



# MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS



HEADQUARTERS, DEPARTMENT OF THE ARMY

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FRONT COVER PHOTOGRAPH: Military police unit coins from the collection of CSM (Ret) Marcelino Malavet, Jr.

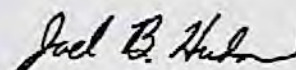
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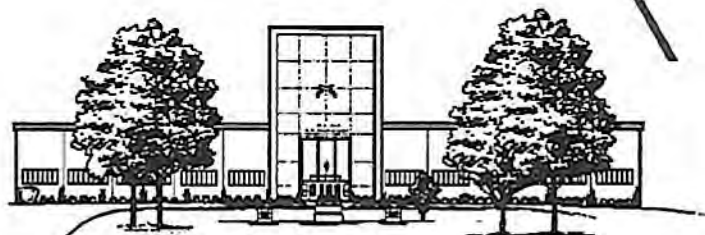
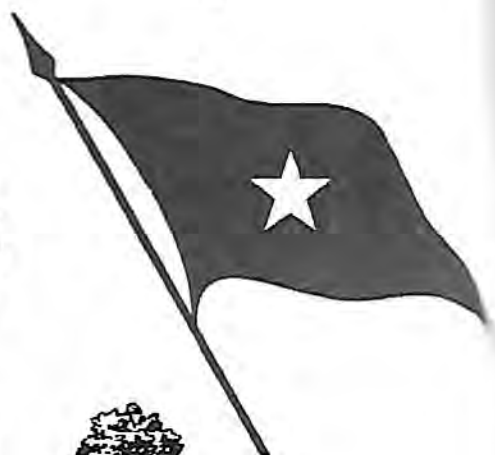
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MP Brigade-Level Commands, Reserve Component MP Brigade-Level  
Commands, MP Battalion-Level Commands (*inside back cover*)  
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# Military Police School's Commandant

*Brigadier General David W. Foley*



America's Army faces challenges of unprecedented complexity, diversity, and scope. In 1997, we will render assistance when disaster strikes, deter aggression by our very presence, and maintain peace in trouble spots around the world. We will go where we are sent and we will fight if we must. That's what great Armies do. But in 1997, we will do all that with less money and fewer soldiers than we have in the past.

To meet increasing demands with declining resources the Army has adopted a variety of management practices proven to enhance performance and productivity. One of the practices getting a lot of attention is *empowerment*—giving soldiers the power to do the right thing—to do their jobs quicker, and better, and safer.

So how do we empower our soldiers? We empower them using a developmental process that begins in basic training and continues throughout their careers.

▲ The first step toward empowerment is training. Soldiers must learn and practice the basic skills needed to perform their battlefield missions. They do that here at the Military Police School in their basic and professional development courses, on installations where they hone their skills, and around the world when they deploy in support of national interests.

▲ The second step is cultivating the values and characteristics that lead to right decisions—compassion, courage, candor, competence, and commitment.



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

▲ Third is building self-confidence. Soldiers must be confident they have the knowledge, skill, and ability to make good decisions and act on them instinctively.

▲ Fourth, and perhaps most important, is creating an environment in which soldiers can practice their leadership skills, make mistakes and learn from them. A "zero defects" mentality will undermine the entire effort and paralyze the decision-making process.

When all else is in place, empowerment means getting out of the way and letting outstanding soldiers do the job they are trained and ready to do.

And how does a soldier like myself know so much about the management practice called empowerment? Because military police have been *empowered* since our Corps was established in 1941. MPs have *always*

been encouraged to think critically and use independent judgment, whether conducting an investigation, responding to an incident, or taking control of a crowd of angry inmates.

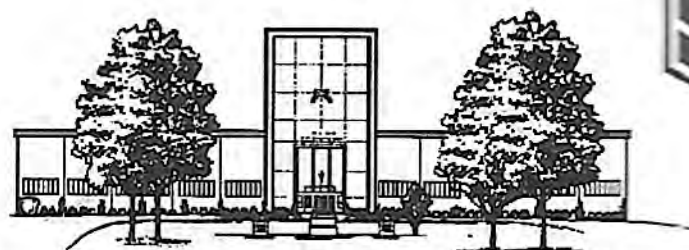
Competent, confident individuals build units that reflect those same characteristics. Fifty-five years of empowerment have molded our military police units into awesome fighting machines that are called to participate in every major Army operation. The teamwork and camaraderie that binds our units and sustains our families during multiple deployments is grounded in the trust and confidence of soldiers and leaders empowered to make the right decisions and act with authority. It's not by accident that military police are the Force of Choice.

**Keep up the good work.**



# Regimental Command Sergeant Major

*CSM Harold L. Burleson*



**M**y family and I are grateful for the selection and appointment for me to serve as the sixth Military Police Corps Regimental Command Sergeant Major. We are also thankful for being able to return to Fort McClellan, Alabama, known as the "Showplace of the South!" We are very glad to have arrived at the home of the MP Corps Regiment at the time of year set aside to celebrate a great occasion.

Our 55th MP Anniversary displayed some first class activities. A hearty thanks to all of you who made this week special by significantly providing contributions in support of our great Military Police Regiment. Throughout our birthday week BG Foley and I received laudatory comments from those who participated in and enjoyed the anniversary activities. As often as possible BG Foley was able to pass on these superlative comments to many audiences here at Ft McClellan. The leadership in the field also received the information via telephone and Email for immediate distribution to all soldiers serving within our MP Regiment. We want to also thank those of you who assisted us in celebrating our 55th MP Anniversary by hosting activities for soldiers of your unit. This celebration has been a tremendous plus in helping us to pass on the great honors and traditions of our MP regiment. Your involvement in this celebration has helped to strengthen the bond of our MP Regimental family.

Congratulations to MP Warfighter Team #5, Schofield Barracks MP Company, Schofield Barracks,



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

Hawaii, individuals and teams that received awards from our Second Annual Military Police Warfighter Team Challenge Competition. This was a tremendously challenging competition that extracted the best from all of the participating teams. Although we only recognized the winner, second and first place runners-up for the competition, all teams arrived with a professional competitive spirit, gave it their very best, and returned to home station with their chin up and a positive attitude for well representing their unit. A common statement of rhetoric by many senior leaders observing these competitors says it all "How would you like to have all of these soldiers in one unit?" That honor and privilege can only be given to the unit hosting the event. Living up to a great reputation for excellence, the

MP NCO Academy again rose to the occasion and took care of the MP Regiment's finest.

In my view, the future of our MP Regiment looks great. In accepting the appointment to this position I know that I will have to provide my best when tackling some of the many challenges associated with my duties. The outstanding leadership and professionalism of soldiers within our ranks make me feel confident in this endeavor. Looking back into the past, it was the hope and vision of smart leaders, soldiers and civilians of that time for giving me the foundation on which I stand today. I sincerely thank all of you for making this appointment possible.

**Assist-Protect-Defend!**





REPLY TO

DEPARTMENT OF THE ARMY  
US ARMY MILITARY POLICE SCHOOL  
FORT McCLELLAN, ALABAMA 36205-5030

1 November 1996

## AN OPEN LETTER TO ARMY CORRECTIONS SPECIALISTS:

The last ten years have been a period of enormous turmoil for Army Corrections. MOS 95C was converted to an all-NCO structure in FY86, and restructured again in FY93 when in-service accessions failed to meet the Army's needs. The interim years paralleled the Army buildup associated with Desert Storm and the Army build-down to budgeted end-strength. Army correctional facilities were reduced in number, and the entire program was targeted as a billpayer for other priorities. Corrections Specialists were lashed to a roller coaster marked by incentives to enter the MOS and incentives to leave the Army, overstrengths and shortages, and promotion highs and lows.

I want you to know the future looks brighter than the past.

At the Military Police Functional Area Assessment in August, the Vice Chief of Staff of the Army, General Griffith, acknowledged that the Army operates the finest corrections program in the world, providing an essential link in the military justice system. He reaffirmed his support for the corrections program and the personnel who have made it so successful.

General Griffith recommended the Army maximize prisoner labor offsets and look at further consolidation within DOD to reduce program costs. A DOD study group has just begun the review. Although it is still too early to predict the outcome, the length of time required to staff and approve a study of this magnitude will provide adequate time for the personnel community to adjust fire as needed.

MOS 95C was withdrawn from the "Fast Track" program for ALL ranks. Twenty-two soldiers voluntarily reclassified or reenlisted for MOS 95B, but no one was forced out of the branch. Because the MOS is still overstrength, soldiers at some ranks may have the opportunity to take advantage of the Army's early retirement program, but only a limited number of applications will be approved.

Plans to construct a new Disciplinary Barracks at Fort Leavenworth are on track. The number of Corrections Specialists needed to operate the new facility will be approximately 220 less than are needed today, and PERSCOM will begin to manage the personnel drawdown as soon as the new authorization document is available. Since this is a programmed action, there are a wide variety of personnel management tools available, and USAMPS will work with PERSCOM to minimize the impact on soldiers. Although the Army will need fewer Corrections Specialists in the next century, those that remain will have an opportunity to work in the most modern facility in the world, using the most technologically advanced equipment in the field.

Time and again, Army Corrections has come under fire from individuals and organizations who don't understand the mission or the program. Each time, the Army's leadership has dismissed their arguments. Army Corrections Specialists are the most dedicated and professional personnel in the corrections field, and they operate the finest program in the world. The Military Police Corps is proud to recognize this elite team as one of its own.

Sincerely,

David W. Foley  
Brigadier General, U.S. Army  
Commandant



## MILITARY POLICE DEPLOYMENTS

Military police units, both active and reserve remain deployed throughout the world.

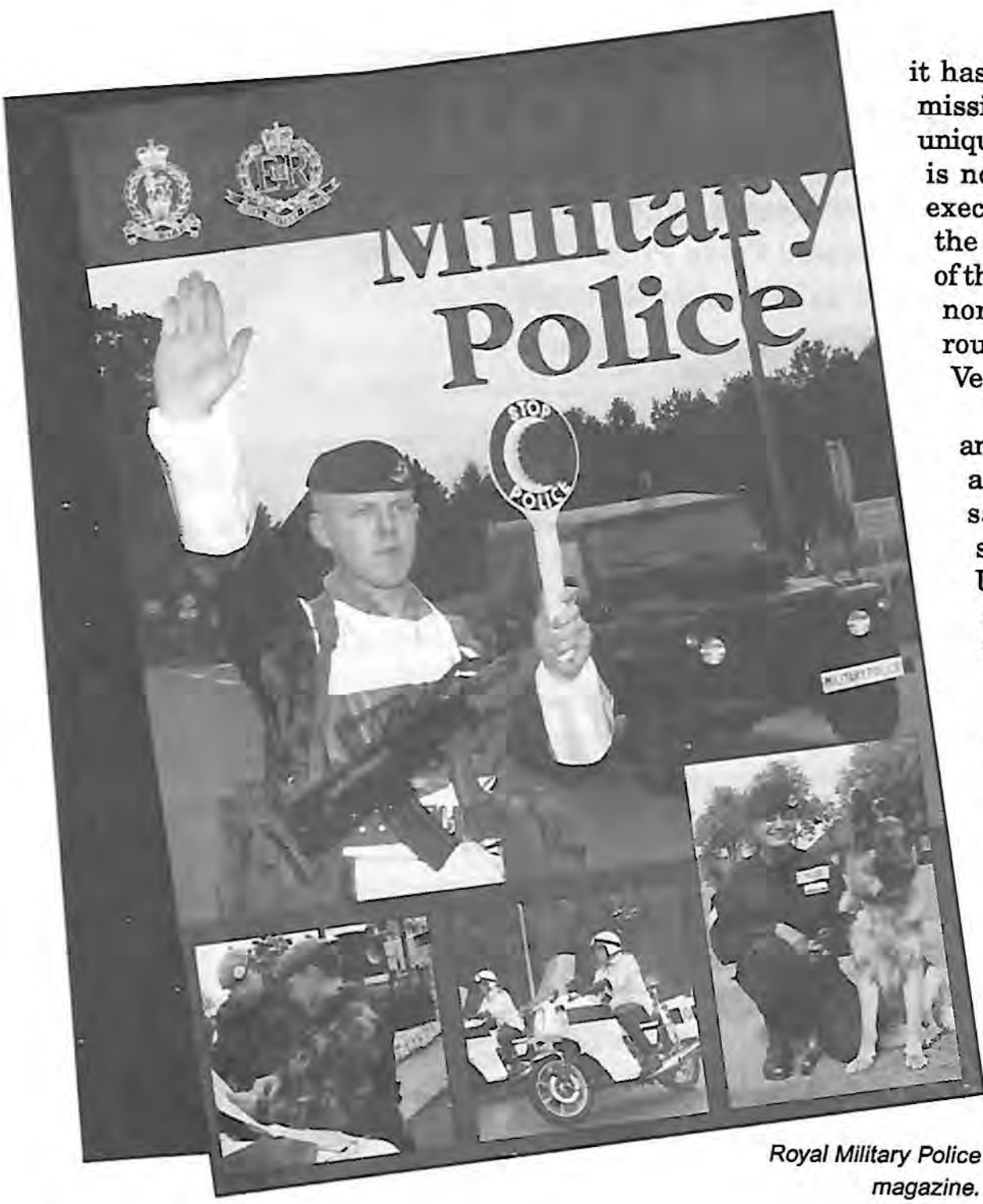
We continue to represent Force Projection at its finest.

(Current as of November 1996)

UNIT	DEPLOYED LOCATION	UNIT	DEPLOYED LOCATION
<b>USAREUR:</b>			
MACEDONIA (ABLE SENTRY)			
1ST DIV MP CO (MP SQD)	MACEDONIA	64TH MP CSC	
<b>USAREUR (FORWARD):</b>		(FT HOOD, TX)	CAMP LISA, B-H
95TH MP BN (HHD)	KAPOSVAR, HUNGARY	411TH CSC	
529TH MP CSC	SLAV BROD, CROATIA	(FT HOOD, TX)	CAMP LISA, B-H
554TH MP CSC	TASZAR, HUNGARY	984TH CSC	
515TH MP DET CID	TASZAR, HUNGARY	(FT CARSON, CO)	CAMP LISA, B-H
KAPOSVAR (TASK FORCE EAGLE)		PM CELL	HAITI
18TH MP BDE (HHC)	COMANCHE BASE, B-H	988TH MP CSC	
709TH MP BN (HHD)	GUARDIAN BASE, B-H	(FT BLISS, TX)	HONDURAS
92ND MP CSC	GUARDIAN BASE, B-H	170TH MP CSC	
127TH MP CSC	GUARDIAN BASE, B-H	(FT LEWIS, WA)	PANAMA
1ST DET, 324TH PWIC (USAR)	TUZLA, B-H	545TH DIV MP CO (+)	
793D MP BN (HHD)	GUARDIAN BASE, B-H	(FT HOOD, TX)	KUWAIT
212TH MP CSC	GUARDIAN BASE, B-H	437TH MP CSC	
536TH MP CSC	CAMP MOLLY, B-H	(FT BELVOIR, VA)	WASHINGTON, DC
630TH MP CSC	COMANCHE BASE, B-H	<b>USARPAC:</b>	
521ST MP DET CID	TUZLA, B-H	COUNTERDRUG/SECURITY OPS	
521ST MP DET CID	SLAV BROD, CROATIA	ELEMENTS OF: 58TH MP CSC	
501ST DIV MP CO	TUZLA, B-H	25TH DIV CO	
<b>FORSCOM:</b>		FS MP CO	
519TH MP BN (HHD)		<b>RESERVE COMPONENTS:</b>	
(FT POLK, LA)	CAMP COLT, B-H	NG/USAR BACKFILL	
65TH MP CSC		607TH MP BN (HHD)(USAR)	
(FT BRAGG, NC)	CAMP STEVENS, B-H	(FT WORTH, TX)	MANNHEIM, GE
258TH MP CSC		302D MP CSC (USAR)	
(FT POLK, LA)	CAMP MCGOVERN, B-H	(FT WORTH, TX)	BAMBERG, GE
293D MP CSC		838TH MP CSC (NG)	
(FT STEWART, GA)	CAMP COLT, B-H	(YOUNGSTOWN, OH)	STUTTGART, GE
720TH MP BN (HHD)		273D MP CSC (NG)	
(FT HOOD, TX)	CAMP LISA, B-H	(WASHINGTON, DC)	BAD KRUEZNACH, GE
		514TH MP CSC (NG)	
		(GREENVILLE, NC)	HANAU, GE
		304TH MP CSC (USAR)	
		(BLUEFIELD, WV)	MANNHEIM, GE

**MILITARY POLICE CORPS "THE FORCE OF CHOICE"**





Royal Military Police magazine.

it has similar characteristics, differences in missions and rank structure give it its own unique form. Basically, the Provost Company is not armed to fight and thus would not execute combat missions in rear areas. On the other hand, unlike U.S. units, elements of the British company are, as a part of their normal mandate, charged with marking routes and providing close protection for Very Important Persons.

Common missions to both the American and British organizations are law and order and battlefield circulation control. At the same time, the British enlisted rank structure in their sections (equivalent to U.S. squads) dictate that these missions be executed in a different manner than in American companies. A British RMP section consists of a sergeant and six corporals or lance corporals. All police are noncommissioned officers unlike in the squads of the U.S. combat support and division MP companies.

In prisoner of war operations, RMP soldiers provide only advice on POW collection, although they escort special category prisoners. Likewise, for the handling of refugees, members of the Provost Company provide assistance and advice, but if civilian authority does not exist, elements will man displaced person check points.

When it comes to battlefield circulation control, the RMP assumes convoy and special escort duties, mans traffic and information points, and reconnoiters and posts routes. U.S. Military Police and the Royal Military Police both are, charged with prevention and investigation of offenses, although the British are charged with investigating war crimes.

There are three sections in a platoon which is commanded by a staff sergeant, again a difference from the officer-led U.S. platoon. The section is equipped with two three-quarter ton trucks and a motorcycle. Each vehicle, to include the motorcycle, has at least one radio, with the three-quarter ton Land Rovers being equipped with vehicular mounted and man-portable systems.

# THE BRITISH PROVOST COMPANY

*Brigadier General (Ret) Raymond E. Bell, Jr.*

As peace operations proliferate, the U.S. Army's force of choice, its military police, is receiving higher visibility. At the same time, as American participation in peace operations becomes more prominent, interface with NATO allies assumes greater significance. With massive U.S. intervention in Bosnia, contact between U.S. military police and that of other NATO countries was almost a foregone conclusion. One of the most important of these allies was Great Britain.

American and British military police manned joint patrols in Berlin, Germany, and Vienna, Austria after

World War II. Within NATO British military police have worked closely with American paratroopers stationed in Italy. So there was a strong precedent for continued close cooperation as the military police of the two countries cooperated again in south-east Europe. Where appropriate, as the occasion arose, U.S. MP elements interfaced with their British counterpart, the Provost Company of the Royal Military Police (RMP).

The British Provost Company is not a mirror image of its U.S. military police counterpart even if its structure, organized as it is into platoons, appears similar. Although



The platoon commander has a one half ton truck which has vehicular mounted radios enabling the individual to communicate in both the company and platoon command nets. The commander can also talk to the three section leaders, the commanding officer, and to the company operations center.

While the section is the basic RMP unit upon which all employment calculations are based, the platoon is the building block employed to organize high level units. Taking the 3d United Kingdom Division as a notional example, as many as four military police units could report to the division provost marshal (designated as deputy assistant provost marshal). One of these has been the 174th Provost Company consisting of three platoons plus a company headquarters. Its area of operations and responsibility has notionally been defined as being between the brigade and division rear boundaries. The other three RMP entities were known as brigade provost units. These were designated the 1st Mechanized Brigade Provost Unit, the 5th Airborne Brigade Provost Unit (with all members parachute qualified), and the 19th Mechanized Brigade Provost Unit. Each provost unit had two platoons and a headquarters element which was slightly smaller than that of the 174th Provost Company.

British divisions do not have a fixed number of brigades. The division that participated in the Gulf War, for example, consisted of two brigades. The 3d UK Division, presently in Bosnia, can have as many as four brigades if the 24th Airborne Brigade is placed under command, or as few as two if the 5th Airborne Brigade is detached for a special mission. Because each brigade has its own provost unit it is not necessary to take "slices" from the division MP company to support brigades dispatched on independent missions or is attached to another division or similar command.

A British two brigade division, then, could conceivably have a total of seven provost platoons. With three command and control elements, the Royal Military Police presence would be at least twice as large as that in a three brigade American division. In the case of U.S. light divisions, the presence is even larger.

