sup>3-9</sup> In 2005, the Boston police commissioner released a report about the death of a bystander named Victoria Snelgrove during a civil-disturbance event.<sup>10</sup> The report recommended that extensive tests be conducted on the FN 303® launcher (a compressed air launcher) before bringing it back into service and questioned its use as a safe NLW. Despite this strongly worded report, the Inter-Service Nonlethal Individual Weapons Instructors Course was still covering the FN 303 launcher as recently as 2013. Regular revision of the civil-disturbance field manual that incorporates information based on recent events keeps military police on the vanguard of civil-disturbance operations and allows us to learn from the mistakes and successes of other agencies. An entire chapter of the next revision to ATP 3-39.33 should be dedicated to a review of civilian and military after action and commission reports.

The tactical formations outlined in ATP 3-22.40, *Multi-Service Tactics, Techniques, and Procedures for the Employment of Nonlethal Weapons*, have not changed significantly in the last several reviews.<sup>11</sup> Even a cursory review of civilian police after action reports shows a nearly constant evolution of tactics to account for new protestor tactics, emerging technology on both sides of the shield line, and court cases that shape the civil disturbance environment. The new manual does not need to discard the current platoon and company formations entirely, but the formations should be augmented based on after action reports. Greater attention should be paid to smaller formations (individuals and fire teams) as they transition between different formations.

Civil disturbance situations can occur almost instantly without warning, especially at installations in urban environments. Attention should be paid to the tactics of individuals manning the main gate or the immediate response of a fire team when a protest erupts spontaneously. Washington, D.C.; New York City, New York; Baltimore, Maryland; and Saint Louis, Missouri, have all experienced spontaneous civil disturbances in which only a small number of police initially responded. We need to equip troops with smaller unit civil-disturbance formations, expand the types of platoon and company size formations, and detail effective transitions between current formations.

The argument can be made that civilian police and military police have entirely different missions; therefore, we should not study civilian after action reviews to guide our publications. While it is certainly true that civilian and military police have different missions and authorities, the basic tenets of human behavior in mobs and the tactics and gear used to control mobs are the same. Additionally, a careful review by a judge advocate can ensure that nothing published in the new manual would violate any local or federal laws. Some military police professionals may wonder if a Marine officer's opinion is valid for developing an Army publication. As military police professionals, we should strive to share information from experiences across all Services. Our civil-disturbance training is already very integrated from basic training, to the Inter-Service Nonlethal Individual Weapons Instructors Course, to execution. Any effort to rewrite civil-disturbance doctrine should involve a request for information from all possible sources. There will be some resistance to revising standard civil-disturbance formations that have been taught and employed for decades. A total overhaul, however, is not necessary to incorporate lessons learned and improve civil-disturbance operations. We have a strong base that has proven itself worthy over time, but improvements are needed to address changes in crowd dynamics observed in the past decade.

A working group consisting of company grade and staff noncommissioned military police officers from each military Service, along with advisors from the civilian sector, should be formed to develop a new civil-disturbance manual. This working group will have recent, firsthand knowledge of NLW employment and the current technology being fielded. It will also be the best to leverage for ideas on improving tactics, formations, and equipment; incorporating military enablers; and liaising with civilian law enforcement. Formatting the new manual as a joint publication will make joint training, procurement, and joint missions significantly easier to integrate with military and civilian partners. Additionally, the lessons learned can be compiled from a broader range of services for future editions of the publication. A consolidated, comprehensive, and broadly researched civil-disturbance publication will cut down on training time by eliminating the need for individual units to supplement the current, incomplete publication. The Army civil disturbance publication needs to be rewritten as a joint publication as soon as possible and revised by a joint working group at least every 2 years.



## Endnotes:

<sup>1</sup>ATP 3-39.33, *Civil Disturbances*, 21 April 2014.

<sup>2</sup>TC 3-19.5, *Nonlethal Weapons Training*, 6 May 2014.

<sup>3</sup>Baltimore City Fraternal Order of Police Lodge #3, *After Action Review: A Review of the Management of the 2015 Baltimore Riots*, <<http://www.fop3.org/wp-content/uploads/2015/07/AAR-Final.pdf>>, accessed on 29 January 2018.

<sup>4</sup>Otto Kerner, *Report of the National Advisory Commission on Civil Disorders*, Bantam Books, New York, 29 February 1968.

<sup>5</sup>Michael Hillman and Gerald L. Chaleff, "Los Angeles Police Department Report to the Board of Police Commissioners, An Examination of May Day 2007," 9 October 2007, <[www.lapdonline.org/assets/pdf/Final\\_Report.pdf](http://www.lapdonline.org/assets/pdf/Final_Report.pdf)>, accessed on 29 January 2018.

<sup>6</sup>*Violence in the City—An End or a Beginning?*, A Report by the Governor's Commission on the Los Angeles Riots, 2 December 1965.

<sup>7</sup>Tony Narr et al., *Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches*, Police Executive Research Forum, Washington, D.C., 2006.

<sup>8</sup>National Police Improvement Agency, *Manual of Guidance on Keeping the Peace*, 2010, <<http://www.statewatch.org/news/2012/jan/uk-manual-public-order-2010.pdf>>, accessed on 29 January 2018.

<sup>9</sup>Port of Seattle Police Department, *Executive Order Protest After Action Report*, January 2017, <[https://www.portseattle.org/About/Public-Safety/Police-Department/Documents/170128\\_police\\_after\\_action\\_report.pdf](https://www.portseattle.org/About/Public-Safety/Police-Department/Documents/170128_police_after_action_report.pdf)>, accessed on 29 January 2018.

<sup>10</sup>Donald K. Stern et al., *Commission Investigating the Death of Victoria Snelgrove*, 25 May 2005, pp. 27–37, <[https://www.cityofboston.gov/images\\_documents/sternreport\\_tcm3-8954.pdf](https://www.cityofboston.gov/images_documents/sternreport_tcm3-8954.pdf)>, accessed on 29 January 2018.

