



# MILITARY POLICE

A PROFESSIONAL BULLETIN FOR THE MILITARY POLICE CORPS REGIMENT  
HEADQUARTERS, DEPARTMENT of The ARMY



# USAMPS

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# Military Police

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JANUARY 1989

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# Commandant's Notes

BG Peter T. Berry



The Military Police School hosted the fifth Military Police Proponency Conference here at the home of your Regiment from 5-8 December. Over 140 senior military police officers and noncommissioned officers from the Active Army, National Guard, and Army Reserve met to share information, enjoy fellowship and discuss issues impacting on the Regiment's ability to support the Army in the 90s.

The conference theme was "Challenge of the 90s—Maintaining Momentum While Adapting to Change." The theme focused attention on challenges facing our Corps. Workshops and briefings addressed our plans for the Regiment's immediate future. The objective is clear: We must maintain the momentum gained during recent years despite dwindling resources. We can accomplish this objective by capitalizing on our technological advances and the ability and enthusiasm of our strongest resource—the young men and women entering today's Military Police Corps Regiment.

The last few years have been exciting for the Corps. The Army's vast modernization effort has radically transformed the way we shoot, move, and communicate. The USAMPS has

tried to keep pace with the changes—expanding courses, computerizing instruction, and developing integrated training exercises. We will optimize the capabilities of new equipment and doctrine with dynamic training and quality personnel.

In training USAMPS is constantly looking at changes in strategies to offset reductions in training dollars. Shared training and small group instruction highlight our efforts to maximize resident training benefits. Soldiers learn by doing, and interaction with experienced, knowledgeable NCOs reinforces those lessons learned. History comes alive on staff rides. Exercises planned and evaluated with fellow officers take on greater meaning. Training devices and simulations save valuable time and ammunition.

We conduct additional skill identifier (ASI) training on a limited basis directly after one station unit training (OSUT) to lower travel costs and reduce duty time lost to units. Some soldiers selected for follow-on ASI training will be graduates of our Fast Track Program. This program offers bright young trainees additional training and leadership opportunities during OSUT. Commanders may consider graduates for early promotion as well as additional

schooling, and we will encourage receiving units to further develop the capabilities.

We are bringing our reserve force training in line with our active component training. All new commissioned reserve officers attend the Officer Basic Course here with the active counterparts. Reserve professional development courses mirror active course content, but we package those courses to fit shorter RC training periods. We invite 400 senior officers and NCOs to the USAMPS each year to share their thoughts and concerns during the biannual Doctrinal Refreshment Course.

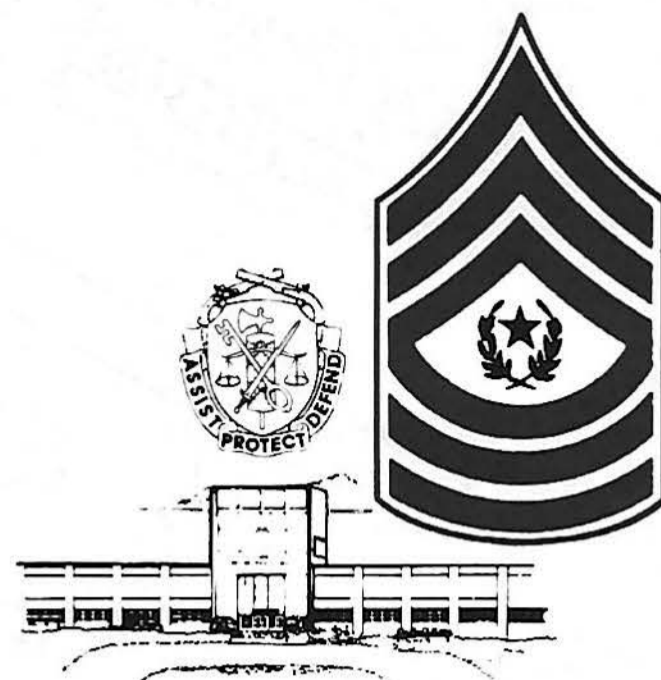
In personnel we are accessing the brightest young soldiers in our history and challenging them with hard realistic training. We teach our officers and NCOs in small groups to build teams and forge leadership skills. As these new soldiers and leaders lack experience. We must lead them to develop their talents, and provide meaningful and demanding assignments.