It would be wrong, however, to consider the British division's provost contingent twice as effective as the U.S. Military Police company. Even though it is U.S. doctrine to give the division band security duties and to provide a combat support company to the division, the missions, and the enlisted rank structure in the RMP units preclude a realistic comparison.

Only if the missions were the same could a valid argument over effectiveness be made.

In U.S. military police squads there is not the same emphasis on having the number of noncommissioned officers the RMP section has. Compared to the British section, only four noncommissioned officers, for example, are authorized in a ten person squad of a U.S. combat support company. Quality soldiers with high potential are recruited into the U.S. Military Police Corps, with military policemen working their way up through enlisted grades to noncommissioned officer status. On the other hand, in RMP sections, the most junior soldier is a noncommissioned officer, a lance corporal.

GUIDE TO RMP OPERATIONAL CAPABILITIES			
ROUTE/TRAFFIC CONTROL			
SER	TASK	CAPABILITY	REMARKS
1.	Man Traffic Post (TP) or Info Post	1 x TP - sustained (see note 1.)* 2 x TP - limited (see note 2.)* 5 x - critical points - very limited (see note 3.)*	- Includes ability to sign and maintain route using patrols - If tac sit allows. No patrols available - Individual NCOs vulnerable
2.	Recce Routes/ NBC Recce	1 x route - sustained ----- 3 x routes - very limited	- May be in conjunction with signing or manning TP - 30 - 100Kms
3.	Route Signing	1 x route approx 150 Kms in one direction	- Limited by signs carried. Distance depends on road conditions.
ESCORTS			
4.	Convoy Escorts	Can provide 3 x 2 man escorts or 2 x 3 man escorts	- 1 x MC
5.	VIP Escorts	1 team	Not Close Protection trained
DISCIPLINE			
6.	Discipline/Sy/ Patrols (25 hr cover)	1 x patrol - sustained 1 x watchkeeper, 1 x patrol - limited 1 x watchkeeper, 3 x patrol - very limited	- Would require point of contact/base location
* 1. Sustained. Can be maintained under operational conditions almost indefinitely. * 2. Limited. Can be maintained under operational conditions for 1 day (24 hrs). * 3. Very Limited. Can be maintained for a matter of 6 - 12 hrs, personnel given no rest. RMP Platoon. The capabilities of approx 3 times those of section (section = Sgt and 6 Cpls.) Bde Pro Units. The capabilities of approx 2 times those of RMP Platoon (Officer and Admin) 3 UK Div Pro Coy. The capabilities of approx 3 times those of platoon (Co is self-sufficient)			



**Articles of War issued by  
Charles 1.1629.**

The Provost must have a horse allowed him and some soldiers to attend him and all the rest commanded to obey and assist, or else the Service will suffer; for he is but one man and must correct many and therefore he cannot be beloved.

And he must be riding from one Garrison to another to see the soldiers do no outrage nor scathe the country.

Extract from Clodes...  
Military and Martial Law.

With U.S. MP squads and teams having a combat mission, a leadership hierarchy is necessary. The U.S. staff sergeant and his sergeants are therefore both leaders and police technicians. On the other hand, the RMP soldier is primarily a police technician. Although he or she is a member of a team, the policeman can expect to operate alone more often than can the American counterpart. The inclusion of a solo motorcyclist in the RMP section is a clue to the degree of independence expected of such a soldier.

As an example of the difference between the RMP and U.S. Military Police, consider the escorting of a convoy of a small number of vehicles. The British could accomplish the mission by assigning the motorcyclist the task. The noncommissioned officer would be expected to be a proficient map reader; be knowledgeable of obstacles along the route and how to deal with them; and have the authority to exercise control over the rate of march and march discipline. The soldier could not, however, provide adequate protection for the convoy vehicles. The policeman would, in fact, be the most vulnerable to attack because the motorcycle provides no protection against any type of hostile fire.

The U.S. MP team, led by a sergeant, would accomplish the mission using high-mobility multipurpose wheeled vehicle, because there are no motorcyclists in U.S. MP units.

The noncommissioned officer would perform the same functions as his RMP counterpart, but he or she would also act as an observer for the driver and gunner manning the on-board machine gun, squad automatic weapons, or automatic grenade launcher. If the convoy were attacked, not only would the team be able to engage the enemy and provide protection for the other vehicles, it would receive some protection for itself.

This example points up a difference between capabilities which are principally of a police technician nature and those possessed by combat police. RMP noncommissioned officers are not expected to act as light cavalymen or motorized infantry. Instead they execute traditional police tasks in a threat environment and rely on combat elements to conduct protection type operations when members of the RMP in provost companies or units are put at risk.

This brings one back to Bosnia where the parameters of peace operations were being tested daily. Where British and U.S. troops interacted in Bosnia, their respective military police organizations were also in contact with each other. It was less likely, however, that they would work together employing their usual techniques. Nonetheless, knowing what each others missions and rank and unit structure are, makes any contact between them more meaningful and leads to more effective coordination and cooperation in any environment which test every action taken.

**Brigadier General (Ret) Raymond E. Bell, Jr.** is a graduate of West Point. He is retired from the Army Reserve and was commander of the 220th Military Police Brigade. This article was developed in coordination with Captain Justin Moore, the British liaison officer at the Military Police School, Fort McClellan, AL.



*Royal Military Police are an integral part of the Adjutant General's Corps.*



# BOND OF FRIENDSHIP

*Lieutenant Colonel (Ret) T. Pemberton OBE*



*Brigadier General David W. Foley and Brigadier Ian W. Fulton exchange greetings at the 'Bond of Friendship' ceremony.*

A small piece of history was made at 1215 hours on March 15, 1996, when the Provost Marshal (Army), Brigadier Ian W. Fulton OBE and the Chief of the United States Army Military Police, Brigadier General David W. Foley, signed a 'Bond Of Friendship' parchment.

Most of you will not be familiar with the term 'Bond Of Friendship' because it is very new. In fact, you will be pleased to know that MOD PS12(A) have told us that we are the first British Army organization to make such a formal arrangement. A Bond of Friendship is akin to Regimental Alliances which are associations between British Regiments or Corps and those of Commonwealth countries. It is similar to a Regimental Affiliation which you may recall are associations between units within Her Majesty's Armed Forces. A Bond of Friendship is a formal association between British Regiments or Corps and those of non-Commonwealth countries.

The signing ceremony was a simple affair tastefully arranged by the Royal Military Police (RMP) Training School

(RMPTS) and held adjacent to the Officers Mess in Roussillon Barracks. A Guard of Honor was mounted by RMP personnel from RMPTS and United States Army Military Police from the 95th and 210th U.S. MP Battalions, the latter by kind permission of the Provost Marshal United States Army in Europe. The Guard of Honor was commanded by Captain K. J. Kroupa of the U.S. MP Corps who is in the last months of his tour as the Operations Officer at London District Pro Coy RMP filling an Exchange appointment, but soon to be Adjutant at the U.S. Military Academy at West Point.

Present to witness the signing were former Provost Marshals of the Army, Colonel Charles Wesley Cox III, who is Director of Training at the U. S. Army Military Police School at Fort McClellan, Alabama — some of you will remember the young Captain Wes Cox during his exchange Appointment with 158 Pro Coy c1981-83 — and former RMP Officers who have served on Exchange Appointments with the U. S. Army MP Corps.

The Provost Marshal (Army), in his address said, "...This is a very special day in our respective histories, for after many, many years of close comradeship and outstanding cooperation, not only between our two Nations, but especially between our two Corps we are marking it in a Formal Bond of Friendship.

"The United States Army Military Police Corps and the Royal Military Police Corps have worked together in many theaters of operations: In Europe in two world wars; in Korea; in the Gulf war in 1992 during Operation Desert Storm and Desert Shield where we have fought common enemies and even today in the former Republic of Yugoslavia where we are together implementing the long awaited peace agreement. Away from the operational front we have maintained a strong professional relationship, particularly in Germany where for more than 50 years we have maintained law and order in our respective communities and exercised together on frequent occasions, assisting one another when necessary and always respecting each others customs, practices and procedures."

"Our common bonds of friendship have, I believe, strengthened by the formal exchange of officers between our two organizations. I personally count myself as most fortunate to have served as a British Exchange Officer in the U.S. Army MP School at Fort McClellan, Alabama, from 1979 until 1981 along side BG Foley."

"It is a particular pleasure therefore to welcome the General and Colonel Wes Cox, himself a former U.S. Exchange Officer, to take part in this ceremony and I think it entirely appropriate that we should now formally recognize a very close relationship which has, hitherto, gone without such acknowledgment."

BG Foley in his response reiterated much of what had been said before and remarked specially upon the dedication and professionalism that had been displayed so often by both parties to the Bond.

(From the Number One 1996, Journal of the Royal Military Police.)



# Exchange Officer with the British Army School of Training Support (ASTS)

{FA 54: Operations, Plans & Training}

*Major John (Mack) Huey*

**M**any years ago a good friend mentioned that if the opportunity presented itself I should jump at the chance to serve as an exchange officer with the British Army. At that particular time I was enroute to the Republic of Panama to work in the Law Enforcement Activity (now the 92d Military Police Battalion) and did not give his remark much thought. My mind was made up for the rest of my career I would serve the Military Police Corps doing the thing I loved most, being a combat support MP.

Fortunately for me, plans for the future do change! Today, I am serving in my assigned Functional Area (FA 54: Operations, Plans and Training) in the Department of the Army, Personnel Exchange Program (PEP) as a Training Development Advisor/Officer (TDA/TDO) and instructor in the British Army School of Training Support (ASTS).

## **PEP IN THE UNITED KINGDOM (UK)**

The U.S. Army Attache at the U.S. Embassy in London is responsible for administrative control of the PEP Program in the UK. General staff responsibility lies with Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations and Plans in the Pentagon.

The PEP Program in the UK is unique in that its intent is for the U.S. Exchange Officer and family to be

completely integrated into the British Army and the local community.

In regard to the TDO position the following apply:

### **a. Selection Criteria & Qualifications**

It is desirable that the officer possess the qualifications listed below as described in the Department of the Army/United Kingdom job specification/ description prior to assignment:

- FA 54 - (Operations, Plans & Training).
- MEL 4 (CSC Graduate).
- Prior assignment to HQ, TRADOC, or a TRADOC service school.
- Be instructor qualified.
- Battalion S-3 experience.
- A working knowledge of the U.S. Army Systems Approach to Training (SAT).

### **b. Rank - Major.**

The TDO is attached to the British Army for a two year tour with duty at the ASTS, Trenchard Lines, England.

Trenchard Lines is a peaceful and serene British Camp located in southern England, Salisbury Plain region, approximately 15 miles from the famous Stonehenge Monument. It is the location of Headquarters, Adjutant General (HQAG) (Personnel and Training Command) and Director General Development and Doctrine (DGD&D), in addition to the ASTS.

## **THE JOB**

As a note of explanation this job should not be confused with the exchange officer position with the Royal Military Police (RMP). The RMP exchange officer is a captain's position attached to the RMP, living and working in London. His British counterpart is on attachment to the United States Army Military Police School at Fort McClellan, Alabama.

I am currently filling a major's position as a TDO in FA 54. My British counterpart is attached to Headquarters, United States Army Training and Doctrine Command, Fort Monroe, Virginia.

The RMP and TDO exchange officer positions are entirely different from one another.

Army Regulation 614-10, United States Army Personnel Exchange Program with Armies of Other Nations, gives the guidelines and allows the opportunity for a one-on-one exchange with other nations. Almost every branch of the U.S. Army is represented within the British Army. In addition, a Memorandum of Understanding between the U.S. Army and British Army provides information in regard to the tour length, selection criteria, duties, and other specific matters regarding to the Personnel Exchange Program.

Under the current agreement the TDO is assigned primarily in the Training Wing of ASTS as an



structor/TDO but will also work regularly for Development Projects and Research Group (DP/RG) of the Training Support Branch, HQ AG as an advisor and project officer.

Current specific responsibilities of the job are to:

a. Manage, direct and provide instruction for two SAT courses.

- Course Design.
- Testing Techniques.

b. Provide instruction on a variety of other SAT courses given to senior-level officers, warrant officers, and NCOs in regard to the application of the SAT process. These courses are:

- Management of Training.
- Job Analysis, Training Objectives, and Validation.
- Training Development Officer's Course.
- Systems Approach to Training for Staff Officer's Course.

c. Identify training problems, advise commanders, solve training, and related problems using the SAT process.

d. Research and write training development pamphlets as required.

e. Advise service establishments on training equipment design and instructional technology.

f. Analyze proposals for trial or purchases of instructional equipment; present papers; conduct studies; prepare and present briefings.

g. Provide collective training advice, data and information to all Army staff levels.

### APPLICATION OF THE SYSTEMS APPROACH TO TRAINING (SAT) IN THE BRITISH ARMY

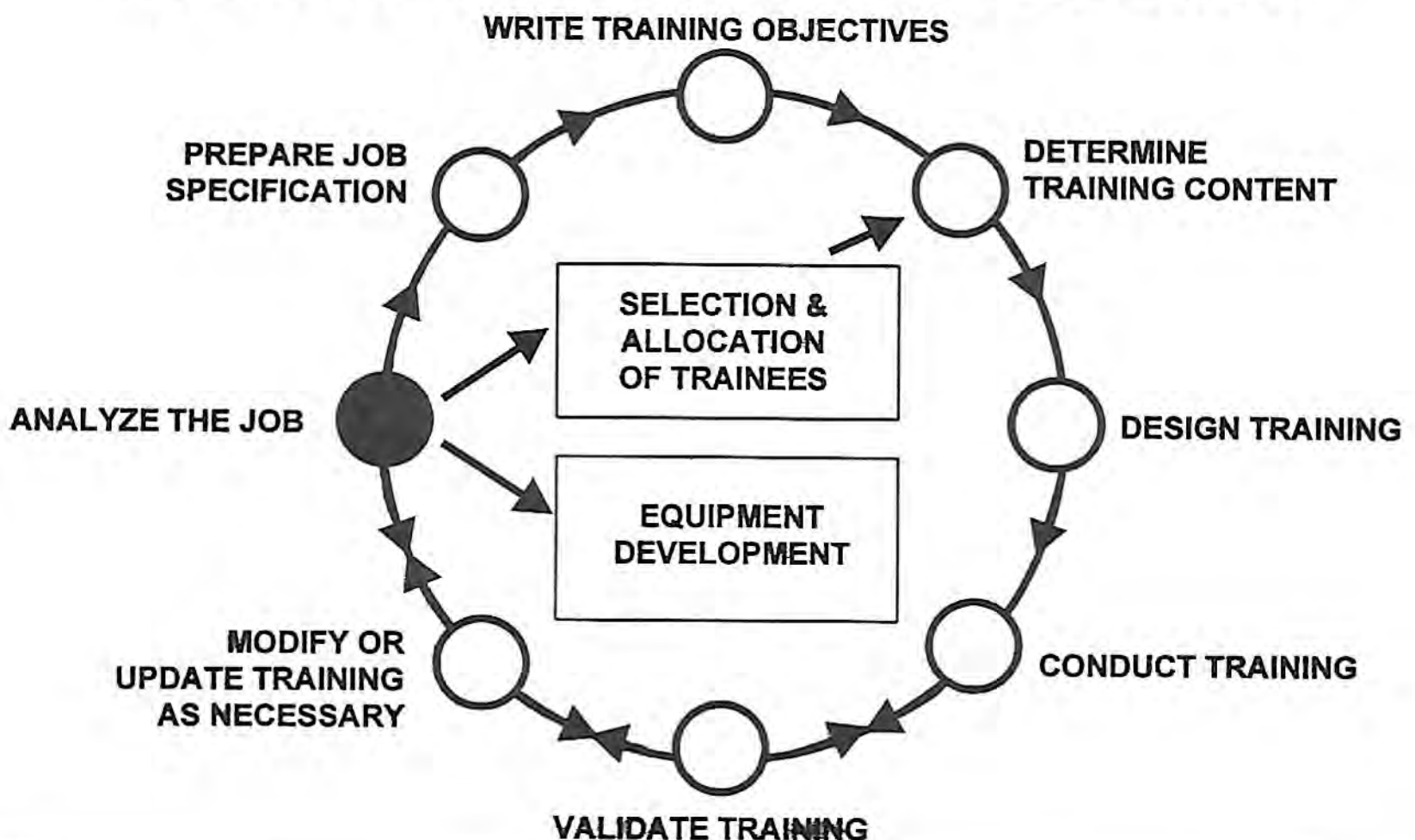
The primary mission of the ASTS is to provide training support to the field Army through 'train the trainers'. Training support, as defined by the ASTS, is advice, guidance, and assistance given to the Army to help it conduct training efficiently and effectively so as to fulfil its role. Since 1980 it has been the term commonly used in place of 'Instructional Technology' to

describe the application of a scientific method to the design and implementation of training.

Training support is a philosophy based on a systems approach: A logical approach to problem solving that is based on careful detailed analysis, in order to define a problem to be solved as clearly and precisely as possible. Once defined, all available methods of solving the problem are considered before the preferred solution is chosen. The implementation of this solution is then carefully monitored and modifications are incorporated as and when required.

The central theme of training support is the Army's Systems Approach to Training (SAT). Since 1969, training in the British Army has been based upon a 'Systems Approach.' This is aimed at improving the overall effectiveness of instruction and job performance, while keeping training costs as low as possible. The SAT is a logical approach to training which ensures

## THE SYSTEMS APPROACH TO TRAINING





the efficient, effective, and economic use of resources and is designed to achieve these aims.

Both the U.S. and British Army use the SAT process and have similar philosophies and procedures in developing systematic training programs derived from the SAT model.

Shown in the diagram on the previous page is a representation of the British Army SAT process as used today. This diagrammatical illustration is referred to as the "Mellor Loop" named after the man who developed the basic principles of the SAT process over 30 years ago, Brigadier Derick Mellor.

Most of the training in the U.S. and British Army has evolved over the years and is often lagging behind the operational requirement. As highlighted in the diagram on the previous page, Job Analysis is the first process in the SAT system and is used to determine the operational requirements upon which all individual training is to be based. It involves the critical examination of the tasks that make up a job and the gathering of information about it. The entire SAT system is based on a detailed and thorough job analysis. Without knowing what

is actually required of the soldier on the job, the remaining steps within SAT would be based on a "best guess" which would defeat the entire purpose of the SAT system.

SAT is clearly the way forward in training development for the British Army. It is certainly proving to be an effective system in designing training based on a systematic approach, rather than "best guess."

#### **A LOOK TOWARD THE FUTURE**

On 1 April 1996, the majority of individual training establishments in the British Army started working for the Army Individual Training Organization (AITO). The AITO is headed by a major general with the title of Chief Executive/Director General.

The aim of the AITO is to train manpower in the individual skills required to sustain the Army's military effectiveness. The principal objective being to provide, in the most efficient way, trained manpower in the right quantity, quality, and time to meet the needs of the customer (Field Army).

The major functions of the AITO are to:

- a. Train recruits in basic military skills and develop in them the required military ethos.
- b. Train personnel in the specialist skills appropriate to the individual Arm or Corps.
- c. Provide progressive career training to enhance individual professional development.
- d. Provide training for personnel from the other services, and civilians and foreign nationals as authorized.
- e. Manage the AITO and its resources effectively and efficiently.

All schools that fall under the AITO will be responsible for designing training packages, conducting training, conducting internal validation, costing training, and reviewing and reporting performance.

**The primary mission of the ASTS is to provide training support to the field Army through 'train the trainers'. Training support, as defined by the ASTS, is advice, guidance, and assistance given to the Army to help it conduct training efficiently and effectively...**

**Training support is a philosophy based on a systems approach: A logical approach to problem solving that is based on careful detailed analysis, in order to define a problem to be solved as clearly and precisely as possible.**





*Major Huey provides a block of instruction to British Army officers.*

Under the Army Individual Training Organization, ASTS will retain its title and consist of the former Training Wing only. It will be responsible for delivering services within the AITO and continuing to instruct in the application of the SAT process.

The former Projects and Training Systems Wing of ASTS, now DP&RG, will be outside of the AITO realm of responsibility and work directly for Colonel Training Support and the Director of the Individual Training.

The establishment of the AITO will not have an impact on the TDO position.

The rating officer for the TDO position is Colonel Training Support and the senior rater is the U.S. Army Attache (Colonel) serving in the United Kingdom.