<sup>11</sup>ATP 3-22.40, *Multi-Service Tactics, Techniques, and Procedures for the Employment of Nonlethal Weapons*, 13 February 2015.

---

*Captain Trunk is a military police officer serving as the provost marshal at Marine Barracks, Washington, D.C. He holds a master's degree in public administration and emergency management from the John Jay College of Criminal Justice, New York.*

# Bureau of Criminal Identification

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



**Author's note:** My association with the U.S. Army Criminal Investigation Command (commonly known as CID) started in 1959 and lasted until my retirement from the Army in 1974. In 1967, I started training in the U.S. Army Criminal Investigation Laboratory (USACIL), specializing in firearms identification. As an unofficial military police/CID historian, I thought I knew a lot of USACIL history. But very recently, while researching CID activities in Europe during World War II, I discovered references to a crime laboratory in Naples, Italy, started by Technician Fifth Class John Kritko. I had never heard of the man or the laboratory that he was destined to lead! I owe an amazing debt of gratitude to the son of Agent Kritko, who gave me access to his father's files, and to the son of CID Agent John LoPinto, who provided massive amounts of material on the infamous Lane Gang Case.

—Patrick Garland

Agent John Kritko, CID Badge No. 1299, was first assigned to the Provost Marshal's Office, North Africa Theater of Operations in 1943.<sup>1</sup> As a former police officer with fingerprint identification experience, Kritko was assigned to the newly formed 6709th CID Platoon, with duty at the Peninsular Base Section, Italy, on 23 March 1944. The 6709th was organized as a theater-wide CID unit, which was to have a forensic science capability.<sup>2</sup> Until sufficient agents could be obtained to establish forensic-science units, CID had to rely on support from the Scientific Police Laboratory of the University of Algiers, Algeria. An initial CID laboratory was activated in October 1943 and led by First Lieutenant George R. Bird, a World War I veteran and a forensic scientist in civilian life.

Kritko was trained in forensic ballistic examinations, most likely by Lieutenant Bird. Lieutenant Bird later became the founder of the European Crime Laboratory originally known as the 27th Military Police Detachment (Criminal Investigation), a mobile crime laboratory that traveled throughout the European Theater. Bird's unit eventually evolved into USACIL-Europe in Frankfurt, Germany.



Agent John Kritko

As U.S. forces invaded Sicily (July 1943) and the Italian Peninsula (September 1943), CID followed and the need for forensic services became necessary. Kritko was promoted to sergeant and was designated to establish a facility to provide such service. Space for the facility was provided in the Police Headquarters Building in Naples. The service became known as the Criminal Investigation Division-Bureau of Criminal Identification.

From 8 April until 30 October 1944, Agent Kritko alone worked 82 firearm identification cases and testified in 56 courts-martial, resulting in 55 convictions of the defendants. From 1 November 1943 until 11 October 1944, the statistics for the 6709th's forensic teams were as follows:

- Firearms identification cases: 72.
- Fingerprints:
  - CID prisoners fingerprinted: 200.
  - Fingerprint records on file: 4,500.
  - Fingerprint identifications: 15.
  - Latent fingerprints identified: 17.
  - Prison escapees identified: 1.
  - Disciplinary Training Stockade prisoners fingerprinted: 4,000.
  - Processing of crime scenes for latent fingerprints: 20.
  - Evidentiary articles processed for latent fingerprints: 40.
  - Deceased persons fingerprinted for identification: 20.
  - Suspects fingerprinted for comparison to latent fingerprints: 250.
- Alteration of allied military currency cases: 1.
- Handwriting cases: 13.

- Photography:
  - CID prisoners photographed: 200.
  - Disciplinary Training Stockade prisoners photographed: 1,259.
  - Crime scenes photographed: 60.
  - Corpses photographed: 92.
  - Technical and court exhibit photographs taken: 79.

Due to an increasing case load, Agent Kritko soon added three more CID agents to his team: Agent Edward P. Cotton, who was court-qualified in fingerprint identification and forensic photography; Agent James M. Borders, who specialized in fingerprints and photography; and Agent Charles M. Stewart, who like Kritko, was qualified in all aspects of forensic sciences offered by the bureau. The identification bureau was not only servicing CID, but also the Army Air Corps, military police, the Navy shore patrol, the British Special Investigation Branch and Provost Corps, Canadian military police, the Royal Air Force, and elements of the Polish Army.

In addition to the firearms cases, Kritko and his team processed crime scenes, examined items of evidence for latent fingerprints, fingerprinted unidentified corpses, and fingerprinted an entire quartermaster battalion in a successful attempt to identify a perpetrator in the shooting death of a military policeman. In that case, the only evidence was a single fingerprint on a wine glass from the scene of the shooting. The suspect admitted to the shooting after the fingerprint examination results by Kritko identified him. He was tried by general court-martial, convicted, and executed. Other examinations conducted by the bureau included handwriting comparisons, forgery analysis, forensic photography, and the reconstruction of a homemade incendiary device that destroyed a U.S. Army mail truck.

Not only in Italy, but throughout the entire war zone, from England to Greece and beyond, gangs of military deserters were terrorizing the countryside. For example, the Lane Gang committed everything from vehicle theft to armed robbery, black-marketing, and murder. Ironically, none of the gang was named Lane, which was an alias used by the ringleader, Private Werner Schmeidel from Pennsylvania. A report of investigation, which was 72 pages long, listed 27 subjects, including three Canadian Army deserters, 12 Italian citizens, and at least one Italian Army deserter. The investigating CID agents were John X. Monahan, John LoPinto, and Henry F. Land, all from the 6709th CID Platoon. Technical support was provided by Agent Kritko's Bureau of Criminal Identification.<sup>3</sup> At least two British agents of the Special Investigations Branch assisted in the investigation. Schmeidel and his assistant ringleader, Private James W. Adams, were convicted and sentenced to death. Schmeidel was hung at a stockade in Aversa, Italy, on 11 June 1945, but Adams' sentence was commuted to life. The gang operated mainly between Rome and Naples, even ambushing military police patrols and stealing their uniforms, weapons, and vehicles to bypass checkpoints and pull over supply-laden trucks.



**Agent Edward Cotton**

Members of the Naples Bureau of Criminal Identification were constantly traveling on temporary duty to testify in courts-martial held by American, Canadian, British, and Polish personnel, in Oran, Algeria; Sardinia; Malta; and throughout Italy. We have been unable to find any records of this unit after 1946. At some point, it was redesignated as the 7102d CID Platoon.

Agent Kritko returned to the United States in 1947 and served at Fort Meade, Maryland. Throughout his career, he was stationed in many other locations in a few different military occupational specialties. He retired at the rank of master sergeant from Fort Huachuca, Arizona, on 1 June 1965. He died on 24 April 1983 in Martin Army Hospital, Fort Benning, Georgia, and is buried in Parkhill Cemetery, Columbus, Georgia.



#### Endnotes:

<sup>1</sup>Monthly Organizational Historical Journal, 6709th CID Platoon (Provisional), March 1994 to 1 May 1944.

<sup>2</sup>Special Order No. 83, Headquarters Peninsular Base Section, 23 March 1944.

<sup>3</sup>CID Rome Allied Area Command Report No. 115, "Report of Investigation of Activities of the Lane Gang," 10 February 1945.

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

*Mr. Lindsay began his career in law enforcement as a military police Soldier in 1972. In 1978, he left the military to enter civilian law enforcement. After retiring from the Baltimore City Police Department in 1999, he entered federal law enforcement as a criminal intelligence specialist assigned to the Bureau of Alcohol, Tobacco, and Firearms. In 2008, he returned to military law enforcement, where he was assigned to the Command Intelligence Operations Center, CID, and finished his career working cold cases.*

# A WORLD WAR II MILITARY POLICEMAN

*By Master Sergeant Patrick V. Garland (Retired)*

There were many thousands of men and women who served as military police during World War II; many gave their all during those years. As a history buff, I have had the good fortune to become acquainted with many of them, through written and telephonic communications or through veteran's Web sites. Some contributed greatly by sharing their memories and photograph collections, which enables me to write their stories for *Military Police*. One contributor who helped me so much over the past few years became a very dear friend, and I was keen to meet him in person. In October 2017, I had the distinct honor of meeting Frederick L. Waggett Sr., a 93-year-old veteran who currently resides in an assisted-living facility in Massachusetts.

Waggett served as a military policeman from 1943 to 1946. Although his service lasted just a few years, he spent many years trying to stay in contact with his buddies and writing about their experiences. He tells how it all began:

*What stands out in my mind is a very quiet Sunday afternoon. I was only 17 years old, sitting in our dining room, working to complete an English paper for school, when we got the word about Pearl Harbor. A group of about 15 of the neighborhood boys got together and decided that as soon as high school was finished, we would enlist . . . our saying was, "Don't get mad, get even!" In 1943, before I had reached my 19th birthday, I volunteered for service and was on my way to Fort Devens, Ayer [Massachusetts], and the reception center. Following the [intelligence quotient] IQ tests, I was told by a sergeant that I was going to be assigned to the 79th Infantry Division, but . . . they recalled me for another IQ test. Apparently, I had done well, and I had mentioned that I was fairly fluent in both [the] French and German languages. After additional tests, I was told that I would be assigned to [a military police] unit, which might need or could use this ability. My first posting was to Camp Shanks [Orangetown, New York]. I was assigned to [a military police] battalion . . . that was being re-manned. I later went to Fort Custer [Michigan] for extensive infantry training because, if need be, we could/would be used as an infantry battalion.<sup>1</sup>*

The history of Waggett's unit is outlined in two articles that appear in earlier issues of *Military Police*.<sup>2,3</sup> His Service represented a job well done. He rose to the rank of first



**Frederick L. Waggett Sr. during his days as a military police officer.**

sergeant of Company B, 796th Military Police Battalion. Waggett talked about being attached to the 17th Airborne Division:

*Later on, we were . . . attached to the 17th [Airborne] with security duty for the [17th Airborne, which was] to take part in "Operation Varsity," where they, along with the British 6th [Airborne] (Red Devils) jumped across the Rhine at Wesel. Security was very strict, as the Germans knew of the jump but not any of the particulars. It was our job to ensure security and secrecy so that the 17th [Airborne] could concentrate on preparing for the jump. Our focus of effort was to keep all locals away*



**Frederick L. Waggett Sr. received the French Legion of Honor award from the French Ambassador at the French Embassy in Boston, Massachusetts.**

*from the area. What bothered the [airborne] higher-ups was the fact that [British] General Montgomery did not even mention the 17th's participation for 4 days after the jump. For this duty, we were awarded a Campaign Star for the Rhineland Campaign participation.<sup>4</sup>*

At various times, Waggett served as an interpreter for different intelligence units; he could read, write, and speak French and German. After performing a number of these duty assignments, Waggett was awarded the combat infantry badge while at "Lucky Forward," 3d Army Headquarters. All World War II recipients of a combat infantry badge or combat medical badge are authorized the Bronze Star Medal (without a Valor [V] device) under authority of Army Regulation 600-8-22, *Military Awards*.<sup>5</sup> This authorization does not include post-World War II combat infantry badge or combat medical badge recipients.

When asked what memories stand out during his service, Waggett recalled the following:

*In Belgium, we met with a "local" who was to provide some vital data regarding the Germans around the area. He started out speaking Flemish; but I did not know how to speak that, so I asked if he could speak German, which he did. We talked for a while, and I was growing tired; I side-mouthed [to] the [intelligence] officer next to me that I was going to try to switch to French, which was much easier for me. I did, and this "local" did the same without missing a beat. After some time (it seemed an eternity), I told the intelligence officer that I needed "to take ten," as*

*mind and body were exhausted. Having just reached the age of 20, I thought I was a 4.0 interpreter and that obviously wasn't the case! Smiling ear to ear, the "local" said to me in accent-free, perfect English: "You know sergeant, for someone so young, you are good but I'm a little better." He was a Belgian officer and a Rhodes Scholar who spoke 7 languages! I was so mad [that] I could have shot him on the spot for what he had put me through. It all worked out though; he was a friendly who was testing us to be sure [that] we were Americans, and I'll never forget that experience. Also, it may seem bizarre, but [another] memory I have is that when we returned stateside, after an 11-day Victory ship voyage, we had to wait while the garbage was unloaded from the ship before we were allowed to disembark.<sup>6</sup>*

Waggett's language abilities also proved beneficial to me on many occasions. He has translated several French and German documents for a few of my research projects over the years.