The creation of the AITO is an important step forward in the British

Army. The AITO will demand a well thought out training strategy to ensure that individual training is effective, efficient and most importantly economical, based on a demand led, rather than a supply led process.

#### **LIFE IN ENGLAND WITH THE BRITISH ARMY**

Living in England is a wonderful educational experience and a very rewarding tour for my family and me.

As a family we travel throughout the United Kingdom whenever the opportunity presents itself and continue to visit a variety of museums, historical sites, and locations.

It is a rare occasion that a military police officer has the opportunity to serve with and experience the British Army in a daily operational environment. I cannot say enough good things about the PEP

system. It is a great program and allows U.S. soldiers to see how our allies work and operate in their country and on their terrain.

Working with the British Army continues to be a tremendous experience and opportunity. The officers and NCOs I work with display a very professional attitude and contribute to a very positive working environment. I truly appreciate the chance to learn from the British Army and enjoy the professionalism and sharing of experiences that this tour is allowing.

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**Major John (Mack) Huey** was an exchange officer with the British Army. Major Huey was a training development advisor/instructor at the British Army School of Training Support, Trenchard Lines, Upavon, England, United Kingdom, at the time this article was written.





# MILITARY POLICE SUPPORT

## THE 1996 CENTENNIAL OLYMPICS

*Captain (P) Susan K. Donaldson and Master Sergeant Shirley Reed*





*Fort McPherson Law Enforcement Activity, along with the 209th Military Police Company from Fort McClellan, Alabama prepare for Olympic activities.*

The opportunity of a lifetime arose for some active duty and reserve military police soldiers as the 1996 Centennial Olympics held in Atlanta, Georgia, approached reality. It provided a scenario where military police would perform at their peak, providing a multitude of services not only for citizens from all over the United States, but from the entire global arena. Anxious, excited, lost, and completely confused athletes, trainers, and fans from all over the world would gather in and around Atlanta to join in one of the most festive events in the universe.

Military police support was provided by the Fort McPherson Law Enforcement Activity and the Fort McPherson Military Police Company, subordinate elements of the United States Army Garrison (USAG), Fort McPherson, Georgia along with the 209th Military Police Company (-) from Fort McClellan, Alabama. The mission the military police would perform would be directly related to the close proximity of

Forts McPherson and Gillem to some of the major Olympic venues.

It was apparent that requirements for military police support would be in great demand. Therefore,

along with the Active Component soldiers previously mentioned, over 10,000 National Guard and Reserve Component soldiers were called upon for support as well. Two of the four major military police missions to include Law and Order and Area Security Operations would definitely be put to the test, a test that the military police soldiers were well prepared to perform. The planning and resourcing of this event was a logistical challenge which incorporated over an entire years work. The major planning for the Active Component was conducted by the Law Enforcement Activity. Although there was access to information pertaining to the 1984 Olympics held in Los Angeles, California, the Law Enforcement Activity had to develop a suitable plan for the Atlanta area, which prompted the establishment of an Olympic support priority task list. This priority task list established guidelines for the stabilization of soldiers in the Fort McPherson area of operation as well as physical security inspections at both Forts McPherson and Gillem.



*Military police provided security for some of the major Olympic venues on and around Fort McPherson and Atlanta, Georgia.*



As proud and responsible leaders, we must ensure that even highly motivated, well-trained soldiers such as those we had the opportunity to work with during the Olympics, received the necessary refresher and sustainment training needed to hone their skills and allow their lights to shine. Consequently, the Fort McPherson Military Police Company, aided by the USAG Provost Marshal Office developed an extensive training plan for the soldiers. As a part of this training plan, the special reaction team (SRT) conducted a situational training exercise which included the Criminal Investigations Division (CID) and other elements within USAG. The Provost Marshal Office trained on mission essential tasks (METL) such as traffic enforcement, PSD, crowd control,

counter-terrorism and K-9 missions. Shortly after the 209th Military Police Company (-) arrived on 8 July 1996, the two military police units conducted a comprehensive 3-day law enforcement train-up which included Fort McPherson regulations, PMO policies, Georgia laws and media relations, threat briefings, Diplomatic Immunity, Use of Force, Riot Control, off-limits areas/trouble spots, and METL tasks.

On 12 July 1996, the Fort McPherson and 209th (-) Military Police Companies united as one, prepared for the tasks that lay ahead. In conjunction with their normal law enforcement missions on Forts McPherson and Gillem, the new task force organized Olympic Military Police unit was tasked with the following additional missions:

- ☑ Provide additional law and order operations and security for designated facilities and personnel on Forts McPherson and Gillem.
- ☑ Maintain an "on call" quick reaction force in support of special contingency plans.
- ☑ Establish dedicated privately owned vehicle (POV) parking areas capable of supporting the military and civilian personnel assigned to Fort McPherson.
- ☑ Provide military police security at designated POV holding areas five days a week from 0500 to 1600.
- ☑ Establish circulation control measures to maximize use of available parking areas to accommodate Fort McPherson employees and visiting Olympic guests.
- ☑ Establish parking permit system for the designated POV holding areas to be managed and controlled by the Vehicle Registration Office.
- ☑ Provide 24-hour access control operations for both gates at Fort Gillem.
- ☑ Establish a Vehicle Registration Office on Fort Gillem with 5-day a week operating hours from 0630 to 1700.
- ☑ Conduct routine security checks of the ACOG Vehicle Processing Center on Fort Gillem which maintained over 5,000 Olympic VIP vehicles.
- ☑ Provide the Olympic Task Force with one explosive dog team.
- ☑ Conduct routine Military Working Dog support to Forts McPherson and Gillem.

The Active Component Military Police unit also had the opportunity to assist in a few major events directly related to the Olympic opening ceremonies. The Law Enforcement Activity provided soldiers who participated as members of the Joint Color Guard. They were also responsible for training the Joint Color Guard



*Members of the Law Enforcement Activity from Fort McPherson and Fort Gillem and the 209th Military Police Company with the Olympic torch before the opening ceremonies for the 1996 Centennial Olympics.*



in preparation for the opening ceremonies at the Olympic Stadium on 19 July 1996. The traffic and MPI sections also provided traffic control, crowd control, and security for the Olympic Torch Relay on 19 July 1996, as it passed through Fort McPherson.

In the midst of the Olympic excitement, tragedy struck. On 26 July 1996, a bomb went off in Centennial Park taking the lives of two innocent bystanders and wounding many others. As a result of the bombing, security at the park, federal buildings, and military installations increased. On 28 July 1996, the security posture on Forts McPherson and Gillem was upgraded to THREATCON ALPHA. This required an increase in security checks at all critical facilities and increased security measures for installation access. Of course this security increase required additional manpower. The 209th Military Police Company received an order to provide an additional platoon of military police personnel who had been left back to provide law and order operations at Fort McClellan. Just as enthusiastic as their counterparts, on 29 July 1996, the third platoon of the 209th Military Police Company deployed to Fort Gillem where they were dispatched in 4-man teams to perform duties at nine outlying areas throughout Atlanta augmenting the



*FORSCOM military police support the Olympics.*

National Guard and Reserve Component soldiers. Increased manning requirements continued until the THREATCON downgrade on 6 August 1996, with the exception of the additional support provided to the DELTA Complex, which was maintained for an additional period.

The Military Police Task Force performed superbly. The camaraderie of the two units were unmatched. The soldiers of these two units could have written the book on teamwork. Just as they worked hard, they played hard. At the close of the Centennial

Olympics, the soldiers were provided an opportunity to have an Olympic competition of their own. On 8 August 1996, when their mission was successfully completed, the two units went head-to-head in an HONOR GUARD vs WARRIOR Pigbowl. The first competition was football. The Fort McPherson MP Company prevailed, but the 209th MP Company fought back, winning the softball competition. This was cause for a tie-breaker. The infamous tug-of-war seemed most appropriate. The Fort McPherson MP Company wins the final event. However, in all actuality, both units are "winners." The true spirit of the Military Police Corps was demonstrated by the fine soldiers of both units. They are living examples of why the Military Police Corps has been identified as the "Force of Choice."

Captain (P) Susan K. Donaldson was the deputy Provost Marshal for Fort McPherson and Fort Gillem, Atlanta, Georgia, at the time this article was written.

Master Sergeant Shirley Reed was the LEA operations sergeant, Fort McPherson and Fort Gillem, Atlanta, Georgia, at the time this article was written.



*The Honor Guard and Warrior soldiers were provided an opportunity to have an Olympic competition of their own.*





# TEAMWORK AND LEADERSHIP MAKE THE DIFFERENCE

*Major Denise A. Goudreau*

A new military police brigade commander had just completed his first meeting with the corps commander. The discussion that followed introductions had been lively and enlightening. It ended with the corps commander asking his senior military police officer to summarize, in writing, his goals for his unit. After long and careful thought, the colonel decided that the best way to articulate his vision for the brigade was to frame his views as if he was speaking to his organization...

My goal as the commander of this military police brigade is to develop a fundamentally sound unit across all dimensions of performance. We will accomplish this by fostering teamwork and a belief that "leadership makes a difference" at all levels of this command. My vision for the brigade is based on my experiences in the Army, my beliefs in our profession's core values and the complex missions facing this proud unit as we take it in to the 21st Century. Not only must we execute our peacetime law enforcement missions to the highest standards, but we must also function as an integral part of the corps' combat team. The Military Police Corps' acceptance as the "Force of Choice" in the last two decades means we must also be prepared to

deploy to support the interests of the United States anywhere in the world. Our role as a combat support unit is to provide the best support possible to every mission we are called upon to perform.

This goal can only be accomplished if we function as a team and as part of a team. Our team encompasses leaders, staff, soldiers, civilians, families, equipment, and facilities. We are also a part of the

Army communities we live in and the units we support.

The nature of our missions, whether it be performing peacetime law enforcement support or responding to threats in the corps' rear area, demands that our soldiers take the initiative and act independently. We develop leadership very early in the Military Police Corps because we are decentralized in the execution of our missions.



*Mission support can only be accomplished if we function as a team and as part of a team.*



Our soldiers must recognize that they are not only an integral part of the team, but that their "leadership makes a difference" in the accomplishment of every mission.

My concept of an effective organization is one in which all members understand their role and importance to the team. I have seen U.S. soldiers perform in battle and I am a firm believer in their abilities. We must continue to foster this competence in our subordinates. Success promotes success. We are not a "zero defects" organization but we must operate within a band of excellence. People want to do well, but they need room to grow and learn. We must give soldiers a chance to lead if they are to develop as leaders. Power down and promote initiative and versatility. Because of the decentralized nature of our missions, this is essential to success.

We must also demand tough, realistic training to build a strong foundation to draw upon when needed to perform our wartime missions. Because of peacetime mission support responsibilities, we may not always be able to go to the field to train, but, everything we do is training. Some of the skills we use every day in the performance of our law enforcement missions are skills that our soldiers use in combat. Set high standards and ensure that they are done well. This will promote pride in accomplishment and confidence in abilities.

We must also be disciplined in everything we do. This is what sets units apart. We do not take unnecessary risks. Risk assessments and safety considerations are nonnegotiable. Someone is always in charge and this means that someone is always responsible. However, discipline does not equal a "Yes, Sir" mentality. Communications, up and down the chain of command is important. Silence implies concurrence.

We are dispersed throughout a large area of operations and perform law enforcement as well as



*Military police leaders promote pride in accomplishment and confidence in their teams abilities.*

tactical support to units in our corps. We operate with two separate, but interrelated chains of command and I wear two hats as the Corps Provost Marshal and the commander of this MP brigade. Community provost marshals are charged with the execution of security and quality law enforcement to the communities they support. Although they do not work directly for me, I do provide technical staff supervision through the Corps Provost Marshal staff and as advisor to the Corps Commander. Comprehensive operating and reporting policies are in place that allow me to monitor law enforcement issues. We perform annual staff assistance visits to assist community provost marshals in their missions. I stand ready to visit any community that has specific operational problems between commander and provost marshal.

One of my most important missions is to ensure that the planned use of military police assets for tactical missions is in keeping with MP doctrine and provides the best sup-

port to all units within the corps. My staff coordinates directly with their counterparts at corps to ensure we are properly integrated in war plans and training events and that we receive our share of resources. Military police unit commanders within the brigade are responsible for training soldiers and units to perform their combat missions as well and ensuring maintenance and supply accountability of tactical equipment. They must also provide trained and ready military police to provost marshals for law enforcement. My staff is charged with monitoring personnel, equipment, and training readiness of the battalions and the headquarters company. My commanders and staff know of the importance I have placed on training and on reducing training distractors. My staff and I will conduct an annual no notice inspection of each company to ensure combat readiness. Company commanders will brief me quarterly on training. I will visit units periodically to monitor training and to speak with soldiers.



I believe in the values of the Professional Army Ethic. The fighting spirit of the soldier is strengthened through an affinity with the core values of our profession. This leadership must come from leaders of character because this quality in peacetime directly translates to courage in time of war. Leaders must inspire a strong warrior ethic in each of their soldiers in order that they truly believe they can fight and win. We must build unit cohesion built on trust. Soldiers who know they can depend on each other and their leadership will have the motivation and courage needed to survive the rigors of combat. We must teach and reinforce the values of integrity, loyalty, duty, and selfless service.

A positive command climate goes hand-in-hand with our Professional Army Ethic. Our focus for this organization must emphasize that motivation and cohesion is based on respect for and trust of each other and our leaders. Leaders must take the initiative to foster two-way communication; promote self esteem in subordinates by providing positive feedback; respect subordinates' values and personal dignity; and not demean subordinates when corrective action is necessary. In order to develop a cohesive team, the Command Sergeant Major and I will ensure that our efforts are coordinated and that formal programs are in place. We will be the standard bearers and devote time and resources to developing effective human resource training programs. Incidents that violate our core values and the Army's Equal Opportunity policies will not be condoned, and will be handled swiftly and credibly. We encourage open communication about issues to resolve conflict at the lowest level and guard against divisiveness. Without a positive command climate, mistrust will eventually erode our ability to effectively accomplish our mission.

As I stated before, because of the decentralized nature of our mission, positive leadership at every level is the key to our mission success. We need to reinforce this by giving our subordinates opportunities to be in charge so that they may develop their own leadership skills. This involves risk. However, we will conduct performance oriented training wherever possible, reinforce tactical and technical proficiency and promote teamwork, so that soldiers at every level can learn by being in an organization that does things to standards. When necessary, we will sacrifice efficiency to allow teams, squads, and platoons to work together. A portion of every training event will be dedicated to maintenance and supply accountability.

Knowing and caring for subordinates as well as ensuring their professional development is an essential ingredient to leadership and we must mentor and coach them. I have tasked the Command Sergeant Major with the development of an annual Squad Stakes Competition to challenge our young leaders and to reinforce success. The Brigade S3 is responsible for executing a Platoon Leader's Challenge to ensure that our platoon leaders are trained to standard. The Command Sergeant Major and I will develop Officer and Noncommissioned Officer Professional Development Programs. After Action Reviews will be conducted after every phase of tactical operations. I value tough, realistic training and we must learn from the evaluation of our training events. Staying in top physical condition is also a must. The iron squad, platoon, and company will receive brigade level awards. I realize that training is somewhat limited, so we must all be attuned to reducing training distractors and plan for quality training whenever opportunities arise.

We must be intimately familiar with our doctrine and the capabilities of our soldiers and equipment.

This, combined with solid plans to support our tactical and law enforcement missions and a tough, realistic training program, will ensure that we are ready to face any challenge. Recent deployments of military police have demonstrated that we are the "Force of Choice" in responding to world events. We must be proud of this legacy and believe that our next training event may be the prelude to "the real thing."

Leaders develop leaders. Secure leaders are not intimidated with the success of their subordinates. Leader development is a personal and unit responsibility. I will personally set the example, and provide the necessary guidance and resources for you to do your job. I expect you to do the same at your level. Command your units – squads, platoons, companies, battalions. I will not do it for you.

I will not tolerate abuse of soldiers in this unit or military police abusing their power in the performance of their duties. We cannot enforce the law if we break the law. I believe that discipline is the cornerstone of a professional organization. I understand that honest mistakes occur when we give soldiers opportunities to learn and grow, but we must not set them up for failure. You know your soldiers best. Challenge them, but do not disregard mistakes or allow substandard performance. Cohesion and positive leadership are my imperatives. Integrity, loyalty, and an environment where all soldiers are treated fairly are my bedrocks.

We have a proud history for supporting this corps and we will continue to be a part of the corps team by ensuring that our soldiers are well trained, cohesive, and believe in themselves and their leader.

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**Major Denise A. Goudreau** was the Deputy Provost Marshal, 4th Infantry Division (Mechanized), Fort Hood, Texas, at the time this article was written.





## *Military Police Support to* **OPERATION JOINT ENDEAVOR** BOSNIA-HERZEGOVINA

# **USAREUR LAW ENFORCEMENT AND THE IFOR DEPLOYMENT**

*Mr. Thomas E. Lohman*

Operation Joint Endeavor is the largest deployment of USAREUR soldiers for peace keeping operations since the end of the cold war. To the deployment planners, it became obvious very early that there would be no more "business as usual" for a while, and that life in USAREUR would be changing significantly; not only for those who would deploy, but also for those soldiers, family members, and civilians remaining at their home stations. For the USAREUR military police, and for all USAREUR citizens who depend on the military police to provide law and order and preserve quality of life, this deployment would prove to be especially challenging.

### **The USAREUR Law Enforcement Mission**

Throughout USAREUR, law enforcement is provided by military police assigned to communities within a base support battalion (BSB). These MP perform the law enforcement mission under the operational control of the BSB or area support group (ASG) provost marshals within the ASGs that constitute USAREUR base operations. Due to post cold-war downsizing and restructuring, the ASG and BSB provost marshals have been routinely challenged to provide the quality law enforcement and physical security services that their

communities rightfully expect. Because of the workload, community MP have long become accustomed to 12 hour shifts, and widely dispersed patrol areas.

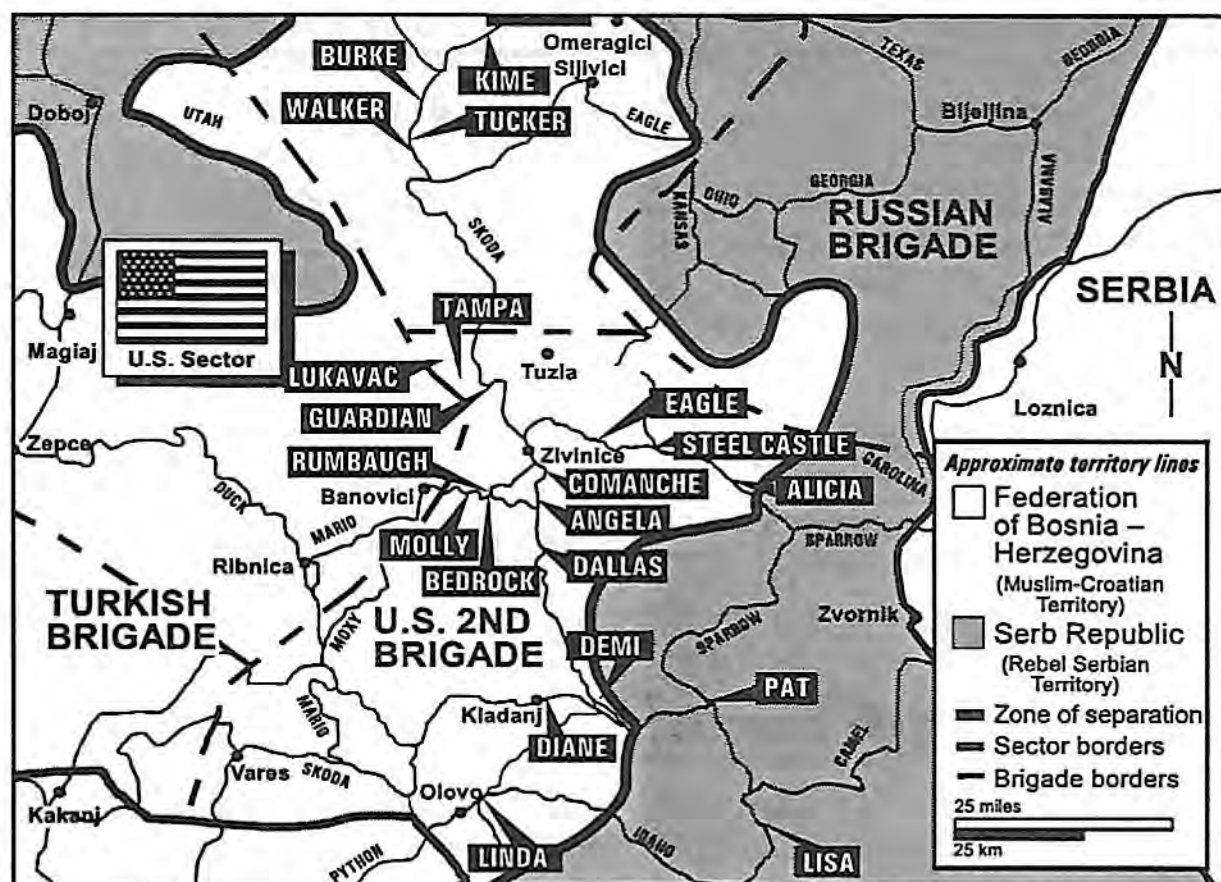
The Implementation Force (IFOR) deployment plan called for approximately 20,000 USAREUR soldiers to constitute the U.S. share of the NATO mission, roughly one third of the Army personnel assigned to the command. Military police however, were tasked to provide about 67 percent of USAREUR MP

assets for the IFOR manning. To sustain adequate law enforcement, there was some early consideration for deploying MP from another theater, and even some discussion about mobilizing reserve component (RC) units from the U.S. for the IFOR mission. The decision was ultimately made to deploy MP assets already in theater, requiring USAREUR OPM to levee MP assets from sixteen separate communities to provide the 500 MP needed for deployment to IFOR.