Waggett's wartime service was recently recognized by the French Embassy in Boston, Massachusetts. On 19 October 2015, the French Ambassador presented Waggett with the French Legion of Honor. Waggett's Family was with him during the presentation. 

#### Endnotes:

<sup>1</sup>Together We Served Web site, <<https://army.togetherweserved.com/army/servlet/tws.webapp.WebApps?cmd=ShadowBoxProfile&type=Person&ID=237625>>, accessed on 24 May 2018.

<sup>2</sup>Patrick V. Garland, "Penal Institutions in the European Theater of Operations," *Military Police*, Spring 2012, pp. 64–66.

<sup>3</sup>Patrick V. Garland, "796th Military Police Battalion During World War II," *Military Police*, Fall 2013, pp. 30–32.

<sup>4</sup>Together We Served Web site, "U.S. Army Voices", <[https://army.togetherweserved.com/army/voices/2010/9/Waggett\\_voices.html](https://army.togetherweserved.com/army/voices/2010/9/Waggett_voices.html)>, accessed on 24 May 2018.

<sup>5</sup>Army Regulation 600-8-22, *Military Awards*, paragraph 3-13d, 1946 (version is obsolete).

<sup>6</sup>Together We Served Web site, "U.S. Army Voices."

---

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



# Headquarters and Headquarters Detachment, 519th Military Police Battalion



## Lineage and Honors

Constituted 18 October 1927 in the Regular Army as the 15th Military Police Battalion (less Company A).  
Redesignated 1 June 1940 as the 519th Military Police Battalion (less Company A).  
Company E, 524th Military Police Battalion (activated 21 July 1942) redesignated 14 April 1944 as Company A, 519th Military Police Battalion.  
Activated (less Company A) 20 April 1944 at Camp Chaffee, Arkansas.  
Inactivated 25 March 1956 in Japan.  
Activated 23 December 1966 at Fort Dix, New Jersey.  
Companies A, B, and C inactivated 1 November 1970 at Fort George G. Meade, Maryland.

## Campaign Participation Credit

### *World War II*

Ryukyus

### *Korean War*

United Nations Defensive  
United Nations Offensive  
Chinese Communist Forces Intervention  
First United Nations Counteroffensive  
Chinese Communist Forces Spring Offensive

United Nations Summer–Fall Offensive  
Second Korean Winter  
Korea, Summer–Fall 1952  
Third Korean Winter  
Korea, Summer 1953

### *Armed Forces Expeditions*

Panama

### *Southwest Asia*

Defense of Saudi Arabia  
Liberation and Defense of Kuwait

### *War on Terrorism*

Campaigns to be determined

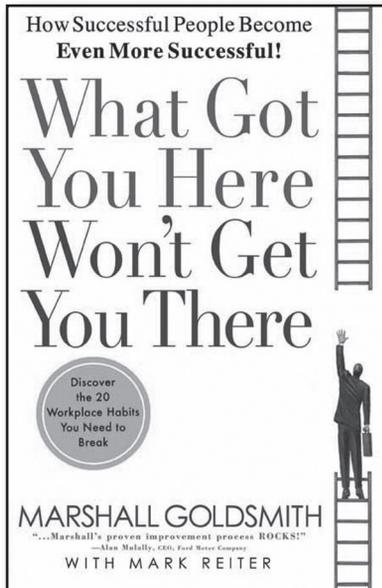
## Decorations

Valorous Unit Award, Streamer embroidered IRAQ 2003–2004  
Meritorious Unit Commendation (Army), Streamer embroidered KOREA 1950–1951  
Meritorious Unit Commendation (Army), Streamer embroidered KOREA 1952–1953  
Meritorious Unit Commendation (Army), Streamer embroidered SOUTHWEST ASIA 1990–1991  
Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2005–2006  
Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2008–2009  
Army Superior Unit Award, Streamer embroidered 1988  
Army Superior Unit Award, Streamer embroidered 1995–1996  
Army Superior Unit Award, Streamer embroidered 1996–1997  
Republic of Korea Presidential Unit Citation, Streamer embroidered KOREA 1950–1952

# Book Review of

## *What Got You Here Won't Get You There: How Successful People Become Even More Successful*

Reviewed by Lieutenant Colonel Forrest A. Woolley (Retired)



Marshall Goldsmith with Mark Reiter, *What Got You Here Won't Get You There: How Successful People Become Even More Successful*, Hyperion Books, New York, 2007, ISBN: 1-4013-0130-4

The book *What Got You Here Won't Get You There: How Successful People Become Even More Successful* gets to the point quickly. The book provides the reader with solid examples of why we resist change, 20 bad habits that hold us back, and an explanation of how we can change for the better. In the beginning of the book, the author discusses past success and how it relates to future achievement. One idea that stands out is, “The higher up you go, the more suggestions become orders.” That is but one small example of the many thoughts and ideas that make junior and senior leaders stop and think about their own leadership style.

Another idea that stands out is represented by a quote about golfers: “Golfers, like business people, also tend to be delusional about their weaknesses, which they deny. This explains why they spend much of their time practicing what they are already good at and little time on areas of their game that need work.” This statement could easily translate to almost any skill in the Army. We tend to practice on areas in which we are already successful, but don't enjoy putting in the effort on the areas we have not yet mastered.

Why do we resist change? Too many answers come to mind. Change is uncomfortable, it causes work, and it may initially result in a lack of success. Chapter 3 of this book covers this topic with great understanding and detail.

The author goes on to discuss 20 habits that hold a person back. Three of these 20 habits that I have personally witnessed are: speaking when angry, clinging to the past, and punishing the messenger. As leaders and followers, we have witnessed or been guilty of these habits and many more, but this book provides insight into 20 habits and describes ways to mitigate concerns.