*Headquarters, Task Force Eagle.*





With the departure of this many MP, it immediately became clear that those who did not deploy to IFOR would be tasked far beyond their abilities to conduct law enforcement operations without obtaining some type of personnel augmentation. Many of the USAREUR personnel preparing to deploy were leaving behind family members who were becoming increasingly concerned about their personal security, realizing that there may be fewer MP on patrol than before the deployment. There was also anxiety about the possibility of an increased terrorist threat related to the IFOR mission. For all these reasons, the decision was made to request the activation of reserve component military police units to back-fill the residual MP forces who would remain in the communities to conduct law enforcement operations.

Planners at the HQ USAREUR Office of the Provost Marshal began the process that would lead to an official request for augmentation long before the Dayton Peace Agreement was signed, and the official orders to deploy were given. A key decision was made during the planning process that proved to be crucial, and

which significantly improved the chances for success in the augmentation plan. That decision was that the RC personnel would be activated and utilized strictly as working MP, augmenting the USAREUR law enforcement mission. The RC units would not be mobilized as they had historically in the past, to train in combat support (CS) and combat service support (CSS) roles, but to perform "real world" law and order operations.

Consistent with the post-cold war focus on force projection, regional conflict management and peace-keeping, it was recognized that the law enforcement augmentation for this deployment was more important than traditional CS and CSS MP mission training. To underscore this decision, it was decided that the RC unit would be activated without any CS/CSS type table of organization and equipment (TOE). That decision also resulted in a faster and more economical mobilization once the order to deploy was actually given. For the sake of planning for this augmentation it was also to the benefit of the OPM that the length of activation of the unit would be for the maximum time allowed by law-270 days.

## Reserve Component Augmentation

The unit selected by FORSCOM for the back fill mobilization turned out to be HHD, 210th Military Police Battalion, a National Guard unit from Taylor, Michigan. Commanded by MAJ Herbert Holtz, the mission of the 210th would be to provide command and control for the 1776th MP Company, also from Taylor, Michigan, and additional National Guard units.

The National Guard units brought high quality of training and law enforcement capabilities with them to USAREUR for their augmentation mission. Nearly one fourth of the approximately 500 members of the 210th MP Battalion are civilian policemen in their communities back in the U.S. In addition, the wide variety of other civilian occupations and professions within the population of the 210th Military Police Battalion have added a degree of depth and maturity to the ranks of the military police personnel who stayed behind in Germany to conduct law and order operations. Besides civilian policemen there are school teachers, real estate brokers, local government officials, probation officers, and even a municipal judge. Being from the Detroit area, of course there are employees and executives from all of the Big Three auto makers on the staff as well.

Realizing that the USAREUR military police personnel that were selected to deploy for IFOR would be among the first to go once the Dayton Agreement was signed, the USAREUR Provost Marshal directed that the law enforcement augmentees should be among the first RC personnel to be mobilized. The Provost Marshal also stipulated that augmentees be well trained military police professionals, and that they obtain as much pre-mobilization training and certification as possible prior to departure from CONUS.



All mobilized 95B personnel were already MOS qualified by virtue of training they received at the U.S. Army Military Police School (USAMPS), or basic MP training they received during their active or inactive (ADT/IDT) phases of their National Guard training. However, to minimize down time for training the back fill National Guardsmen in Europe, a letter was forwarded to the U.S. Army Forces Command (FORSCOM) requesting support in ensuring the back fill personnel would receive as much pre-mobilization training as possible. Specifically, FORSCOM was informed that the augmentees must be trained to the law and order standards of the Soldiers Manual and Training Guide for MOS 95B (STP 19-95B1 and STP 19-95B24) before they could be utilized for law enforcement duties. At the PM's request, the FORSCOM MP Reserve Component representative forwarded the training standards to the mobilizing units, and the Reserve Readiness Teams being activated to conduct pre-mobilization training and certification. He also relayed the requirement that the unit members be fully qualified (to USAREUR standards) with their 9-mm weapons, and to conduct USAREUR drivers training certification if possible.

The guidance given by Colonel Charles Haynes, the HQ USAREUR Provost Marshal, was to welcome the incoming augmentees at the airport and to transport them immediately to a central location, where they could then be collectively trained and certified, as required, before being sent to the back fill communities. With the assistance of representatives from the 7th Army Reserve Command, all of the arriving NG units were met by COL Haynes, given a short welcome briefing, provided information packets and introduced to representatives of the communities to which they would ultimately be assigned for duty. The augmentees were then transported to a central location where their records would

be screened, and where they would obtain training and certification in the areas where supplemental training was required.

### Implementation of the Back Fill Plan

The plan for command and control for the back fill augmentees was for the 210th MP Bn to operate as a separate MP battalion under operational control (OPCON) of the USAREUR Provost Marshal. The five National Guard companies that were mobilized would be aligned under the 210th. The 210th would operate out of Coleman Barracks in Mannheim, while the five companies would be deployed, by platoons, into the 16 communities located throughout the six ASGs scattered throughout Germany. The 98th ASG Provost Marshal, LTC David Bowman, generously provided a centralized reception and training area at Bamberg, which afforded exceptional billeting, mess, and training facilities. This facility also provided a site where the HHD, 210th MP Bn could initially set up shop for conducting in-process-

sing of the first three MP companies as they arrived. From the Bamberg location, the training and certification that were missed by the National Guardsmen during pre-mobilization and pre-deployment was provided. Noncommissioned officers from the PMOs in the communities where the units were being assigned provided law enforcement training. This training was standardized and delivered utilizing the lesson plans and training aids included in the Reserve Component Configuration Course (RC3) package, which was expedited to USAREUR OPM by Colonel Charles Hurlbut, the Director of Integrated Training Developments and Support, USAMPS. Other training, which provided USAREUR unique training requirements (Customs, NATO/SOFA, etc.) was provided by personnel from the USAREUR OPM, or from the PMO at the 98th ASG. Because of geographical considerations, the centralized location and the mission of reception and training for two units, the 113th and 114th MP Companies, was transferred to the 95th MP Battalion.



*IFOR checkpoint.*



The first unit to complete USA-REUR training and certification, and subsequently assigned for assumption of law enforcement duties was the 1776th MP Company, which was deployed, by platoon strength, on 25 January to the communities of Bamberg, Vilseck, Ansbach, and Grafenwoehr. Once they arrived, they were quickly inprocessed into the community, provided community unique mission information, and then accompanied a patrolman in an OJT "ride along" program for several days to become acclimated to the community and acquainted with the patrol areas. In most cases, augmentees were quickly integrated into the communities, and were conducting law enforcement operations solo within a week of arrival into the community. By 11 February, all augmentation units were deployed to the back fill communities making the entire 210th MP Bn fully operational.

### Results of the Mobilization

The successful mobilization of the 210th MP Bn and the five MP companies that came with them were responsible for maintaining continuity of law enforcement operations during the stand-up phase of the IFOR deployment. Like IFOR, the augmentation forces in USAREUR have now entered the sustainment phase of their mission. The 210th MP Bn augmentees are integrated in the community PMOs as seamlessly as are the residual MP who remained in country. Law enforcement services in all of the 16 major communities throughout Germany are now being provided by a mix of military police personnel indistinguishable from one another as either Regular Army or National Guard. At the time this was written, there has been no significant crime rate change since the IFOR deployment, nor has there been any change in the rate of reports of military police misconduct. An informal survey of community members and ASG chain of command personnel



*IFOR military police operations.*

has produced nothing but favorable comments about the duty performance of the 210th as augmentation personnel.

The National Guard are fulfilling actual law enforcement mission requirements. Those who are civilian police at their home communities are gaining a whole new perspective of law enforcement operations as practiced in a military environment. The augmentees who are not civilian police are learning the law enforcement portion of the military police mission under real world conditions. All of the units will be taking back important lessons learned as a result of this mobilization which is unique in its length of activation, and its singular focus on law enforcement augmentation. Successive deployments will be improved as a result of these lessons learned, for both the 210th, and other MP units that deploy in the future.

The increased workload following the deployment of the regular military police to IFOR quickly convinced the residual MP of the benefits of having the National Guard augmentees in their communities. It was recognized during planning that essential military police services could be maintained for a limited time utilizing USAREUR assets only. However, without augmentation BASOPS support would decline,

resulting in criminal case backlog, reduced services such as DARE, physical security and foot patrols. MP fatigue would increase and morale would suffer. Mobilization of the 210th MP Bn as back fill allowed the residual MP to return to a more normal daily work schedule and to be able to schedule leave and off-duty days like other USAREUR soldiers.

The communities that are being augmented by the members of the 210th MP Bn benefit most from the RC mobilization. Back fill by reserve components allowed the provost marshals to resume the spectrum of support to a level more consistent with community expectations. With the back fills, the total number of patrols is nearly the same as before the deployment began, providing the level of law enforcement required to sustain a safe environment and high quality of life for the citizens of the USAREUR communities. Along with the added reassurance of increased patrolling by the German Feldjaegers and civil police, the quality of law enforcement to the nondeployed forces, and to the families of those that are deployed remains high.

Thomas E. Lohman, is a retired military police officer who is employed as the Law Enforcement Policy Advisor with HQ USAREUR, office of the Provost Marshal.



# 95TH MILITARY POLICE BATTALION CATCHES GLIMPSE OF THE FUTURE

*First Lieutenant William B. Pitts*

## 95th Military Police Battalion Mission

The 95th Military Police Battalion "Superstars" deployed to Kaposvar, Hungary, in early December 1995 for Operation JOINT ENDEAVOR. Along with several other tasks came the responsibility to secure over 600 kilometers of main supply route (MSR) in Hungary and Croatia.

## 95th Military Police Battalion Problem

The task of communicating along 600 kilometers of MSR exceeded the organic communication capability of the battalion. The battalion had only two forms of communication at its disposal and both were inadequate

for this type of mission. FM communications were only effective for 30 km and required extensive retrans to cover the length of the MSRs. AM communications were capable of covering the range of MSR, however, the battalion had only three AM radios and the size and cost would make them impractical to use. The AM system is not mobile and cannot be used by MP teams in the field.

## 95th Military Police Battalion Solution

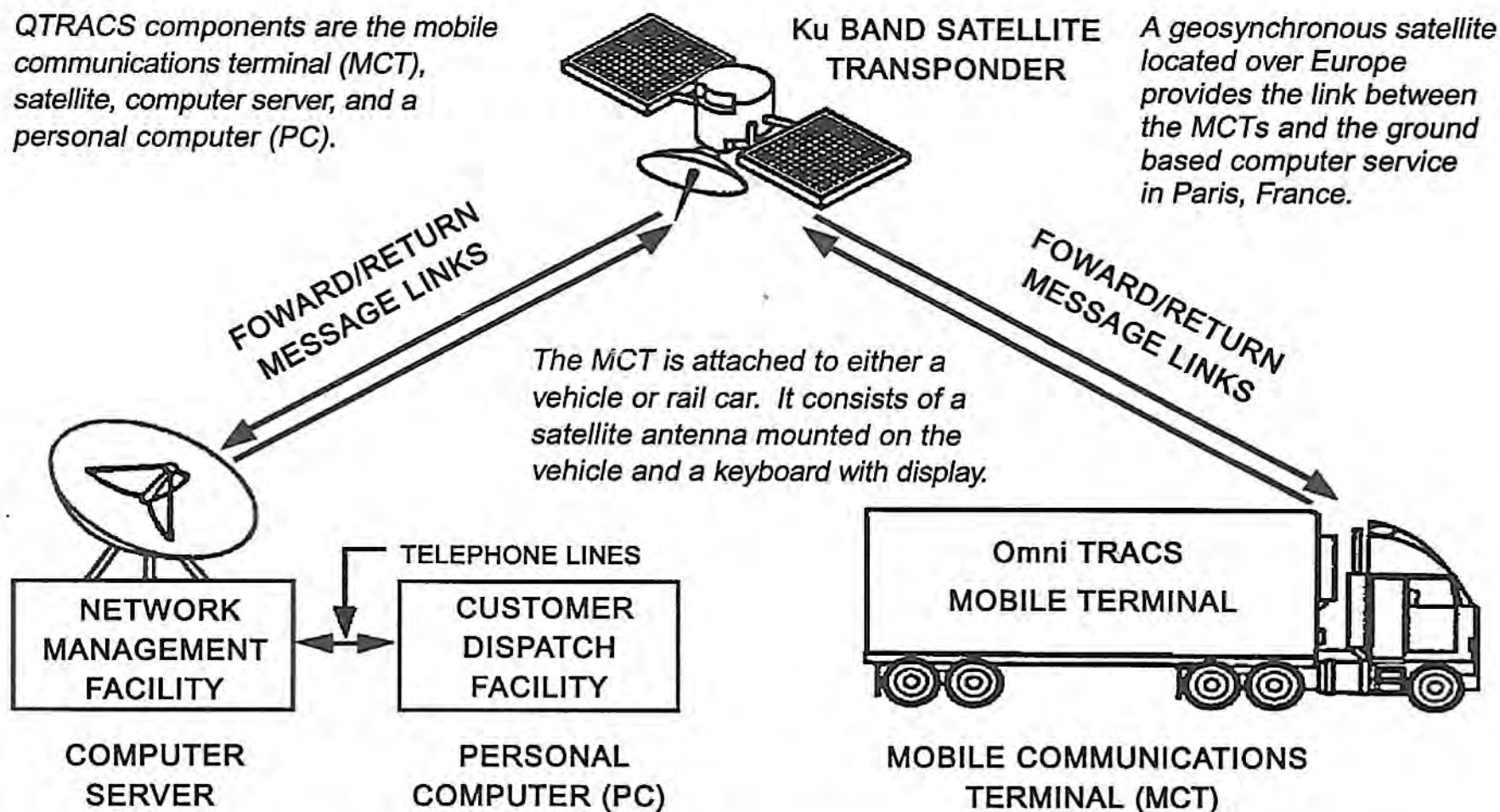
The 21st Theater Area Army Command (TAACOM) headquartered in Kaiserslautern, Germany, was introducing a system of tracking vehicles and trains using a satellite tracking and communicating system

called the Qualcomm Tracking System or "QTRACS." QTRACS permitted 1st Theater Movement Control Agency located in Kaiserslautern, Germany, to track rail shipments and communicate with guard crews. LTC Beard, the commander of the 95th Military Police Battalion was impressed with QTRACS capabilities and asked if it could help with communication problems in Croatia and Hungary.

A test was conducted to determine its feasibility for use in military police operations. Four HMMWVs in the 230th Military Police Company, operating in Taszar, Hungary, were outfitted with the system. During the test period, the company conducted two convoy escort missions to Croatia.

## QTRACS SATELLITE COMMUNICATIONS AND TRACKING SYSTEM

QTRACS components are the mobile communications terminal (MCT), satellite, computer server, and a personal computer (PC).





QTRACS allowed the unit to accurately track convoys in the area of operations maintaining constant communications during the entire mission. Next, the battalion fielded 12 QTRACS to the 272d Military Police Company, operating throughout Croatia. Due to a limited number of QTRACS in theater, only one system was distributed to each squad in the company. The use of QTRACS permitted the 230th and 272d Military Police Companies to track military police teams conducting security of MSRs in Hungary and Croatia. The battalion was called on several occasions to provide escorts outside of our area of responsibility in Bosnia and Serbia. The battalion had not been fielded SINCGARS and could not communicate with 1st Armored Division units in Bosnia in the event of an emergency. The QTRACS filled the communications gap, providing the only reliable form of communications.

### **QTRACS Definition**

QTRACS is a satellite communications and tracking system. It was originally designed to be used by civilian trucking companies to monitor the movement of their fleets. Civilian truck companies have used the system with such success that Army planners realized the system could be useful in military transportation. The system has been adapted by the 21st TAACOM for tracking road and rail movements.

### **QTRACS Components**

The system is designed to provide near-real time data on locations of vehicles. It also provides a near real time message capability. QTRACS relies on four distinct components: the mobile communications terminal (MCT), satellite, computer server, and a personal computer (PC). The MCT is attached to either a vehicle or rail car. It consists of a satellite antenna mounted on the vehicle and a keyboard with display. A geosynchronous satellite located over Europe provides the link between the MCTs and the



*SSG Thompson checks the location of convoys using computer software.*

ground based computer service in Paris, France. The computer server in Paris is the information hub for clients using the QTRACS system. Users call via modem to Paris and download the information into a PC.

### **QTRACS Operation**

QTRACS allows the user to view location of vehicles on graphic maps of Europe. The user can observe a dot representing a vehicle actually moving on the screen. The software also

enables users to view incoming messages and send outgoing messages like an email system using the keyboard with a display screen.

### **QTRACS Applications**

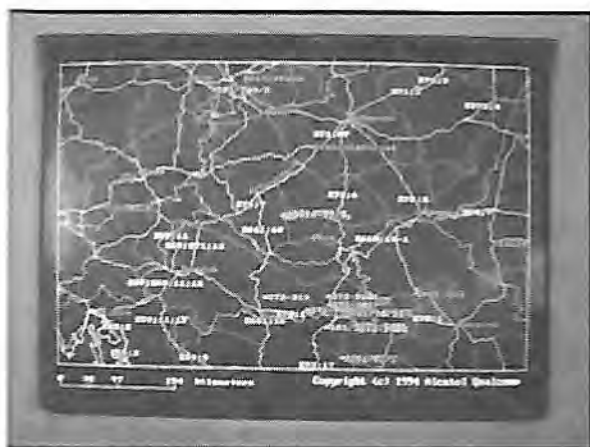
The potential of QTRACS to military police operations is tremendous. Never in the history of the Military Police Corps has a commander had the ability to view the location of all units. Leaders can instantly view the location of all units.



*SSG DeFillipo types a message on the QTRACS at a convoy start point.*



Leaders can instantly view the location of all military police teams and determine who is in the best position to support specific missions. The system can store pre-formatted messages which can be used to send numerous reports. No longer would a commander need to wait to learn that an MSR is blocked, but would know of the problem and location in minutes. Information on stragglers could be sent over the system almost immediately. Most importantly, our communication range would be virtually limitless. The Military Police Corps should develop a system similar to the QTRACS to serve the Corps in the near future.



Map display showing vehicle location on the computer.



Vehicle mounted antenna on a M1026 HMMWV.

### Conclusion

QTRACS frees units from the limits of FM communication. Military police units can benefit greatly by stepping into the digital battlefield and developing comprehensive digital communications. For years, forward observers have been sending information from the field to the fire direction control using a digital mes-

sage device over FM radio. We need a digital communications system that allows military police units to communicate throughout the area of operations.

1LT William B. Pitts served as a platoon leader in the 230th Military Police Company in Kaiserslautern, Germany, at the time this article was written.

## MI/MP TEAM IN BOSNIA-HERZEGOVINA

### Second Lieutenant Tina Blair

Two way communication between the military police battalion S-2 and the MP teams is critical to successful peace implementation and force protection missions in Bosnia-Herzegovina. Vital information needed by military intelligence to perform effective, timely, and accurate analysis mission is collected by the military police from all aspects of BCC/MSR patrols, route reconnaissance, and area security missions. Operation Joint Endeavor is the stage for the 793d Military

Police Battalion Intelligence Officer (S-2) and the MP teams to perform critical tasks to implement the peace in the Balkan region. MP teams cover many miles of the steep and mountainous roads in Bosnia on missions of main supply route (MSR) and area security patrols. MP patrol MSRs and collect priority intelligence requirements (PIRs) 24 hours a day. PIRs are those intelligence requirements for which a commander has an anticipated and stated priority for planning and decision making.

Information and communication are vital to any mission. MP units are a great asset to the continuous and dynamic intelligence cycle for Task Force Eagle.

Military police report detailed route conditions along MSRs. This information is useful for the daily supply runs that support Task Force Eagle. In addition, military police report whether or not roads or bridges are able to support the weight and height of the heavy vehicles and convoys. The infrastructure in Bosnia



has deteriorated due to the 3 1/2-year war and lack of resources. Many of the roads are dotted with bone-jarring potholes. Many roads and areas are restricted due to the extremely high mine threat. Current estimates state there are 6 million unmarked land mines scattered throughout the country.

The S-2 tracks and monitors all threats to ensure force protection. Former warring factions (FWF) personnel are numerous in the Tuzla Valley and military police come into direct contact with many of them through routine MSR patrols and investigating traffic accidents. With this close contact, we are able to identify unit patches to confirm or deny which units are operating in our sector. The number of FWF soldiers, description of uniforms, and types of weapons help us to verify FWF strength, composition, and disposition. Sometimes it is difficult to distinguish the civilians from the soldiers in Bosnia because all males are obligated to serve in the army for 14 months, therefore many of the local nationals can be seen wearing battle dress uniforms (BDUs) or mixed BDUs with civilian clothes. It is not out of the ordinary to see soldiers walking the streets with AK47s. There are daily reports of undisciplined fires, and the majority of these incidents involve celebratory fire during weddings, funerals, holidays, etc. This undisciplined environment challenges Task Force Eagle MP units daily.

Military police are extremely visible to the local population. Therefore, it is important for patrols to know about the territory and people they will be exposed to prior to every mission. The S-2 enhances force protection by providing accurate and detailed situation briefings prior to patrols or missions. This knowledge increases military police situational awareness. Overall, the local nationals' attitude towards the patrols has been positive. Many of the Bosnians welcome IFOR with cheer-

ful smiles and enthusiastic waves. The patrols have had opportunities to stop and talk with the citizens. One patrol was even offered hot coffee and a place to warm up when they had to change a vehicle tire in the frigid temperatures. The younger children wave freely at all patrols. The older population also seems to be warming up to the MP presence in their country.



*2LT Tina Blair and SSG Robert Hoague update a map based on information received from an MP team. (Photo by CPT Jerry Lucas)*

IFOR has complete freedom of movement (FOM) under the General Framework Agreement for Peace (GFAP). To ensure FOM for the civilian population is not restricted, patrols scout out FWF checkpoints to observe and ensure no illegal activities are being conducted. The S-2 records and plots these locations to graphically display them as named areas of interest (NAIs). The NAIs are used to confirm or deny FWF activities. Military police are authorized to question and terminate FWF checkpoints that are stopping IFOR vehicles or committing serious crimes. Patrols document these checkpoints with instant photographs. These photographs are of great value to IFOR in disputes with local authorities. For example, IFOR can

meet with the local police chiefs and mayors with evidence of activities in violation of GFAP.

Dissemination and exchange of information is a key S-2 function. Communication starts from the highest element to the lowest element. The patrols rely on this flow of information to perform their missions. If the information does not reach the hands of those who need it, when they need it, the outcome could be fatal.

One of the most asked questions during the deployment is, "Will the FWF start fighting again after IFOR leaves?" Although the military intelligence community does not have a crystal ball, we do have indicators to predict future intentions for peace. For example, there is general compliance of the GFAP and all the FWF have withdrawn from the zone of separation. In addition, the crippling economic sanctions have been lifted on Serbia and the freedom of movement IFOR provides allows Bosnia-Herzegovina to supply and rebuild its economy. Military police patrols monitor improvements in local living conditions and infrastructure. Another indicator that shows the FWF have confidence in the GFAP and do not want to fight again is the fact that local nationals are expending a lot of funds, hard work, and time to repair their communities. The United Nations and North Atlantic Treaty Organizations have invested billions of dollars and 60,000 soldiers to allow the people of Bosnia to have peace. Hopefully, they will enjoy and demand a lasting peace. In the meantime, 793d Military Police Battalion's S-2 and MP team will continue to monitor the FWF and do all we can to ensure the success of our mission, and the safety and force protection of our soldiers.

Second Lieutenant Tina Blair was the S-2 for the 793d MP Battalion in Bosnia-Herzegovina, at the time this article was written.



# INSPECTION OF THE TUZLA ARMY BARRACKS BY 709TH MP BATTALION

*Second Lieutenant William Payton*

As part of the peace implementation role, enforcing the 1995 Dayton Accords pertaining to the former warring factions (FWF) in the former Yugoslavia, Task Force Eagle leaders identified a need to inspect identified FWF military cantonment areas. The necessity for these inspections was two-fold; they established the Implementation Force's (IFOR) right to access, and inspectors could gather important information on the types of equipment stored and on the personnel garrisoned in these areas. The 709th MP Battalion received the mission to be the first unit to inspect the Bosnian Muslim III Corps Headquarters and Army barracks in the vicinity of Tuzla on March 2, 1996. An earlier, impromptu attempt to enter the facility by Task Force Eagle elements had been successful. Local leaders had been notified by the Joint Military Commission (JMC) to expect the arrival of the 709th contingent.

Early during mission planning, LTC Timothy Lamb, 709th MP Battalion commander, gathered the key leaders around a terrain model of the site. This terrain model was

developed using an initial ground reconnaissance, map data, and satellite imagery of the area. LTC Lamb issued his basic guidance: he would oversee the search, meet with the base commander to communicate his intent and then establish our right to access by choosing the areas to be searched. The 127th MP Company would supply the manpower. First platoon was assigned as a security and overwatch force, while fourth platoon would provide personnel for the two search teams.

The 127th's commander, CPT Michael Simonelli, directed the creation of a large scale terrain model on the maintenance bay floor of the 709th MP Battalion headquarters at Guardian Base. Platoon leaders devised their plans, briefed them to the commander and their soldiers, and then the entire contingent moved to the rock drill. Personnel involved moved through the model on foot, reciting their part in each phase of the operation until everyone knew the plan by heart.

The following morning the Second Squad of 127th MP Company began the recon. The intent of this recon was to observe and

report developments inside and around the compound prior to the arrival of the inspection team. Establishing this early presence paid dividends as, when the arrival time for the inspection team approached, hundreds of civilians began to clog the city streets outside the barracks and moved to an open parade ground inside the facility. Quick conferences with an interpreter brought along by the recon element and local civilians revealed that this was a "family day" of sorts. Relatives and friends of newly graduated BiH recruits were coming to pick them up after the end of a six-week training cycle. This helped to explain the proliferation of military equipment which had been slowly appearing in the parade ground area. The recon element was able to report to the arriving team the location of sentries, guard dogs, the nature of activity in the pre-determined search area, and the status of traffic on the approaches to the main gate.

Upon arrival at the main gate, the search team was directed to an auxiliary gate due to the congestion of civilians on the main gate roadway. The flexible nature of the plan



allowed LTC Lamb to direct his group to the new location, where they were met by an officer in the Bosnian government army serving as garrison commander. The team gained access to the facility within minutes of arrival and without problem, largely due to the advance notice given by the JMC. As LTC Lamb led the way to the first building to be inspected, the security element moved to a static overwatch position after remaining mobile most of the morning.

The team proceeded to check the buildings on their checklists. Cameras and notebooks accompanied the inspectors throughout their movements as they recorded their findings. The first group of buildings yielded a curious discovery: a large kennel complex holding be-

between 70 and 80 dogs. It was obvious to the inspectors that dogs were being bred and raised here for military service. Questioning revealed that the dogs were intended for search and attack purposes. This

building also contained barrels for M2 .50 caliber machine guns and a 20-mm lightweight antiaircraft gun M75 minus its barrel and drum. These missing components were soon found in building six. Each building in the compound had been identified by number during the planning stage for ease of reporting, record keeping, and maintaining track of the team's position.

The discoveries were plentiful. Other equipment found included eight M2 .50 caliber machine guns, 20 cases of new AK74s, and approximately 200 AKMs and AK74s stacked against a wall, two crates of RPG 7/16s, and 5 SA-7 missiles. A variety of antitank and

SP Howitzers 2S1, an armored reconnaissance vehicle, and a total of nine tanks were found.

As the search progressed, the team found the actual layout of the road network within the facility varied from what they expected based

It became apparent at the after action review that every goal of the mission had been achieved as this flawless operation came to a close.

LTC Lamb's insistence on choosing his route instead of being led by his counterpart from the BiH, led to the discovery of a confinement facility and a number of prisoners doing work details. This possible illegal facility and its occupants were photographed for later reporting to IFOR headquarters.

on previous intelligence. A good understanding of the overall layout and plan allowed the plan to be modified easily.

Major Aziri had been continually questioning LTC Lamb to determine if he was looking for prisoners. When asked if he had any, he claimed there were none. However, as he entered the final stages of the operation, LTC Lamb's insistence on choosing his route instead of being led by his counterpart from the BiH, led to the discovery of a confinement facility and a number of prisoners doing work details. This possible illegal facility and its occupants were photographed for later reporting to IFOR headquarters.

The search ended without incident in about three hours. It became apparent at the after action review that every goal of the mission had been achieved as this flawless operation came to a close.

2LT William Payton was the platoon leader for 1st Platoon, 127th MP Company, 709th MP Battalion, in Bosnia-Herzegovina at the time this article was written.

antipersonnel mines were located, along with boxes of grenades and mortar shells. Five 20-mm antiaircraft guns, 3 possible S60 57-mm antiaircraft artillery pieces, three 122-mm guns, two 122-mm

antipersonnel mines were located, along with boxes of grenades and mortar shells. Five 20-mm antiaircraft guns, 3 possible S60 57-mm antiaircraft artillery pieces, three 122-mm guns, two 122-mm



# PARTNERS IN HISTORY

*Ms. Jerry G. Burgess*

**W**omen in the Army today ask, "what is the Women's Army Corps Museum; how is it relevant to me?" It has been noted that some have asked, "isn't that a museum with old uniforms from women who served in the Army a long time ago—all women wasn't it?"

Few women in the Army today are aware that the WAC Museum, a small museum by today's standards (12,000 sq. ft.) located at Fort McClellan, Alabama, is a direct link to their military legacy. Few realize the relevance of this museum to their place in history.

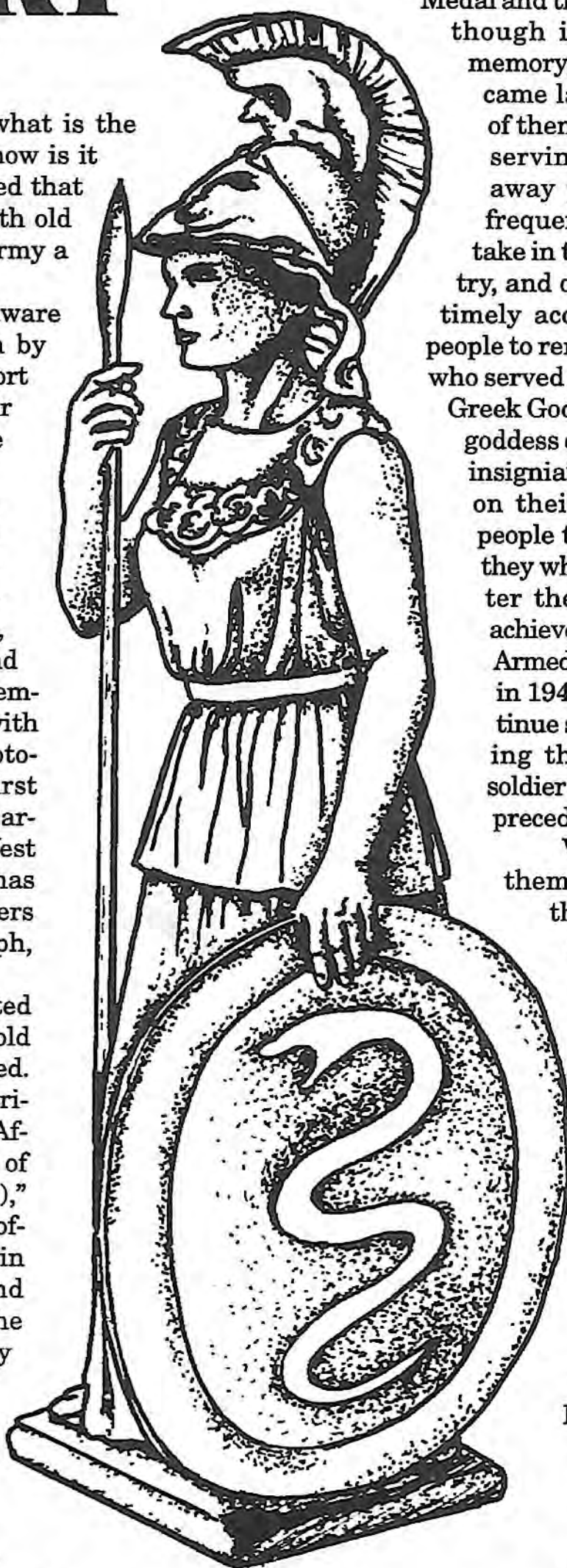
From the ladies of the first female corps to the female soldier of today, their history is all there in this unique museum represented by 4,550 artifacts, a large collection of archival material, over 300 videos, and 41 exhibits. Theirs is a fascinating and proud history, a story told by the artifacts themselves — "that unique collection of albums with wartime letters, papers, records, and photographs; that rare uniform worn by the first black officer serving in France, 1945; those artifacts from the first female graduates of West Point; and the list goes on." Each artifact has a story to tell—some sad, some of love; others tell of achievement, disappointment, triumph, and even tragedy.

Those first women came; they donated their piece of history to the museum. They told their stories for they wanted to be remembered. Yes, they wanted no one to forget their contributions and achievements—"their history." After all, they were the first, "those women of the Women's Army Auxiliary Corps (WAAC)," a military organization without Army rank, officer status, equal pay, or Army benefits in 1942, and it was they who fought for and achieved full Army status and rank as the Women's Army Corps (WAC) in 1943. They wanted to leave their legacy that huge numbers of them joined to do what they could to help in the war effort; that they served diligently with little pay, \$21 per month at first. All should know that over 140,000 of them served in more than 100 different jobs around the world, and should

know that it was they who brought home over 600 medals—the Distinguished Service Medal, the Legion of Merit, the Purple Heart, the Soldier's Medal, the Bronze Medal, the Army Commendation Medal and the Air Medal. Also, even

though it was an unpleasant memory, they wanted those who came later to know that some of them had died as a result of serving in inhospitable far-away places, and because of frequent air travel they had to take in the service of their country, and others as a result of untimely accidents. They wanted people to remember that it was they who served under the symbol of the Greek Goddess Pallas Athene, the goddess of victory; she was "their insignia" that they wore proudly on their lapels. They wanted people to remember that it was they who continued the fight after the second world war to achieve passage of the Women's Armed Services Integration Act in 1948, allowing them to continue serving in the Army paving the way for the female soldier of today. They left an unprecedented legacy.

Women who came after them, those who served in the Korea and Vietnam Campaigns donated their medals, uniforms, cards, letters, papers, photographs, and they told their stories for they too wanted to be remembered, to take their place in history. They desired to leave behind their history of training advances, even acquiring a training home at Fort McClellan in 1954, the new WAC Center and School designed exclusively for them. They yearned to leave their legacy and to be





recognized for their achievements, for others to know of their fight for equality in jobs—achieving assignment in almost all jobs, except combat, by 1972. They knew they must be remembered for their struggles and achievements when many women entered college ROTC programs for the first time, and thousands entered jobs never held by women before and served in units unfamiliar to them. They had sought acceptance in those jobs as the women before them had, even though many men objected to or ignored their presence, behavior that men had displayed in World War II. Men, after Vietnam were reluctant to enlist, and they wanted those who came after them to know that they filled the gap left after “Nam” when the draft ended. They wanted female soldiers of today to look back and see that they did not hesitate to enlist—increasing their numbers to 53,000 by 1978, the year the WAC ended as a separate Corps. These women looked back on their history and knew “they would prevail,” they would leave their legacy.

In 1978, after the Women’s Army Corps ended as a separate entity, a new era began—that of the female soldier as a part of the integrated Army. She was to make history as the modern woman soldier, those women who graduated from West Point in 1980 and others who faced unfamiliar training in the new Army; she too must be remembered. She like her predecessors, faced challenges serving in Grenada, Panama, the Persian Gulf, Somalia, and today in Bosnia, but she would look back on history and know that “she would prevail”; she had to carry on the legacy. She would be drawn closer and closer to combat, pilot helicopters, later train as helicopter combat pilots, search for land mines in areas of operation, and patrol near combat areas. Two women would even be taken prisoner in the Persian Gulf, and some would even die as a result of land mines and Scud Missiles used by the aggressors

against Kuwait, the Iraqi troops. Many of these women have sought out the WAC Museum; they donated their artifacts with pride and with their own unique stories. They are realizing the importance of preserving their history, and they are leaving their legacy.

The WAC Museum was established in 1955 to promote “esprit de corps” and to train women in the traditions of the Corps; it remained in the WAC Center and

School for 22 years. In 1969, the WAC Foundation was formed, established by former and current members of the WAC; they had a dream to build a new facility to house their history—“their legacy.” In 1978, their dream came true, and their pieces of history were moved into a new museum. Today, the WAC Museum has advanced far beyond its original purpose; it promotes and educates; collects, preserves, exhibits, and interprets the history of women in the Army from the beginning to present day.

Over the years, the women of the Corps and Army women of today have developed a camaraderie; and every two years, since 1978, they have come together at the WAC Museum to discuss past experiences, to meet with former members of their units, or just to meet with old friends to celebrate their shared legacy. The WAC Museum and women in the Army are truly “partners in history.” Women of today can learn from the struggles of those before them, from their persistence, their patience, their willingness to work hard, and above all their will to prevail in the face of opposition. They have had good mentors, and they surely will carry on the legacy!

Ms. Jerry G. Burgess is Director and Curator of the Women’s Army Corps Museum at Fort McClellan, Alabama. (Graphic illustrations by Ms. Burgess).





## Tomb Sentinel

# First Woman to Earn Badge

*Mr. Thomas E. Mani*

History was in the making, but to Sgt. Heather Lynn Johnsen it meant pretty much the same thing that it has meant to all previous sentinels who have earned the silver tomb guard identification badge.

"There is no higher honor, there is no greater honor, and I can't think of anything else I would rather do for my country than to guard the unknowns," Johnsen said March 22 when her performance as a soldier and as a sentinel earned her recognition as one of only some 400 guards ever awarded the badge.

The tradition of dedication stretches back 48 years for soldiers of the 3rd U.S. Infantry (The Old Guard) who as the elite of the elite are allowed the honor of protecting the dignity of America's war dead, symbolized through the remains of four service members "known but to God" and entombed with veneration at Arlington National Cemetery.

The badge, worn on a sentinel's right breast pocket, has been awarded on a permanent basis 389 times since being introduced in 1958. Johnsen will have to perform nine more months of spotless service as a tomb guard before her identification badge becomes a permanent decoration she will be entitled to wear the rest of her military career so long as she commits no actions deemed to cause it dishonor.

Johnsen, 23, has been working toward the honor for some time. Her sights were set on service as a tomb sentinel two years earlier when she became part of The Old Guard as a member of the 1st Platoon (augmented) of the 289th Military Police Company that was formed and attached to the regiment as part of a broader expansion of roles for women in the armed services.

At 5-feet, 11-inches in height she met the requirement of being between 5-feet, 10-inches and 6-feet, 4-inches tall and of proportionate weight and build.

Now part of Echo—or Honor Guard Company, the graduate of Irvington High School in Freemont, Calif., joined the Army in August 1992, initially as a reservist, serving as a personnel administrative specialist. Previous assignments included a tour in Korea and Fort Monmouth, N.J.

"Sgt. Johnsen is a great soldier and I would be proud to serve with her anywhere," Sgt. 1st Class Samuel Smith, sergeant of the guard, said in introducing Johnsen for presentation of the badge by Honor Guard Company Commander, Capt. Michael Eddings. Eddings echoed Smith's remarks, adding that Johnsen had impressed him from the start and that she had proved herself.