Two other subjects covered by Marshall Goldsmith in two other chapters are feedback and listening. These two chapters could be separate books. In the feedback chapter, the author discusses four areas he would like people to commit to: letting go of the past, telling the truth, being supportive, and picking something to improve upon. These topics are further explained, and feedback is described from a completely different point of view than I expected. As for the chapter on listening, how many of us are guilty of not truly listening—rather, just thinking about what we want to say? The author states, “Think before you speak.” This thought should be written, talked about, and spoken many times. Listening is work, but greater understanding and even greater accomplishment come with truly listening.

There are many other topics in this book that are helpful in explaining how to be more successful at work and in everyday life. Examining the past and our experiences is important, and relying on the past can impact future success. This is a very straightforward book that can be easily used at any level in the military and civilian sectors. I would highly recommend this book.



---

*Lieutenant Colonel Woolley (Retired) is an assistant professor at the Department of Command and Leadership, U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He has almost 27 years of military experience. He holds bachelor's and master's degrees in criminal justice and a master's degree in adult education, and he is working on a doctorate degree in strategic leadership. He is a deputy sheriff in a large sheriff's office in the state of Missouri.*

**MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS**

| COMMANDER            | CSM/SGM            | CWO           | UNIT                                | LOCATION                     |
|----------------------|--------------------|---------------|-------------------------------------|------------------------------|
| David Glaser         | Larry Orvis        |               | OPMG                                | Alexandria, VA               |
| David Glaser         | Brian Flom         | Edgar Collins | HQ USACIDC                          | Quantico, VA                 |
| Brian Bisacre        | James Breckinridge | Joel Fitz     | USAMPS                              | Ft Leonard Wood, MO          |
| Duane Miller         | Brian Flom         |               | Army Corrections Cmd (ACC)          | Alexandria, VA               |
| Michael Stone        | Jody Arrington     |               | 46th MP Cmd                         | Lansing, MI                  |
| Marian Garcia        | Craig Owens        | Robert Combs  | 200th MP Cmd                        | Ft Meade, MD                 |
| Martin Pennock       | Gerald Schmell     |               | 2d Bde, 102d Division, 80th Tng Cmd | Fort Snelling, MN            |
| Michelle Goyette     | William Mayfield   |               | 8th MP Bde                          | Schofield Barracks, HI       |
| John Hafley          | Anthony Kresta     |               | 11th MP Bde                         | Los Alamitos, CA             |
| Curtis Schroeder     | Gregory Kleinholz  |               | 14th MP Bde                         | Ft Leonard Wood, MO          |
| Caroline Horton      | William Ramsey     |               | 15th MP Bde                         | Ft Leavenworth, KS           |
| Larry Dewey          | Mark Hennessey     |               | 16th MP Bde                         | Ft Bragg, NC                 |
| Glenn Schmick        | Ted Pearson        |               | 18th MP Bde                         | Sembach AB, Germany          |
| Thomas Russell Tutty | Norman Laird       |               | 42d MP Bde                          | Joint Base Lewis–McChord, WA |
| Javier Reina         | Robert Wall        |               | 43d MP Bde                          | Warwick, RI                  |
| Peter Cross          | Byron Robinson     |               | 49th MP Bde                         | Fairfield, CA                |
| Richard Ball         | Clayton Sneed      |               | 89th MP Bde                         | Ft Hood, TX                  |
| Hector Herrera       | Jose Perez         |               | 92d MP Bde                          | San Juan, PR                 |
| Scott Hiipakka       | Catherine Farrell  |               | 177th MP Bde                        | Taylor, MI                   |
| David Samuelson      | John Jenkins       |               | 290th MP Bde                        | Nashville, TN                |
| Kelly Jones          | Lawrence Canada    |               | 300th MP Bde                        | Inkster, MI                  |
| Vincent Duncan       | Anthony Simpson    |               | 333d MP Bde                         | Farmingdale, NY              |
| Darcy Overbey        | Jeffrey Baker      | Mark Arnold   | 3d MP Gp (CID)                      | Hunter Army Airfield, GA     |
| Sarah Albrycht       | Scott Painter      | David Albaugh | 6th MP Gp (CID)                     | Joint Base Lewis–McChord, WA |
| Kirt Boston          | Pete Harrington    | Celia Gallo   | 701st MP Gp (CID)                   | Quantico, VA                 |
| Steven Yamashita     | Casey Freeman      |               | Joint Detention Gp                  | Guantanamo Bay, Cuba         |