*Sergeant Heather Lynn Johnsen*



Making a special point to be there for the pinning of the badge, Sgt. 1st Class Anthony Mills was sergeant of the guard when Johnsen began her training. He said he knew that Johnsen had what it takes when he began working with her.

Her precedent-setting breakthrough attracted national media attention, but the soldier handled the attention with a cool professionalism. She was awarded the badge by Eddings shortly after 9 a.m. March 22 in a short ceremony in the guards' quarters attended by the press and a VIP contingent headed by Sgt. Maj. of the Army Gene C. McKinney, who presented her with congratulations and a coin to mark the day.

Johnsen had many people to thank at her pinning, from her family in Roseville, Calif., to sentinels from the third relief with whom she trained.

Johnsen applied to be a tomb guard last June and has been assigned with the honor guard for the past six months. She had 179 "confirmed walks" guarding the unknowns before meeting and surmounting each hurdle that every other tomb guard must before receiving the coveted badge.

The process of becoming a tomb guard was the same for her as for any other sentinel, Johnsen said. "It was mentally demanding; it was physically demanding," she said.

The process begins with earning others' respect for you as a soldier, she explained.

One of the shift sergeants who two years ago was working with soldiers of the MP Platoon described all of the women admitted at that time as highly motivated. "They gave 110 percent," said Staff Sgt. Jeff L. Roper Sr., formerly the regimental orientation instructor for The Old Guard.

Only after soldiers became "ceremonially qualified" and successfully served with The Old Guard for a year, were eligible to apply for specialty units such as the tomb guards. That time has since been dropped to six months.

Roper said the supervisors and tomb guards were ready to give help to Johnsen during her "basic training" at the Tomb just as they are for others, including some who do not make it.

Johnsen's training at the Tomb began with an interview and a two-week trail assignment to Honor Guard Company. During the trial would-be sentinels must memorize and be able to recite verbatim seven pages of Arlington National Cemetery history. If they pass this test, and otherwise qualify, they earn their first walk and "new-man" training begins.

During the training, which can take up to eight months, the soldiers work on their knowledge and military bearing. They continue to study the cemetery history; learn the grave locations of some 300 famous interred veterans; work on their manual of arms and care and keeping of their equipment, weapon and uniform. They practice the 90-steps per minute pace that is required of the guards and become proficient in the changing of the guard ceremony and the precise timing of their movements while on a walk. At first their outside training occurs only during hours the cemetery is closed to the public, but basic training for the guard next extends to high-visibility walks, guarding the tomb during public hours.

While learning, figuratively, to walk in the footsteps of those before her who paced the mat with the slow, measured stride of the tomb

sentinel—21 steps from one end to the other, 90 paces to the minute—she was in the shoes of one of those guards in an entirely literal sense as well. Sgt. Daniel Torrez, her squad leader and now an air-assault instructor with The Old Guard, received special thanks from Johnsen who explained later to the press that the tomb guard's shoes are specially constructed, and until she could have a pair of low quarters built up for herself, Torrez had her wear a pair of his.

When Johnsen took her first walk as a badged sentinel, Staff Sgt. David Banks was in control of the changing of the guard, asking the onlookers to remain standing and silent as the ceremony took place.

From the silent approach of the oncoming guard, through the white-glove inspection of her weapon, the salute to the unknowns and Spec. Joshua Batten passing on his orders to the new sentinel and Johnsen acknowledging them, the ceremony was conducted with deliberate precision.

If there was any difference between the ceremony and the hundreds of thousands that have gone before, it may be in the interest shown by many of the young girls who watched, seeing the ritual to which they can aspire.

"Sgt. Johnsen came in viewing herself as a soldier and wanted to become part of tradition, not to break it, but to add to the tradition," Arlington National Cemetery historian Tom Sherlock said. "Her aspirations are such that it will become commonplace for female soldiers to succeed at the Tomb of the Unknown Soldier—and for them to carry on the tradition that she has added to."

(From the March 29, 1996, Pentagongram, Washington, D.C.)

**"There is no higher honor, there is no greater honor, and I can't think of anything else I would rather do for my country than to guard the unknowns"...**



# MILITARY POLICE ON OKINAWA IN 1945

*Major James L. Emerson*

Lieutenant General Victor H. Krulak, USMC (Ret), was the G-3 for the 6th Marine Division during Operation Iceberg. General Krulak made the following comments regarding military police support during the Okinawa Campaign, "You must realize that this was our first real experience with civilians. Military police were used in the classic sense as part of the shore party to help organize the beach area, and as soon as we began to encounter civilians they were given charge of the civilian groups."

The last major World War II operation in the Pacific theater, the Ryukyus Campaign, centered on the island of Okinawa at the southern end of the Ryukyus chain between Formosa and Japan. The invasion of Okinawa, code named Operation Iceberg, was one of the largest amphibious assaults of the war bringing the ground forces of Admiral Nimitz and General MacArthur together for the first time. U.S. combat and logistical forces numbering 172,000 and 115,000, respectively, faced 100,000 Japanese defenders and a dense civilian population of 500,000.

A joint and combined expeditionary force under the operational direction of the Commander-in-Chief, Pacific Ocean Areas, was assigned the mission to capture, occupy, defend and develop Okinawa and establish control of the sea and air in the Nansei Shoto area. The mission

sought to establish bases from which U.S. forces could attack Japanese main islands, support operations contiguous to the East China Sea, and sever Japanese lines of communication with Asia, Formosa, Malaya, and the East Indies. U.S. Army and U.S. Marine Corps ground and tactical air forces were task organized under the Tenth Army Headquarters. The resulting Tenth Army campaign concept was to seize the island of Okinawa, rapidly improve and develop airfields and port facilities, and exploit this position in the

ample of joint integration of services and forces at both the operational and tactical levels. The Commander, Fifth Fleet, was the overall commander of the operation, the Commander, Amphibious Forces Pacific, was the commander of the expeditionary force, and the Commanding General, Tenth Army, was the commander of expeditionary troops. The initial planning directive, issued by the Commander-in-Chief, Pacific Ocean Areas, on 10 October 1944, initiated preparations for Operation Iceberg, however,

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## The Ryukyus Campaign provides a unique and unmatched example of joint integration of services and forces at both the operational and tactical levels.

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region. Planners designed a large joint ground force consisting of U.S. Army XXIV Corps (7th ID and 96th ID), III Marine Amphibious Corps (1stMarDiv and 6thMarDiv), an Army reserve (27th ID, 77th ID, and 2dMarDiv), and a large Army Garrison Force or Island Command.

The Ryukyus Campaign provides a unique and unmatched ex-

Tenth Army had already developed the basic command and organization concept for an operation of this size and scope in August 1944. Planners modified these concepts by replacing the army service area structure with the formation of an island command to better facilitate base development, island defense, and military



government operations. Combat force concepts remained relatively unchanged.

The requirement for base development and military government operations in the Pacific theater had highlighted the inadequate number of military police organic to the divisions and corps. The Provost Marshal, Far East Command, realized that as operations pushed further into the theater, it would not be practical to evacuate prisoners of war to Australia. This would require a dramatic increase in the number of military police units. Additionally, as the U.S. presence continued to string out along increasing exterior lines of operation, the need for additional military police units to protect installations in theater would also grow. Considering this, the Provost Marshal, Far East Command, requested an additional 17,000 military police be provided in theater. The War Department could not fully accommodate this request and options including formation of provisional military police units were exercised. Finally, U.S. Forces encountered increasing numbers of civilians in their operations as they pushed closer to Japan. Increasing population density and the extreme reactions displayed by Japanese civilians to U.S. forces complicated tactical problems, exposed combat forces to increased risk, and created psychological dilemma. Thus, the Ryukyus Campaign challenged military police planners to provide classic support for a joint field army, handle an estimated 500,000 enemy civilians, support base development for at least eight airfields, and support development of a Navy operating base at White Beach on Nakagusuku Bay.

Accordingly, within the Tenth Army task organization an Army and Marine Corps military police force structure comprised of approximately 3,500 soldiers and Marines. The Army employed three battalions, three separate compa-

nies, and six separate platoons of military police, while the Marine Corps employed one battalion and five separate companies of military police. The foregoing force structure is depicted in figure 1-1. The Tenth Army Provost Marshal also employed a joint staff comprised of both Army and Marine Corps representatives.

U.S. Army Forces, Pacific Ocean Area, military police planners determined the military police troop requirements for the Ryukyus Campaign. They considered experience gained in past and ongoing operations, studied Okinawa probable needs, and compared them to military police unit availability. The Provost Marshal, Tenth Army, began planning for the campaign in November of 1944. Planners originally recommended a military police structure that was larger than that described above. The creation of provisional units was one technique utilized to compensate for military police deficiencies in theater. Additionally, there are numerous examples of joint military police task organization in the amalgamated phases I and II of the campaign.

The 1st Military Police Battalion, Fleet Marine Force Pacific, was activated on 27 October 1944 in Hawaii. Lieutenant Colonel Alfred H. Marks USMCR, Commanding Officer, was also assigned duties as the III Marine Amphibious Corps Provost Marshal. The battalion landed L+11, 12 April 1945, across Hagushi Beaches, Yellow and Red. Once ashore, "C" and "D" companies attached to the service group and "A" and "B" companies moved north establishing a traffic network throughout the III Amphibious Corps area. Their missions were varied from establishment of traffic information booths to reconnaissance of beaches on the east side of the island. These Marines patrolled, reported, enforced regulations, and flushed out small groups of Japanese soldiers from caves and tombs in rear areas. The battalion augmented military

government teams, guarded and escorted civilians and prisoners, secured numerous key installations, and investigated fires, accidents, and missing personnel. One incredible yet illustrative incident occurred in the 6th Marine Division area and involved the apprehension of a CB declared AWOL from Guadalcanal. The battalion detached companies, platoons, and sections to accomplish these various missions, however, the unit remained under the operational control of III Marine Amphibious Corps throughout the entire campaign. The 1st Military Police Battalion provided direct support to the divisions as necessary, but primarily provided general support throughout the corps zone of action.

The U.S. Army Forces, Pacific Ocean Area, created two provisional military police battalions from the 102d Infantry Regiment. On 10 January 1945, the 1st and 3d Battalions of the 102d Infantry became the 1st and 2d Provisional Military Police Battalions respectively. These two organizations were redesignated the 51st and 52d Military Police Battalions on 9 April 1945. The 51st Military Police Battalion was assigned to Island Troops, under the Island Command, and provided a wide range of support. This support ranged from traffic control and security around Kadena and Yontan airfields to straggler control throughout the Island Command area. "A", "B", and "C" Companies were attached to III Marine Amphibious Corps, 1st Marine Division, and 6th Marine Division respectively. They landed across Blue, Yellow, Green, and Red Beaches between L and L+2. Tenth Army offered this support to the III Amphibious Corps to supplement the corps' ability to handle civilians and flow more military police to the target in assault shipping. The Marine commands generally integrated these military police into the military government teams already



attached. Collectively, these three companies handled and guarded civilians at Sobe, Usa, Nagahama, China, Toya, Ishikawa, Nakadamari, Chibana, Ishimine-Kutoku, Gushikawa, Chema, Takeshi, Futsuki, Tancha, Nago, Yaka, Onna, and Taira between the time they landed and L+21. All of these companies reverted back to battalion control on 22 April 1945, continuing to perform the same varied duties under the control of the Island Command Provost Marshal. The battalion headquarters and "D" Company landed on L+16 across Purple Beach. This balance of the battalion attached to the 1st Engineer Special Brigade responsible for Tenth Army shore party activities. These units provided traffic control, security, and enforcement on the beachhead until L+18. At that time the battalion reverted to the operational control of Island Command. Of interesting note, were the efforts of "D" Company to intercept two engineer coral trucks reported stolen by Japanese soldiers near the newly constructed Kadena Circle. Additionally, the unit responded to a riot within a service unit bivouac area, and provided troops to protect beach area against possible Japanese paratroops. Finally, by mid-May the battalion had apprehended over 400 stragglers.

The 52d Military Police Battalion commanded by Major Gordon E. Larson was assigned to the Military Government Section of the Island Command. This battalion was subsequently subdivided into platoons and detachments integrating into the numerous military government teams which supported combat forces throughout the Tenth Army. These military police landed in three echelons on L+17, L+25, and L+37. It was when they were once ashore that they joined these military government teams. Almost all of these teams were already engaged supporting combat units or operating various civilian camps in the locations described for the 51st

Military Police Battalion. This unit had as its principal focus the handling of civilians and support of the military government. Their efforts provided more permanent facilities and shaped a transition to post-conflict operations.

Of these four military police battalions, the 519th Military Police Battalion, commanded by Major O. Hundley Thompson, was the only one which existed prior to the start of planning for this campaign. This unit was assigned to the XXIV Corps vice doctrinal retention under direct Tenth Army control. The 519th Military Police Battalion provided detachments and direct support to the 7th Infantry Division, the 96th Infantry Division, and ultimately the 27th Infantry Division. Additionally, the battalion provided general support throughout the corps' zone of action. The unit landed in echelons across Orange, Purple, and White Beaches between L and L+3. The missions assigned to this unit ranged from control on the beachhead to prisoner of war operations. The battalion detached a platoon to provide security for the Tenth Army command post, investigated major incidents of pilferage on the beachhead, established a traffic net within the XXIV Corps area which included a system of mobile traffic courts, and established corps straggler lines and patrols. Finally, the battalion conducted civilian control operations at Nozato, Shimabuku, Chatan, Momoboru, Kue, Kamiyama, Futema, Ginowan, Toguchi, Tanabaru, Unjo, Antanniya, Nodake, Kosa, Tamagusuku, Hyakuna, Funakushi, Yonabaru, and Shinzato. Of the many duties assigned to the 519th Military Police Battalion, security of the nurses' quarters at the 74th Field Hospital and collection of livestock depict the flexibility inherent in all of these units.

Very little detailed information exists on the companies and platoons organic to both corps and their divisions. It is evident from the special

action reports of their parent commands that these separate companies and platoons provided a full range of military police support consistent with their structure and the capabilities. They landed with their parent commands remaining under their operational control throughout the campaign. Figure 1-1, lists these units. "B" Company, 724th Military Police Battalion was attached to 77th Infantry Division in addition to its organic division military police platoon. This was the only unit from the 724th Military Police Battalion employed in the campaign. This company supported the 77th Infantry Division in the operations prior to L Day in Kerama Retto and in phase II on Ie Shima. The 3d Platoon of the 2d Marine Division Military Police Company supported the 8th Marines on Iheya and Aguni. The garrison force for this operation included 1st Squad, "B" Company, 51st Military Police Battalion. Third Platoon, 2d Marine Division Military Police Company also accompanied 8th Marine Regiment as it entered the fight on Okinawa.

U.S. Army special military police units such as the 1243d and 1388th Military Police Aviation Companies, the 1st Platoon, 162d Military Police Prisoner of War Processing Company, and the 36th Criminal Investigation Section were all doctrinally employed. There is negligible information regarding the two aviation companies, except that they were assigned to Headquarters and Headquarters Squadron, 92d Air Depot Group, and landed in the 9th echelon. The 1st Platoon, 162d Military Police Prisoner of War Processing Company, was attached to the 51st Military Police Battalion landing L+16 across Purple Beach. The 36th Criminal Investigation Section landed during phase III across Purple Beach on L+64.

Colonel Becker, USMCR (Ret), was the Commanding Officer of Company "A" and subsequently the



Executive Officer of the 1st Military Police Battalion, Fleet Marine Force Pacific, during this campaign. He made the following comments about military police operations, "The battalion was formed because the divisions only had companies and frequently required additional help. We were like a large pool of support. If people needed help, they came to us and we provided it."

The soldiers and Marines in these military police units performed a wide variety of duties and were frequently employed as small units or teams. Traffic control constituted an extremely important and even critical form of military police support at numerous key junctures during this operation. Military police provided around-

the-clock traffic control on the beachhead, during the 6th Marine Division sweep of the north half of the island, during the movement of III Marine Amphibious Corps into the Tenth Army lines in the south, and throughout the monsoons in May which created havoc along corps and division main supply routes in the south. Coordination between XXIV Corps and the III Marine Amphibious Corps resulted in the rerouting of essential supplies to front lines. Army and Marine military police provided continuous traffic control and enforcement along this singular main supply route. This support became critical as rains caused roads to deteriorate faster than engineers could repair them working 24 hours a day. Two

other supply routes, previously relied upon, were rendered untrafficable. Joint military police efforts greatly contributed to continued sustainment of both corps exclusively along a single route running through III Marine Amphibious Corps' zone of action. This military police support had a direct impact on sustainment and combat operations. Major General Roy S. Geiger USMC, Commanding General, III Marine Amphibious Corps and subsequent Commanding General, Tenth Army, cited the value of military police traffic control during this campaign in a letter of commendation of the 1st Military Police Battalion, Fleet Marine Force Pacific.

Military police handled hundreds of thousands of civilians while attached to combat forces, Army

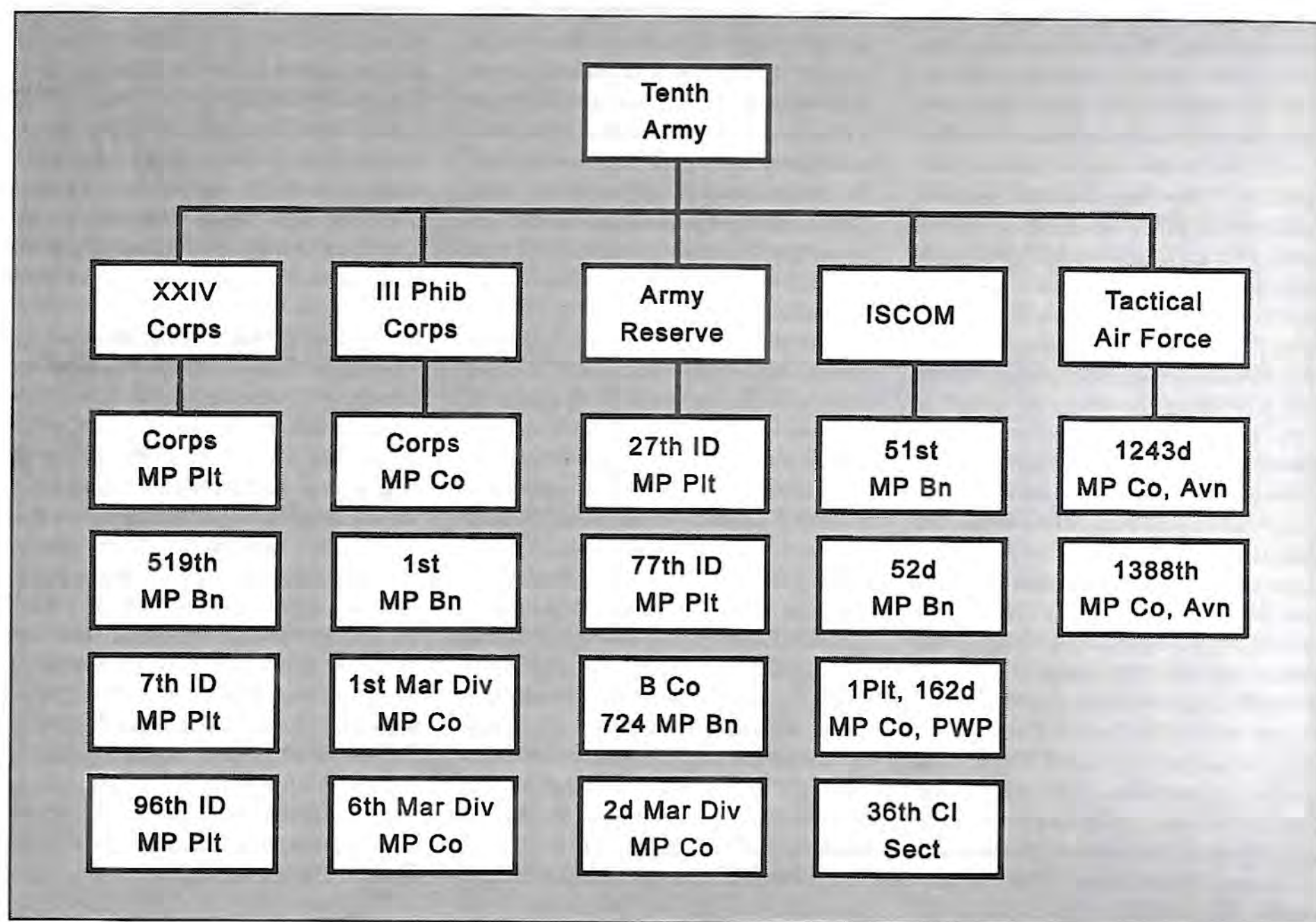


Figure 1-1, Tenth Army Military Police Task Organization.



garrison forces, and integrated into military government teams. They ran patrols independently in rear areas or with military government teams sometimes forward of friendly lines. Their patrols sought to locate and collect civilians, secure civil records, or protect important civil facilities. Operating civilian collecting points forward with combat forces, they escorted thousands of Japanese, Okinawans, Koreans, and Formosans to military police run stockades in division, corps, and Army rear areas. These units detained very large groups of civilians in designated villages when available stockades or camps proved insufficient. Military police guarded and escorted civilians on working parties closely supporting military government camp team efforts. Finally, these soldiers and Marines demonstrated versatility and professionalism as they protected these enemy civilians while simultaneously subjected to the regular attacks of Japanese infiltrators, artillery, and aircraft.