**MILITARY POLICE BATTALION LEVEL COMMANDS**

|                    |                    |                   |                      |                              |
|--------------------|--------------------|-------------------|----------------------|------------------------------|
| Wesley Huff        | Terrence Allen     |                   | 2-80th MP Bn (TASS)  | Owings Mill, MD              |
| John Schwab        | Brian Johnson      |                   | 2-95th MP Bn (TASS)  | Baton Rouge, LA              |
| Patricia Hamilton  | Gregory Jackson    |                   | 1-100th MP Bn (TASS) | Nashville, TN                |
| Steven VanDoren    | Andrew Johnson     |                   | 2-104th MP Bn (TASS) | Aurora, CO                   |
| Edward Diamantis   | Paul Duros         |                   | 2-108th MP Bn (TASS) | Ft Jackson, SC               |
| Jessie Brewster    | Nathaniel Reagin   | Veronica Ferrer   | 5th MP Bn (CID)      | Kleber Kaserne, Germany      |
| Brian Bettis       | Elvis Rodriguez    | Anderson Wagner   | 10th MP Bn (CID)     | Ft Bragg, NC                 |
| Eric Marhover      | James Miller       | John Lemke        | 11th MP Bn (CID)     | Ft Hood, TX                  |
| Terry Hahn         | Brice Rae          | Paul Bailey       | 19th MP Bn (CID)     | Wheeler Army Airfield, HI    |
| Melissa Cantwell   | Larry Avancini     | Anthony Caprietta | 22d MP Bn (CID)      | Joint Base Lewis–McChord, WA |
| Justin Towell      | Richard Carroll    |                   | 33d MP Bn            | Bloomington, IL              |
| Travis Jacobs      | Veronica Knapp     |                   | 40th MP Bn (C/D)     | Ft Leavenworth, KS           |
| Erika Perry        | Michael Montrose   |                   | 51st MP Bn           | Florence, SC                 |
| Scott Blanchard    | Charles Smith      |                   | 91st MP Bn           | Ft Drum, NY                  |
| Timothy Johnson    | Joseph Jonas       |                   | 93d MP Bn            | Ft Bliss, TX                 |
| Douglas Curtis     | Matthew Selvaggio  |                   | 94th MP Bn           | Yongsan, Korea               |
| Jason Coughenour   | Marcus, Mitchell   |                   | 96th MP Bn (C/D)     | San Diego, CA                |
| Ann Meredith       | Daniel Leasor      |                   | 97th MP Bn           | Ft Riley, KS                 |
| Matthew Schaffer   | Mark Duris         |                   | 102d MP Bn (C/D)     | Auburn, NY                   |
| Marshall Hunt      | Javier Lugo        |                   | 104th MP Bn          | Kingston, NY                 |
| Bryan Mcilvaine    | Jim Hummel         |                   | 105th MP Bn (C/D)    | Asheville, NC                |
| Robert Bartran III | Craig Payne        |                   | 112th MP Bn          | Canton, MS                   |
| Charles Taylor     | Franklin Lynn      |                   | 115th MP Bn          | Salisbury, MD                |
| John Kinton        | Michael Plemons    |                   | 117th MP Bn          | Athens, TN                   |
| Michael Cote       | Anthony Atella     |                   | 118th MP Bn          | Warwick, RI                  |
| Luis De La Cruz    | Jose Perez         |                   | 124th MP Bn          | Hato Rey, Puerto Rico        |
| Richard Candelario | Francisco Ramos    |                   | 125th MP Bn          | Ponce, Puerto Rico           |
| Michael Perez      | Matthew Lamonica   |                   | 136th MP Bn          | Tyler, TX                    |
| Dawn Bolyard       | James Summers      |                   | 151st MP Bn          | Gassaway, WV                 |
| Mark Campbell      | Robert Rose        | Kevin Grimes      | 159th MP Bn (CID)    | Terra Haute, IN              |
| William McDaniel   | Fredinal Chisholm  |                   | 160th MP Bn (C/D)    | Tallahassee, FL              |
| Richie Gammons     | Harold Cook        |                   | 168th MP Bn          | Dyersburg, TN                |
| James Collie       | James Scott        |                   | 170th MP Bn          | Decatur, GA                  |
| Joy Grimes         | Patrick Cunningham |                   | 175th MP Bn          | Columbia, MO                 |