The task of handling prisoners of war was closely related and at some stages concurrent with handling of civilians. Japanese soldiers frequently attempted to hide among groups of civilians. Military police worked closely with counterintelligence and military government personnel to identify and segregate suspected prisoners from civilians. Military police operated prisoner stockades at the corps and garrison force levels. Collecting points were generally collocated with civilian collecting points to facilitate economy of force. Initial numbers of Japanese prisoners captured were minimal, however, late in the campaign greater numbers were captured in the most southern parts of the island. The requirements for handling 10,755 prisoners of war in no way compared to the challenge of handling 285,272 civilians, but these numbers were far greater than estimates based on past experience in the Pacific.

Thus, security of these prisoners combined with large number of civilians put military police structure and doctrine to the test.

In addition to security for prisoners of war and civilians, tactical security for critical facilities was a significant mission for military police units. The Tenth Army command post, both corps' command posts, and the airfields at Yontan and Kadena constituted the primary focus of these security efforts, however, Navy construction battalions and other service units subjected to enemy interference also received military police support where available. Many of these units conducted regular security patrols to eliminate Japanese activities and infiltration by small groups in rear areas. Searching caves and tombs throughout the island, these military police units were exposed

flowed ashore. The majority of stragglers were typically curiosity seekers and souvenir hunters moving from rear to front. They interfered with traffic and tactical operations. Tenth Army planners anticipated this problem and promulgated clear and prohibitive policy with definitive guidance to provost marshals regarding enforcements. Additionally, pilferage of supplies and equipment represented another significant concern. Unit commanders were directed to prevent pilferage with the use of deadly force, however, military police in some instances guarded dumps, patrolled areas where dumps were located, and investigated losses to recover property and facilitate discipline. Finally, military police patrolled specific rear or forward areas enforcing prohibitive regulations regarding promiscuous firing of weapons.

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### **Military police worked closely with counterintelligence and military government personnel to identify and segregate suspected prisoners from civilians.**

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to frequent enemy small unit contact. Colonel James H. McCrocklin, USMCR (Ret), was the Executive Officer of Company "C", of the 1st Military Police Battalion, Fleet Marine Force Pacific, on Okinawa. He stated, "One of the worst firefights that we got into occurred the day we were leaving the island. Eleven Japanese attacked out of a corn field just below Kadena where the LSTs had pulled in to load. One of our loading units was attacked, and there was quite a firefight until we wiped them out."

Finally, enforcement of regulations, the responsibility of the commander, found military police assistance in several areas. Straggler control became an increasing problem as an island campaign progressed and follow-on echelons

In spite of the numerous and significant characteristics of military police support in Operation Iceberg, this author could find no collective written history. The soldiers and Marines serving as military police in this operation have been largely overlooked by historians in the fifty years following this campaign. Yet their support was important, if not critical, during several key points in the campaign. Let us not forget the military police contribution made by these soldiers and Marines in the last major ground action in the Pacific.

**Major James J. Emerson** was the commanding officer of the United States Marine Corps Detachment at Fort McClellan, Alabama, at the time this article was written.



# SOLDIERS OF THE GAUNTLET IN III CORPS WARFIGHTER 96-5

*Major Scott A. Halasz*

The First Cavalry Division staff is gathered around a sand table approximately forty feet by forty feet. The discussion revolves around combat and combat support missions in preparation for a division rehearsal. The division is preparing to support III Corps on its Warfighter Exercise 96-5. The corps warfighter is a battle simulation exercise to test brigade and division level staffs and commanders in a realistic and challenging training event.

All eyes are glued on the terrain jutting out of the floor at III Corps Headquarters. Mountainous passes, narrow defiles dictated by terrain, long lines of communication (LOCs), numerous river crossings, split rear areas, and limited main supply routes (MSRs). The plan as usual was to move hundreds of kilometers as fast as possible. Destroy the enemy forces while continuing momentum. The problem, how to keep the LOCs secure and ensure freedom of maneuver to the brigade combat teams (BCTs). The division commander decides to use a cavalry squadron and the 720th MP Battalion to secure the LOCs.

## **Augmentation**

Sound familiar? Not really, a corps MP battalion attached to a division is not the norm. Usually a corps MP company or two will augment a division for support in special operations such as river crossings. Specific missions for this operation are shown in the adjacent chart.

The division MP company had its normal missions; three direct support platoons with the brigade

combat teams, two general support platoons securing the division support area in the tactical assembly area, and one general support platoon for command post security. The 720th MP Battalion was OPCON to the cavalry squadron for the LOC security mission; and was also tasked to conduct the other missions under the direct control of the assistant division commander for support.

## **Evolving MP Doctrine**

Based on the corps staffs' terrain and mission analysis, the MP brigade commander decided that the best way to support the corps and the division commanders intent was to provide additional corps MP assets to augment the division. A

split corps rear with a host nation corps sandwiched in between was just one of many reasons to justify augmentation. Three river crossings, narrow terrain dictated defiles, and limited MSRs were the key factors leading to this decision. The decision was made to attach the 720th MP Battalion (-) to the division.

The battalion headquarters acted as the command and control of the three companies that conducted all of the MP battlefield missions to include the nondoctrinal mission of LOC security. Although LOC security is not a specific subunit task under our four MP battlefield missions, the MP are the force of choice because of their expertise in area security and battlefield circulation control.

### MISSIONS FOR AUGMENTATION IN SUPPORT OF DIVISION SPECIAL OPERATIONS SUCH AS RIVER CROSSINGS

#### **720th MP Battalion**

- Battlefield Circulation Control
- Area Security
- Enemy Prisoner of War Operations
- Law and Order Operations
- Move MP teams by helicopter for MSR enforcement
- Establish the division central collection point and transport EPW to the corps holding area
- Support forward passage of lines
- Support river crossing operations
- Support clearing of enemy artillery hard sites
- Assist with Military Operations in Urban Terrain
- Conduct LOC security
- Conduct secondary force tracking

#### **545th Division MP Company**

- Battlefield Circulation Control
- Area Security
- Enemy Prisoner of War Operations
- Law and Order Operations
- Conduct critical convoy escorts
- Conduct aerial recon along MSRs
- Move teams by helicopter for MSR
- Establish a hasty forward EPW collection point in the tactical assembly area





Setting up perimeter mines.

This allowed the division provost marshal to concentrate on how to best support the division with MP assets. The decision to attach the battalion HHD DS to the division along with three line companies was critical to the success of this operation. The division provost marshal (PM) staff is simply not large enough to provide command and control for Military Police augmentation of this size. The PM staff consists of six people and that becomes a split cell operation with three people at the rear command post and three people at the main command post once the division moves to the field. Planning for major division operations is hard enough for the small division PM staff; command and control of additional MP assets is really a challenge.

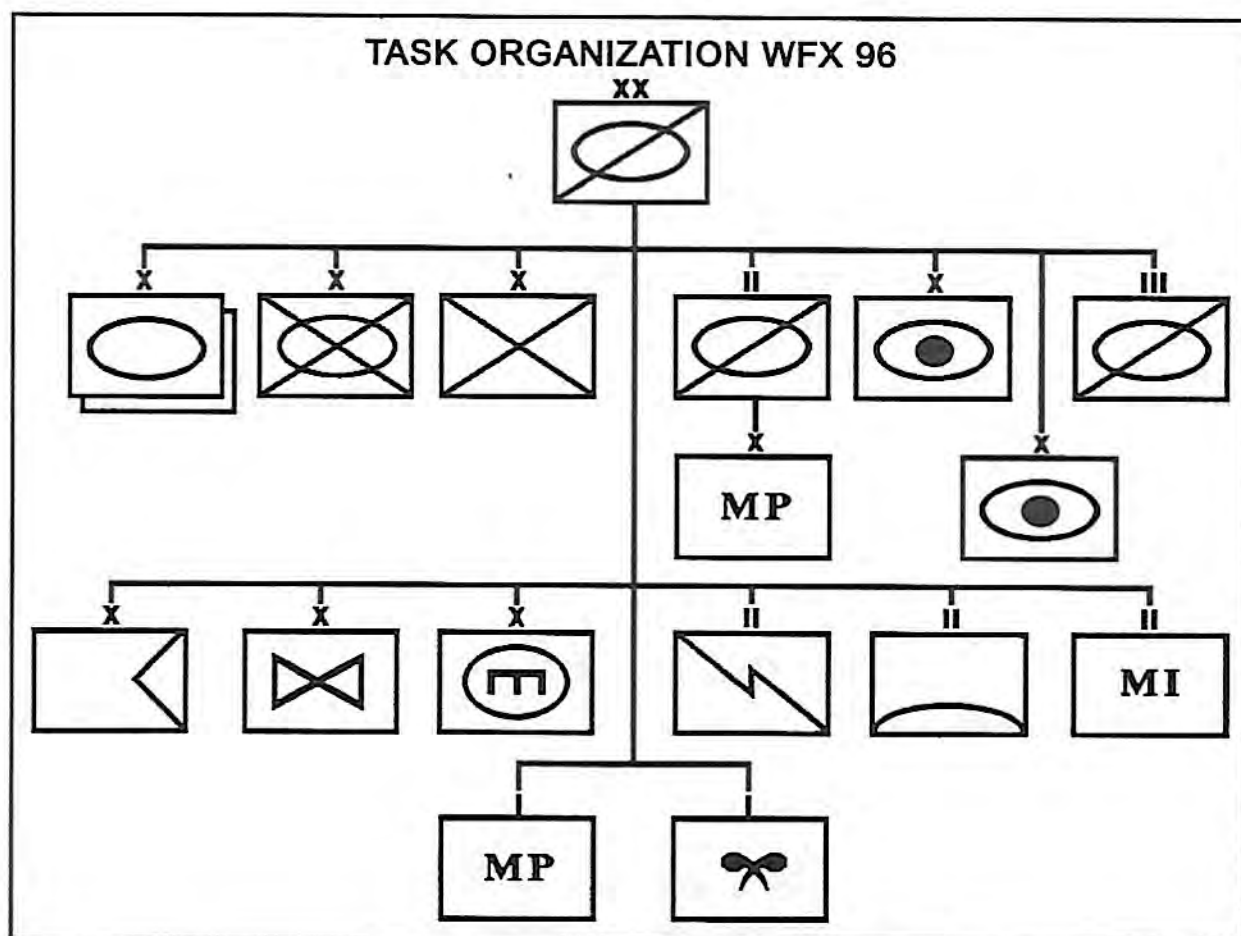
## Staff Coordination

The key to successful mission accomplishment is planning and coordination. Although the division PM staff assisted immensely, the detailed staff work began when the MP battalion staff coordinated directly with the division staff. The division PM staff provided liaison throughout the mission, information dissemination on rear area threats, concepts on rear area security and information on how the division staff operates and uses the organic military police of the division. This was the key link to success in this operation. The division provost marshal is a special staff officer on the division staff with direct input and influence to the division commander. As such, the division PM staff developed the MP annex for all OPODs and FRAGOs; determined the mission breakdown between the division MP company and the MP battalion; and basically continued to function as a normal division staff.

The 720th MP Battalion functioned as a separate and distinct battalion within the division and concentrated on execution of assigned missions.

## Task Organization

The division PM staff performed a critical role by keeping the Military Police battalion informed in current/future operations planning and linking the battalion staff up with other division units when direct coordination was required. The biggest challenge initially was that the battalion staff had to figure out where they fit into the planning process, who their points of contact were and how to report required information to the division and still keep the MP brigade apprised of all the normal reporting requirements.





## RELATIVE COMBAT POWER RATIO

720th MP Battalion	Value	Rear Area Enemy Forces	Value
- 1 ea dismounted troop .....	10 Pts	- 1 ea dismounted troop .....	10 Pts
- MK19 .....	60 Pts	- RPG-7 .....	60 Pts
- MP Team .....	180 Pts	- APC-M1973 .....	70 Pts
- MP Squad .....	540 Pts	- Light Infantry Platoon .....	330 Pts
- MP Platoon .....	1,620 Pts	- Light Infantry Company ...	1,980 Pts
- MP Company .....	6,480 Pts	- Light Infantry Battalion .....	5,940 Pts
Tactical Combat Forces		Value	
- 1 ea dismounted troop .....	10 Pts		
- 33 troop platoon .....	330 Pts		

**Note:** The fact that an MP platoon can defeat a light infantry platoon and has almost as much combat power as an enemy light infantry company is a key point that we must constantly emphasize to our combat arms brethren. However, this chart depicts a specific enemy and will change based on the enemy we are up against.

### Lessons Learned

Reporting, equipment, and the normal simulation details are just a few of the challenges that ensued during the warfighter exercise. The MP battalion attached to the division has to adapt to the reporting requirements of the division. This doesn't just mean change the form or the information; you have to fully integrate your computer hardware and software to match the Tactical Local Area Network (TACLAN) requirements required by the division. Since the plan for the battalion was to return to the corps/brigade in a later phase of the operation, required reports to the parent unit were also essential for the brigade to track personnel and equipment status'. Imagine a division with the information technology you could only dream about.

During this operation the military police in the division rear area encountered over 100 engagements with outstanding results, low friendly casualty rates and the ability to protect and keep the rear area clear of enemy intervention. The First Cavalry Division commander immediately recognized the capabilities of the military police and commented that the MK19 is an awesome weapon adding to the combat power of the division as a whole; and also had the

MK19s added to the combat power chart briefed to him at the daily situational updates. The chart above depicts the combat power ratio the military police have versus the enemy faced in the division rear area.

Radio equipment could be a real challenge, the division has SINCGARS while the battalion still has 46/47s;

a real show stopper unless fielded or provided when attached. The division provided the battalion tactical operations center with two SINCGARS to follow the fight and keep the communication flow unimpeded. The division PM staff also kept the battalion staff in the communication network through TACLAN. EPW operations, as usual, were another problem. Back-haul was nonexistent due to the rapid movement of the brigade combat teams and higher priority missions for transportation. This inevitably tied up many military police assets that could normally be conducting regular MP missions. This was another good reason during mission analysis to give additional MP assets to the division.

One key point to all of the coordination has to be the integration of a liaison officer in the rear command post. This decision enabled a very busy small division PM staff to continue normal operations while the battalion LNO was kept abreast of the situation at all times and disseminating that information to the battalion staff for analysis.



Platoon response force alerted and moving to a trouble area.



Parallel planning was very important. The corps and division plans were constantly being improved and changed as the analysis improved. In order to keep up with the information the battalion staff and PM staff continuously planned along with them. An important task organization issue was discovered during planning and rehearsing; additional MP platoons augmented to the brigade combat teams needed to be attached early. MP elements are unable to catch up with the BCTs on the FEBA later due to the speed of the BCTs and the battlefield clutter along the routes. This is one of the main reasons forward logistic elements (FLE) are also established out far enough to support the combat and combat support units as far forward as possible. FLEs were a critical asset to the MP units that were forward supporting the BCTs. Also determined during planning was the fact that as missions dictate in future operations, the battalion HHD along with two companies could be cut back to the corps at any time. Ultimately, one MP company did remain to augment the division and the PM staff provided command and control for the additional company. This redistribution of limited MP assets allowed the MP brigade to better cover the corps rear area with the additional returned assets and better support the corps commanders intent. "Economy of force."

The rear area intelligence was a real challenge in the dissemination procedures and methods. There was no clear cut procedure or organization to the rear area intelligence flow. Initially many crucial hours were spent trying to establish good intelligence links between units not normally attached with the division. The biggest challenge was getting the same information from several sources and wasting time trying to analyze the same information over and over. This was alleviated by the division rear area operations center (RAOC) G2 collecting all the information and disseminating it as needed. There was also a challenge in developing a good rear area IPB. Because the rear area was not clearly defined (split rear), no one

was critically tasked to take responsibility for conducting an intelligence preparation of the battlefield (IPB) for significant areas of terrain along the LOCs. All units were conducting their own IPB. Ultimately the division G2 picked up this responsibility.

Although we normally don't align MP battalions with divisions, habitually aligning a battalion with a division for continuity in operations, command and control, equipment, and overall familiarity is a unique option to think about. A habitual relationship could prove beneficial. When we think in terms of nonlinear battlefields, along with the ability of mobile combat strike forces operating quickly and decisively in a force on force based scenario, synchroniza-

tion in operations are essential. A habitual alignment is possibly an answer. METT-T is the overall factor to establishing the requirement for MP augmentation. Doctrinally the division will be augmented with one or two companies as needed. However, if the need for more military police is essential to mission accomplishment then that is the right answer. The commander ultimately makes the decision based on mission. This idea just allows for more versatility and ingenuity in an army that is continuing to get smaller. Innovation is a combat multiplier if it makes sense and works.

**Major Scott A. Halasz** was the S3, 720th Military Police Battalion, at the time this article was written.



*Major Scott Halasz, S3, 720th MP Battalion, briefing the order to the commander.*





*The Carabinieri are diversified in their duties. Here, a Carabinieri band plays for the Italian Army Signal Corps's anniversary parade in Florence, Italy.*

suspected Italian criminal, the Carabinieri trusts the MP's word rather than side with the Italian, and will make the arrest.

Moreover, the Carabinieri are not "out to get" Americans on post. The Carabinieri usually will not respond to reports of Americans fighting in the club on post. They leave this responsibility to the MP.

"Although, if we see a fight on patrol, we have an obligation to break it up," remarked Cazzato. In this way, the Carabinieri give the MP their space, let them take care of incidents involving American soldiers, and lessen friction between the two police forces.

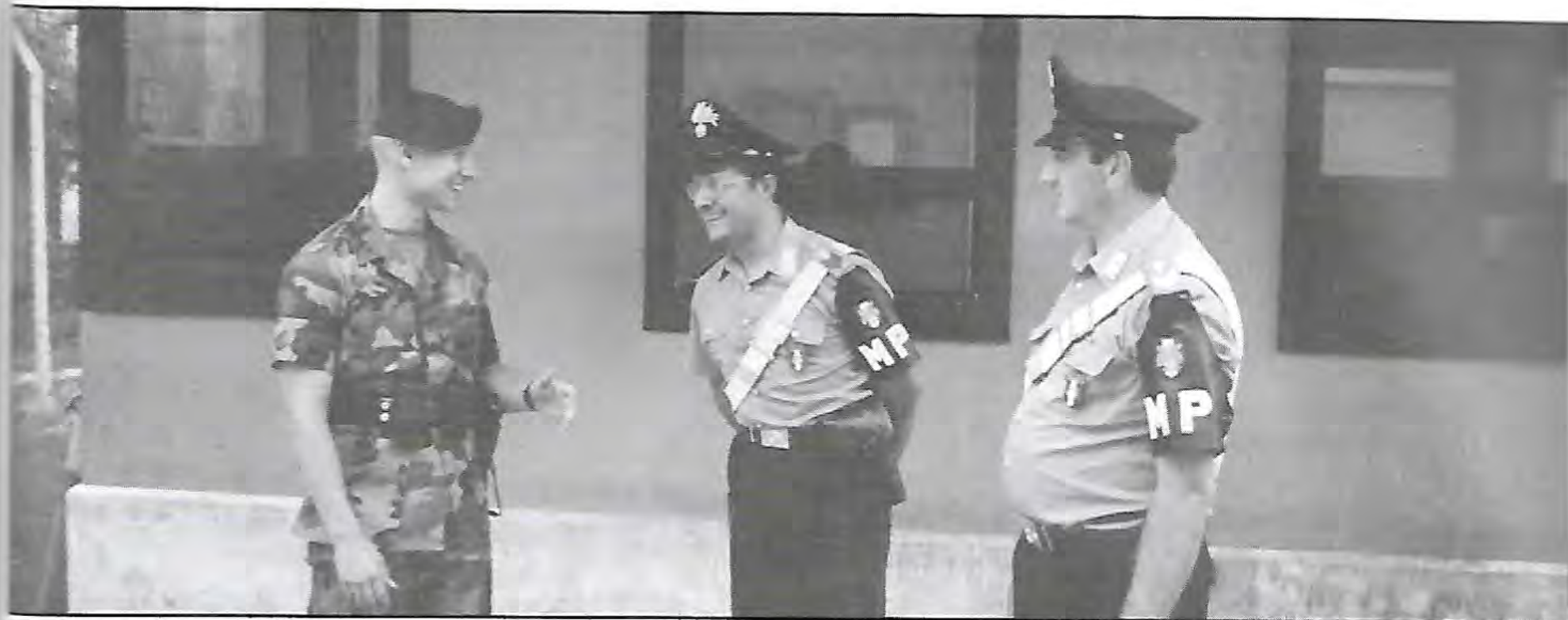
Ultimately, what keeps the MP and Carabinieri in agreement is their mutual respect for one another.