**MILITARY POLICE BATTALION LEVEL COMMANDS (continued)**

| <b>COMMANDER</b>     | <b>CSM/SGM</b>     | <b>CWO</b>    | <b>UNIT</b>            | <b>LOCATION</b>                    |
|----------------------|--------------------|---------------|------------------------|------------------------------------|
| Eric Sharyer         | Abraham Hinohosa   |               | 185th MP Bn            | Pittsburg, CA                      |
| Matthew Boski        | Jimmy Smith        |               | 192d MP Bn (C/D)       | Niantic, CT                        |
| Alyssa Aarhaus       | Chelsea Marx       |               | 193d MP Bn (C/D)       | Denver, CO                         |
| John Blackburn       | Daniel Truex       |               | 198th MP Bn            | Louisville, KY                     |
| Todd Wheeler         | Robert Pickett     |               | 203d MP Bn             | Athens, AL                         |
| Scott Turner         | Gabe Medina        |               | 205th MP Bn            | Poplar Bluff, MO                   |
| Russel Harden        | Ed Williams        |               | 210th MP Bn            | Taylor, MI                         |
| Richard Cipro        | Sean Ready         |               | 211th MP Bn            | Lexington, MA                      |
| Daniel Olson         | Luis Tellez        |               | 226th MP Bn            | Farmington, NM                     |
| Robert Collins       | Michael Smith      |               | 231st MP Bn            | Prattville, AL                     |
| Jason Small          | Jeffrey Whitworth  |               | 304th MP Bn (C/D)      | Nashville, TN                      |
| Christopher Kidd     | Paul Duros         |               | 310th MP Bn (C/D)      | Uniondale, NY                      |
| Jack Gray            | Fred Waymire       |               | 317th MP Bn            | Tampa, FL                          |
| Josh Nagel           | Reza Hajipour      |               | 324th MP Bn (C/D)      | Fresno, CA                         |
| Porfirio Campos-Cruz | Mike Mega          |               | 327th MP Bn (C/D)      | Arlington Heights, IL              |
| David Farabaugh      | Sammie McCall      |               | 336th MP Bn            | Pittsburgh, PA                     |
| Jordan Papkov        | Pauline Lloyd      |               | 340th MP Bn (C/D)      | Ashley, PA                         |
| Roland Lane          | Raymond Daniel     |               | 372d MP Bn             | Washington, DC                     |
| William Simpson      | Katherine Menard   |               | 382d MP Bn             | Westover AFB, MA                   |
| Joseph Adamson       | Carrie Bruzese     |               | 384th MP Bn (C/D)      | Ft Wayne, IN                       |
| Martin Schmidt       | Jonathan Emerick   |               | 385th MP Bn            | Ft Stewart, GA                     |
| John McFarland       | Michael Lacuesta   |               | 387th MP Bn            | Phoenix, AZ                        |
| Leon Richardson      | Alfredo Ramos      |               | 390th MP Bn            | Joint Base Lewis–McChord, WA       |
| LuRonnda Lane        | Mark Bell          |               | 391st MP Bn (C/D)      | Columbus, OH                       |
| Jason Ruffin         | Anthony Quinonez   | David Knudson | 393d MP Bn (CID)       | Bell, CA                           |
| Jonathan Bennett     | Shelita Taylor     |               | 400th MP Bn (C/D)      | Ft Meade, MD                       |
| Steven Collins       | Benjamin Radke     |               | 402d MP Bn (C/D)       | Omaha, NE                          |
| Audrey Fielding      | Robert Carr        |               | 437th MP Bn            | Columbus, OH                       |
| Whitney Jensen       | Patrick O'Rourke   | Mauro Orcesi  | 502d MP Bn (CID)       | Ft Campbell, KY                    |
| Jason Avery          | John Eastwood      |               | 503d MP Bn             | Ft Bragg, NC                       |
| Israel Thompson      | Antonio Cox        |               | 504th MP Bn            | Joint Base Lewis–McChord, WA       |
| Matthew Jemmott      | Shawn Klosterman   |               | 508th MP Bn (C/D)      | Joint Base Lewis–McChord, WA       |
| Sonja Whitehead      | Robert Mattson     |               | 519th MP Bn            | Ft Polk, LA                        |
| Steven Kane          | Kathryn DeUnger    |               | 525th MP Bn            | Guantanamo Bay, Cuba               |
| Steven Padilla       | Kerry Hommertzhaim |               | 530th MP Bn (C/D)      | Omaha, NE                          |
| Vivek Kshetrapal     | Frankie Smalls     |               | 535th MP Bn (C/D)      | Cary, NC                           |
| Clayton Jeffress     | Darrell Tigae      |               | 607th MP Bn            | Grand Prairie, TX                  |
| James Sheffield      | Jason Vankleeck    |               | 701st MP Bn            | Ft Leonard Wood, MO                |
| Robert Rodock        | Justin Shad        |               | 705th MP Bn (C/D)      | Ft Leavenworth, KS                 |
| John Copeland        | Joshua Kreitzer    |               | 709th MP Bn            | Grafenwoehr, Germany               |
| Joel Schuldt         | Jose Shorey        |               | 716th MP Bn            | Ft Campbell, KY                    |
| Charles Green        | Wayne Butterbrodt  |               | 720th MP Bn            | Ft Hood, TX                        |
| John Reynolds        | Nancy Weinberger   |               | 724th MP Bn (C/D)      | Ft Lauderdale, FL                  |
| Charcillea Schaefer  | Shelley Marlowe    |               | 728th MP Bn            | Schofield Barracks, HI             |
| Robert Merry         | John Loges         | George Evans  | 733d MP Bn (CID)       | Forest Park, GA                    |
| Elbin Rodriguez      | Robert Snyder      |               | 744th MP Bn (C/D)      | Easton, PA                         |
| Ryan Cagle           | Matthew Thompson   |               | 759th MP Bn            | Ft Carson, CO                      |
| Emma Thyen           | George Julch       |               | 761st MP Bn            | Juneau, AK                         |
| Travis Douget        | Medwin Wallace     |               | 773d MP Bn             | Pineville, LA                      |
| Aaron Combs          | Anthony Swancutt   |               | 785th MP Bn (C/D)      | Fraser, MI                         |
| William Jennings     | Kevin Daley        |               | 787th MP Bn            | Ft Leonard Wood, MO                |
| Jamon Junius         | Michael Odle       |               | 795th MP Bn            | Ft Leonard Wood, MO                |
| William Karlage      | Reginald Smith     |               | 850th MP Bn            | Phoenix, AZ                        |
| William McKannay     | Nicholas Kreiner   | Martin Eaves  | Benning CID Bn         | Ft Benning, GA                     |
| Norman Pollack       | Jesus Goytia       | Matt Rayburn  | Washington CID Bn      | Joint Base Myer–Henderson Hall, VA |
| Jason Sama           | Shola Walker       | Paul Arthur   | Protective Services Bn | Ft Belvoir, VA                     |

Current as of 14 August 2018

For changes and updates, please e-mail <usarmy.leonardwood.mscoe.mbx.mdotmppb@mail.mil> or telephone (573) 563-7949.

# DOCTRINE UPDATE

| U.S. Army Maneuver Support Center of Excellence<br>Capabilities Development and Integration Directorate<br>Concepts, Organization, and Doctrine Development Division |  |           |  |
|--|--|-----------|--|
| Publication Number   | Title                                  | Date      | Description  |
| <b>Current Publications</b>  |  |           |  |
| FM 3-39  | Military Police Operations             | 26 Aug 13 | A manual that describes the military police support provided to Army forces conducting unified land operations within the framework of joint operations; increases the emphasis on simultaneous offensive, defensive, and stability tasks; and contains a critical discussion of the defense support of civil authorities.<br><b>Status:</b> Under revision. Projected publication in 4th quarter fiscal year (FY) 2018.   |
| FM 3-63  | Detainee Operations                    | 28 Apr 14 | A manual that addresses detention operations across the range of military operations and provides detention operations guidance for commanders and staffs.<br><b>Status:</b> Under revision. Projected publication in 3rd quarter FY 19.   |
| ATP 3-37.2   | Antiterrorism                          | 3 Jun 14  | A manual that establishes Army guidance on integrating and synchronizing antiterrorism across the full spectrum of conflict and into the full range of military operations. It shows how antiterrorism operations nest under full spectrum operations, the protection warfighting function, and the composite risk management process.<br><b>Status:</b> Current.  |
| ATP 3-39.10  | Police Operations                      | 26 Jan 15 | A manual that addresses each element of the military police law and order mission, including planning considerations, police station operations, patrol operations, police engagement, traffic operations, and host nation police capability and capacity.<br><b>Status:</b> Current.  |
| ATP 3-39.11  | Military Police Special-Reaction Teams | 26 Nov 13 | A manual that serves as a guide for commanders, staffs, and trainers who are responsible for training and deploying military police special-reaction teams.<br><b>Status:</b> Current.   |
| ATP 3-39.12  | Law Enforcement Investigations         | 19 Aug 13 | A manual that serves as a guide and toolkit for military police, investigators, U.S. Army Criminal Investigation Command (commonly known as CID) special agents, traffic management and collision investigators, and Soldiers conducting criminal and traffic law enforcement (LE) and LE investigations. It also serves to educate military police commanders and staffs on LE investigation capabilities, enabling a more thorough understanding of those capabilities.<br><b>Status:</b> Current. |
| ATP 3-39.20  | Police Intelligence Operations         | 6 Apr 15  | A manual that addresses police intelligence operations that support the operations process and protection activities by providing exceptional police information and intelligence to support, enhance, and contribute to situational understanding, force protection, the commander's protection program, and homeland security.<br><b>Status:</b> Under revision. Projected publication in 1st quarter FY 19.   |

# DOCTRINE UPDATE

| U.S. Army Maneuver Support Center of Excellence<br>Capabilities Development and Integration Directorate<br>Concepts, Organization, and Doctrine Development Division  |                                   |           |   |
|---|-----------------------------------|-----------|---|
| Publication Number  | Title                             | Date      | Description   |
| ATP 3-39.32   | Physical Security                 | 30 Apr 14 | A manual that establishes guidance for all personnel responsible for physical security. It is the basic reference for training security personnel and is intended to be used in conjunction with the Army Regulation 190 (Military Police) series, Security Engineering Unified Facilities Criteria publications, Department of Defense directives, and other Department of the Army publications.<br><b>Status:</b> Current.   |
| ATP 3-39.33   | Civil Disturbances                | 21 Apr 14 | A manual that addresses continental U.S. and outside the continental U.S. civil disturbance operations and domestic unrest, including the military role in providing assistance to civil authorities.<br><b>Status:</b> Current.  |
| ATP 3-39.34   | Military Working Dogs             | 30 Jan 15 | A manual that provides commanders, staffs, and military working dog (MWD) handlers with an understanding of MWD capabilities, employment considerations, sustainment requirements, and the integration of MWDs in support of full spectrum operations.<br><b>Status:</b> Current.   |
| ATP 3-39.35   | Protective Services               | 31 May 13 | A manual that provides guidance for protective service missions and the management of protective service details.<br><b>Status:</b> Current.  |
| TC 3-39.30  | Military Police Leader's Handbook | 11 Aug 15 | A manual that is primarily focused on military police operations at the company level and below. Training Circular (TC) 3-39.30 provides an overview of fundamental guidelines and is a quick reference guide to help commanders, leaders, and Soldiers successfully execute key military police missions in support of unified land operations through the three disciplines of security and mobility support, police operations, and detention operations.<br><b>Status:</b> Current. |
| TM 3-39.31  | Armored Security Vehicle          | 20 Aug 10 | A manual that provides military police forces with the tactics, techniques, and procedures and related information necessary for the employment of the armored security vehicle.<br><b>Status:</b> Current.   |
| <p><b>Note:</b> Current military police publications can be accessed and downloaded in electronic format from the U.S. Army Military Police School Web site at <a href="http://www.wood.army.mil/usamps/">http://www.wood.army.mil/usamps/</a>. Comments or questions about military police doctrine can be e-mailed to <a href="mailto:usarmy.leonardwood.mscoe.mbx.cdiddcodmpdoc@mail.mil">usarmy.leonardwood.mscoe.mbx.cdiddcodmpdoc@mail.mil</a>.</p> |                                   |           |   |

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

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

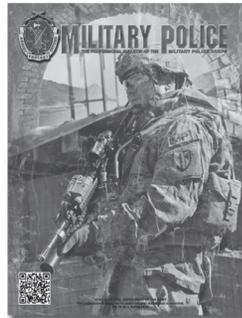


# Digital Archives

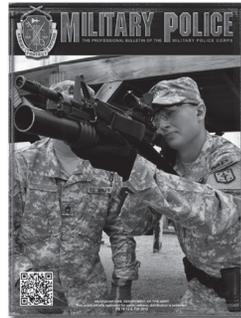
Scan the QR code below the image to access the digital version of past issues of *Military Police*.



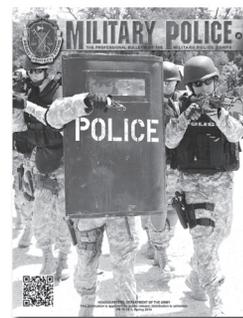
Fall 2012



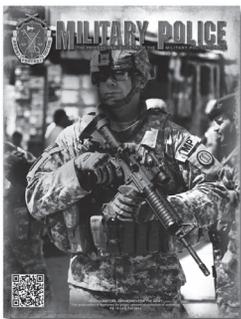
Spring 2013



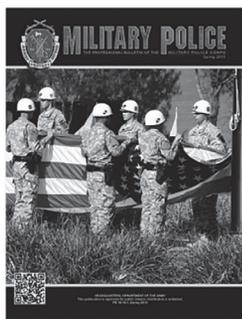
Fall 2013



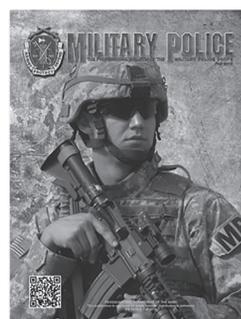
Spring 2014



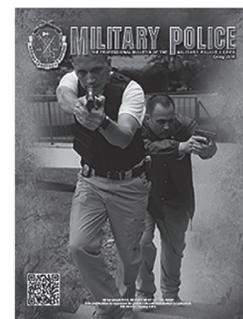
Fall 2014



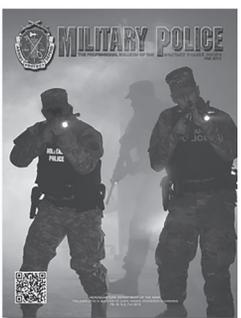
Spring 2015



Fall 2015



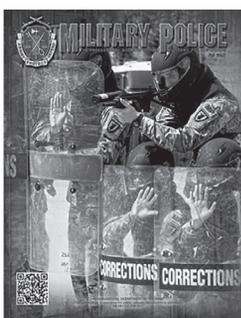
Spring 2016



Fall 2016



Spring 2017



Fall 2017



Spring 2018





PIN: 203528-000