Although different in nationality and culture, they share a common bond as soldiers and as military police. They keep things professional on duty and work well together in cases where both Italians and Americans are involved. Off duty, many of the MP and Carabinieri are friends, and can be seen frequenting the local cappuccino bar together.



*Often, the Carabinieri and MP patrol together (called a joint patrol). Also, an MP will ride with the Carabinieri in responding to a call. (SPC Carte, Riccioni Domenico in car, Zanardo Carlo in background)*





*The MP and Carabinieri know each other well, and this makes them a team while on duty. Here SPC Carte talks with Domenico and Carlo.*

Although the SETAF unit faces unique challenges from Italian laws and the SOFA, they are fortunate to have the Carabinieri working with them. The Carabinieri are professional, unbiased, and hard working soldiers, who provide selfless service to Italy in working with the Americans.

### **History**

Supporting U.S. forces in Italy is a small part of the Carabinieri's overall mission. As soldiers, they train with the regular Italian Army, work with NATO forces, and guard foreign embassies. The Carabinieri also provide law enforcement throughout Italy. Similar to state police, they coordinate with the local polizia in each community. They maintain many special organizations such as K-9 units, antidrug command, border control, and SCUBA teams.

The Carabinieri were formed in 1814, after Italians were liberated from Napoleon's rule. Throughout their history, they supported military operations, including both World Wars.

*La Arma dei Carabinieri* is well respected throughout Italy. Joining the Carabinieri requires going through a rigorous screening process. Numerous character references are required, and a candidate and his immediate family cannot have a past criminal record. A prospective officer must attend a four year school, and "only the top members of the class will become Carabinieri officers," stated Cazzato. The citizens call them 'Arma Benemerita' — the well-deserving corps.

**Cadet Scott J. Roney** wrote this article while with the 13th MP Company in Caserma Ederle, Italy. He completed the project for the United States Military Academy, Department of English, where he is a cadet.



*For parades in Caserma Ederle, a Carabinieri is part of the color staff. (photo from public affairs office)*



# Military Police Compete In Warfighter Team Challenge 96

*Sergeant Claudia A. Lawrence*



*Warfighter Team Challenge first place (overall) winners are SGT William F. Shively, PV1 John Stark, and PV1 Roger A. Hood, from Schofield Barracks, Military Police Company, Schofield Barracks, Hawaii. (The winners are flanked by BG David W. Foley and CSM Harold L. Burleson)*

Fort McClellan, Alabama hosted the second annual Warfighter Team Challenge September 22-26, 1996. This year's competition was completed in six phases with eight separate evaluated events. The winning team was chosen based on total team points, with the maximum points being 360.

The proponent for the competition was the Fort McClellan Military Police Noncommissioned Officers (NCO) Academy. They started planning, which consisted of what events and how it would be organized, approximately four-six months out.

The NCO Academy small group leaders (SGLs) were used as graders

and NCOIC's in all events. This was additional duties for the SGLs as they still had the responsibilities of teaching, monitoring, and assisting their small groups of ANCOC and BNOC students.

A total of 37 teams registered for the competition and 35 teams participated. Teams were sent by units





*SSG Eugene F. Trumble, SPC Pedro A. San Miguel, and SPC Matthew R. Flick, from the Fort Myer MP Company, Fort Myer, Virginia, are the second place (overall) winners.*

from 15 installations across the United States, as well as Germany, Panama, Korea, Hawaii, Johnston Island and Alaska. This year, 30 of the original 35 teams completed all the required events. The remaining five teams were dropped due to minor injuries of a team member.

The competition began on September 23, 1996, and five of the eight required events were completed.

The order of events and winners were as follows: (1) The Army Physical Fitness Test (APFT). The maximum points awarded in this event was 50 and the winning team was Schofield Barracks MP Company with 48.56 points. (2) The obstacle course. Each team was required to move through the course as a team in the shortest possible time. The quickest team through, Schofield Barracks MP Company, received 20 points and ran the course in 5:19. (3) Common Task Testing. The teams were tested in five out of ten tasks from the soldiers manual and given 20 minutes to complete the event. To make the event more challenging, the testing took place in limited light conditions. The maximum points in this event was 50 and was won by the team from the 8th MP Brigade, Korea. (4) MP Team Drills. This event tested each teams ability to work as a team. The drills tested in this area were dismounting and placing a MK-19 and assembling and erecting the OE-254/GRC antenna system. A maximum of

50 points was awarded for this event with an addition of up to ten points based on times and flawless performances. The MP Command, Panama won this event with 53 points. (5) The written exam. This event consisted of three 25 question exams, one for each team member, with a 20 minute time limit and a maximum of 50 points for the event. Fort Myer MP Company won this event with 38.67 points.

On September 24, 1996, the teams started the day with a 12-mile road march in full gear. This gear included a rucksack with complete chemical suit, BDUs, boots, undergarments, M-40 protective mask and a mock M-16. The team with the quickest time was awarded 50 points and went to Schofield Barracks MP Company with a time of 2:16:19.

The next event was at the 9mm Pistol Range where each team member fired ten rounds from the prone position. This was done at 35 meters and each team member fired at the same target. The score was awarded at one point for each hit for a total of 30 points. The winner in this event was the MP Company, Johnston Island with a perfect score.



*SSG Phillip M. Handrick, SPC David J. Tookmanian, and SPC Stephen L. Nelms, from the 8th MP Brigade, Korea, are the third place (overall) winners.*

The final event of the competition was in maintenance. Each team had to complete inventory, PMCS, and DA Form 2404's on all equipment chosen for this event. This equipment included the HMMWV, M-40 protective mask, AN/VDR-2 radiac set, AN/PVS-7 night vision goggles, and the M-16 rifle. The teams were allowed 25 minutes to complete this event for a total of 50 points. The 728th MP Battalion, Korea won this event with 38 points.

The Warfighter Team Challenge ended on September 26, 1996, with an award ceremony in Cadwell Auditorium. The winners were announced and the top four places were as follows: First place went to Schofield Barracks MP Company, Schofield Barracks, Hawaii with 304.56 points; second place went to the Fort Myer MP Company, Fort Myer, Va., with 291.61 points; third place went to the 8th MP Brigade, Korea with 291.00 points; and fourth place went to the 289th MP Company (Old Guard), Fort Myer, Va., with 288.83 points.

Congratulations to all the teams that competed in this year's Warfighter Team Challenge. You are all winners!

Sergeant Claudia A. Lawrence was editor of the Military Police Regimental Association (MPRA) Newsletter at the time this article was written.



# 503d MILITARY POLICE BATTALION



## LINEAGE AND HONORS

**C**onstituted 27 February 1922 in the Organized Reserves as the 303d Military Police Battalion. Organized in March 1922 with Headquarters at Harrisburg, Pennsylvania. Inactivated 1 January 1938 at Harrisburg, Pennsylvania; concurrently withdrawn from the Organized Reserves and allotted to the Regular Army. Redesignated 1 June 1940 as the 503d Military Police Battalion. Activated 1 February 1943 at Camp Maxey, Texas. Inactivated 13 March 1946 at Camp Kilmer, New Jersey. Activated 15 June 1946 in Italy. Inactivated 15 November 1947 in Italy. Activated 16 February 1949 at Fort Bragg, North Carolina. (Companies A, B, and C inactivated 1 November 1970 at Fort Bragg, North Carolina.)

## CAMPAIGN PARTICIPATION CREDIT

**World War II**  
 Normandy  
 Northern France  
 Rhineland  
 Ardennes-Alsace  
 Central Europe  
 Armed Forces Expeditions  
 Dominican Republic  
 Grenada  
 Panama  
**Southwest Asia**  
 Defense of Saudi Arabia  
 Liberation and Defense of Kuwait

## DECORATIONS

Mentorship Unit Commendation (Army), Streamer embroidered EUROPEAN THEATER (503d Military Police Battalion cited; GO 182, Third Army, 19 July 1945)  
 Mentorship Unit Commendation (Army), Streamer embroidered DOMINICAN REPUBLIC (503d Military Police Battalion cited; DA GO 31, 1967)  
 Mentorship Unit Commendation (Army), Streamer embroidered SOUTHWEST ASIA Army Superior Unit Award, Streamer embroidered 1988

If anyone served with the 503d MP Battalion during the period of May 1965 through January 1966, in the Dominican Republic, please contact Earl Jefferson, 2940 Belleau Lane, Atlanta, Georgia 30316 or call (404) 241-8420.

**From the editor's desk...** When submitting articles for publication include photographs with captions, graphics, and a brief biography of the author or authors. Action photographs are preferred. Photographs will be returned upon request. Please include current address and phone or FAX number. Send to Commandant, U.S. Army Military Police School, ATZN-MP-DME (Editor), Bldg 3181, Fort McClellan, AL 36205-5030. Phone Comm. (205) 848-4326, DSN 865-4326, FAX 205-848-6139, DSN 865-6139, or email-mundyk@mcclellan-emh1.army.mil or cmundy@NTI



Although leading by example is something every military commander strives to do, one commander from the 101st Airborne Division at Fort Campbell, Kentucky and home of the famous "Screaming Eagles" was recently honored for exceeding the highest standards and distinguishing himself as one of the Army's very best.

Captain Rodney S. Morris, former commander of the 194th Military Police Commander was one of twenty-four leaders Army-wide who received the prestigious General Douglas MacArthur Leadership Award for 1995.

Morris, a noncommissioned officer prior to attending officer candidate school and being a prior enlisted soldier gives him a unique perspective on what it takes to be a good leader.

"Taking care of soldiers isn't limited to things like feeding them and keeping their feet dry," he said. "It is choosing the harder right over the easier wrong and ensuring they are confident in their equipment, leaders and training."

"My primary responsibility is to prepare my soldiers to confidently serve our nation in battle, operations other than war and peace."

The 194th MP CO's performance since Morris accepted command of the unit shows his dedication to those responsibilities. The unit was selected as Forces Command's best MP unit in 1994 and again in 1995.

Additionally, Morris led the unit from an air assault qualification rate of 68 percent to 92 percent, a reenlistment rate which exceeded the units 1995 goals by 220 percent and was the only division unit to achieve 100 percent membership into the Association of the U.S. Army.

According to Lt Col Louis A. Traverzo, Morris' Commander, "those statistics speak volumes of a leaders ability to take care of soldiers." "He's a commander who is generally concerned for his soldiers'

# MP TAKES ARMY LEVEL HONOR

*SPC Jon Tiller*

welfare dedicated to his unit and loyal up and down the chain." Traverzo said.



*General Dennis Reimer, chief of staff of the Army presents the prestigious MacArthur Leadership Award to Captain Rodney S. Morris.*

A strong sense of mission accomplishment also typifies Morris, according to Traverzo.

"He is relentless," Traverzo said. When he sets his mind on a goal, he attains it—period"

Besides a sharp military mind, Traverzo said, Morris' physical toughness allows him to take on any challenge and set the example for his soldiers to do the same. He consistently scores the maximum on the Army's physical fitness test.

Less than a month after one of his platoons returned from Haiti where they supported Operation Uphold Democracy, the entire unit deployed to the Republic of Panama for Operation Sustain Liberty. Throughout the deployments, Morris continued the units tradition of tough, realistic training by coordinating various exercises to keep the soldier's battle edge—including live-fire and air assault missions.

According to Morris, that kind of training helped his soldiers keep their minds off of separation from their families and focused on the mission. "When you have the caliber of soldiers I had, you owe them that kind of training," he explained.

Despite being recognized as one of the top leaders in the Army, Morris remains reluctant to accept the credit for the honor.

"An award of this magnitude is never achieved by the efforts of one individual," Morris said. There are many that are responsible. Most notably was the never-ending support that he received from his wife.

"Karen understood what kind of dedication and commitment it would require to make it to the top" he said. "She endured a lot of late nights and long deployments and never wavered in support. There is absolutely no way I could have done it without her," Morris said.

While receiving the MacArthur Leadership award from General Dennis Reimer the Army Chief of staff and General (retired) Alexander Hague at the Pentagon was a distinct honor for Morris.

It didn't compare to sweating with his soldiers during tough physical training sessions or firing and maneuvering with his soldiers during a realistic live-fire training exercise where bullets are literally flying a few feet from them.

It didn't compare with promoting soldiers or presenting them with awards or helping them through their personal problems. "Those are things that leaders take pride in and is really what it's all about." Morris said.

**Specialist Jon Tiller** wrote this article for the Fort Campbell Courier, Fort Campbell, Kentucky.



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## MILITARY POLICE BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Jean F. Burleson	Charles E. McGee	8th MP Bde	Seoul, Korea
Mary A. Maier	Sam F. Chapman	16th MP Bde	Ft Bragg, NC
Richard M. Sackett	Edward M. Keuten	18th MP Bde	Mannheim, GE
Scott R. Larson	Carl L. Krieger	89th MP Bde	Ft Hood, TX
George J. Kinoshita, Jr.	Ross Gardner	3d MP Group	Ft Gillem, GA
George W. Smith, Jr.	William F. Merrill	6th MP Group	Ft Lewis, WA
James L. Saunders	Luis Valdez	701st MP Group	Ft Belvoir, VA
Charles W. MacPherson	Robert J. Scott	Garrison	Ft McClellan, AL
Marvin L. Nickels	Burt F. Arthur	USDB	Ft Leavenworth, KS
Joseph M. Tyo, Jr.	Michael D. Brandstetter	1st MP Bde(P)	Ft Lewis, WA
John E. Davies	Jose M. Lima	MPC	Panama

## RESERVE COMPONENT MILITARY POLICE BRIGADE-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
James T. Dunn	Frank V. Gallo	43d MP Bde	Warwick, RI
Ezell Ware, Jr.	Jerry G. Randall	49th MP Bde	San Rafael, CA
Mark R. Bailey	Varney D. Smith	220th MP Bde	Gaithersburg, MD
Lawrence E. Gillespie	Henry Odom	260th MP Bde	Washington, DC
Robert W. Smith III	Robert Kilburn	300th MP Cmd	Inkster, MI
Robert G. Mennona	Ernest Trinca	800th MP Bde	Uniondale, NY
Larry Ware	Eugene R. Bowman	177th MP Bde	Taylor, MI
Cotton W.S. Bowen	William H. Freeman, Sr.	8830th MP Bde	Ft Meade, MD
James H. Monaghan	Joseph S. Chorba	367th MP Group	Ashley, PA

## MILITARY POLICE BATTALION-LEVEL COMMANDS

COMMANDER	CSM/SGM	UNIT	LOCATION
Arnaldo Claudio	Adrian K. Arnett	92d MP Bn	Panama
David J. Farruggia	John W. McConnell	94th MP Bn	Yongsan, Korea
Robert B. Abernathy, Jr.	John A. Sampson	95th MP Bn	Mannheim, GE
Terry L. Carrico	Rick C. Travis	503d MP Bn	Ft Bragg, NC
Peter M. Champagne	James A. Bliven	504th MP Bn	Ft Lewis, WA
Charles Bradley, Jr.	Dennis Lafferty	519th MP Bn	Ft Polk, LA
Timothy J. Lamb	Rafael F. Vidal	709th MP Bn	Hanau, GE
Neil C. Lanzendorf	Daniel B. Rimmer	716th MP Bn	Ft Campbell, KY
Mary C. Frels	William H. Burt	720th MP Bn	Ft Hood, TX
Carrie W. Kendrick	Angela C. Wilson	728th MP Bn	Taegu, Korea
Gerald A. Mocello	James A. Hatzel	759th MP Bn	Ft Carson, CO
Jeffrey F. Johns	Thomas E. Kolle	793d MP Bn	Bamberg, GE
Louis L. Fuertes	Michael W. Green	704th MP Bn	Ft Lewis, WA
Dwayne K. Wagner	Donald E. Martin	705th MP Bn	Ft Leavenworth, KS
Robert W. Gee	Larry O. Forde	701st MP Bn	Ft McClellan, AL
Brian F. Bocklage	Leo M. Usry	787th MP Bn	Ft McClellan, AL
Paul L. English, Jr.	Keith D. Daly	795th MP Bn	Ft McClellan, AL
Rex Forney, Jr.	Arthur J. White	LEB	Ft Stewart, GA
Kevin T. Lamar	Mark F. Offermann	LEC	Schofield Bks, HI
Mark L. Haines	Richard J. Siddall	LEC	Ft Drum, NY
John K. Groves	Lawrence E. Terry	LEC	Ft Bliss, TX
William M. Long	Michael Misianowycz	5th Det	Heidelberg, GE
George E. Reed	Henry Undziakiewicz	10th MP Bn (CID)	Ft Bragg, NC
Samuel J. Hernandez	Alfred Birdsong	11th Det	Ft Hood, TX
Stuart S. Taylor	Jeffrey S. Huber	19th Det	Yongsan, Korea
John E. Matthews	Gordon J. Retterath	22d Det	Ft Lewis, WA
Dennis J. Baldridge	Katherine Brunner	CID District	Ft Riley, KS
Dale E. Archer	Charles M. Bowman	CID District	Ft Campbell, KY
Jack S. Heacock	Willie J. Glasgo	CID District	Ft Dix, NJ
Lawrence P. Mulhall	Thomas J. Colson	CID District	Ft Myer, VA
Martin D. Glasser	Russell W. Strand	CID District	Ft Benning, GA
Kenneth R. Allen, Jr.	Charles E. Humphrey	CID District	Ft Bliss, TX

*Command list current as of December, 1996.*





# 16TH MILITARY POLICE BRIGADE



## LINEAGE AND HONORS

**C**onstituted 23 March 1966 in the Regular Army as Headquarters and Headquarters Detachment, 16th Military Police Group. Activated 20 May 1966 at Fort George G. Meade, Maryland. Reorganized and redesignated 16 July 1981 as Headquarters and Headquarters Company, 16th Military Police Brigade.

## CAMPAIGN PARTICIPATION CREDIT

### Vietnam

Counteroffensive, Phase II Summer-Fall 1969  
Counteroffensive, Phase III Winter-Spring 1970  
Tet Counteroffensive Sanctuary Counteroffensive  
Counteroffensive, Phase IV Counteroffensive, Phase VII  
Counteroffensive, Phase V Consolidation I  
Counteroffensive, Phase VI Consolidation II  
Tet 69/Counteroffensive

### Armed Forces Expeditions

Panama

### Southwest Asia

Defense of Saudi Arabia  
Liberation and Defense of Kuwait

## DECORATIONS

Meritorious Unit Commendation (Army), Streamer embroidered VIETNAM 1966-1968 (Headquarters and Headquarters Detachment, 16th Military Police Group, cited; DA GO55, 1968).

Meritorious Unit Commendation (Army), Streamer embroidered VIETNAM 1968-1969 (Headquarters and Headquarters Detachment, 16th Military Police Group, cited; DA GO 37, 1970).

Republic of Vietnam Cross of Gallantry with Palm, Streamer embroidered VIETNAM 1966-1971 (16th Military Police Group cited; DA GO 6, 1974).

*Editor's note: We intend to feature an MP brigade and a battalion in each issue. If you desire your unit to be featured, please provide the unit history to Editor, MILITARY POLICE, U.S. Army Military Police School, Bldg. 3181, Fort McClellan, Alabama 36205-5030 (or email to [mundyk@mcclellan-emh1.army.mil](mailto:mundyk@mcclellan-emh1.army.mil)).*

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