The young officers and NCOs mentoring our new soldiers are among the Army's finest. The TRADO Commander recently chose two

*(cont. on page 1)*

# Regimental Command Sergeant Major

CSM Joshua Perry



Each calendar year HQDA selects a theme that highlights an area of vital importance to the Army. Think back on the themes of previous years. Reflect on their meaning: Yorktown—Spirit of Victory, Physical Fitness, Leadership, Family, Values, Constitution, Excellence, Training.

What do they have in common? They embody the essence of our Army and our American way of life. These themes serve the same purpose as when a commander circles an objective on a map of the battlefield. Major energies and resources are focused on that objective.

This year's theme, in keeping with the collective meaning of past themes, is "The NCO." This year attention is focused on those of us who wear the chevrons.

I don't believe that the activities of this year's theme should dwell on past accomplishments or "Rah-Rah, we NCOs are great" speeches. Rather, it should be a year of self-evaluation. I have jotted down some areas that are important for us to strive to improve as we perform our duties.

**Physical Condition.** You must be in excellent shape and, if required, exercise more often. Practice moderation in your eating, drinking and

social habits for good health and efficiency.

**Military Bearing, Neatness, Cleanliness and Demeanor.** These are the trappings of a professional soldier. On a daily basis you must be clean-shaven, your uniform clean and pressed, and your hair cut. Always be in the proper uniform and don't slouch! Set the example seven days a week.

**Military Courtesy.** Do your soldiers salute properly, and at the proper time? Do they know and observe all the rules of military courtesy? Do you make on-the-spot corrections? Every time you fail to correct someone you set a new and lower standard.

**Attention to Duty.** This means studying, thinking of ways to better yourself and your soldiers, concentrating many hours every day on your duties as a noncommissioned officer, and never forgetting for a minute your responsibilities or who you are.

**Cooperation.** You must be intensely interested in your unit, your command, your Army and your country. Look beyond the sphere of influence of your own job. You must cooperate with and help all those around you. Help the other sections, the other platoons, and the other companies. That's what builds cohesion.

**Initiative.** Do something all the time! Be proactive, not reactive. Don't wait to be told. Develop yourself—read. We learn by our mistakes; the greater our experience, the fewer mistakes we make. Don't be afraid to make mistakes. To err is human—but if you find yourself wearing out the eraser you're not learning from your mistakes.

**Promptness.** Timing is of the utmost importance in your duties. Untimeliness works against effectiveness. Form the habit of handling your work with maximum dispatch. Once you pull something out of your "IN" box, do not put it back. It will get covered by the next action that is dropped in. Train yourself to be on time for meetings, classes, appointments, formations, and duty. If you make someone wait for you, the perception you create is that you don't value the other person's time.

**Training.** This is the essence of our profession; nothing is more important than being prepared to perform our missions. You must constantly train...train...train.

**Pride.** Do you have pride in yourself? A squad is formed in the image of its squad leader, a platoon in the image of its platoon sergeant, and a company of its first sergeant. Develop *esprit de* (cont. on page 21)

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TO: Readers  
FROM: Editor

### Year of the NCO

The 1989 Army Theme is "The NCO," and MILITARY POLICE joins with all who will be proud to support it. Articles by, for, and about noncommissioned officers and their missions will be appreciated. Articles need to be typed, double spaced on plain bond paper. Artwork and photographs add a good deal to enhance articles. A short biography of the author(s) is needed; and for anyone who wants to have their article returned, please enclose a stamped self-addressed envelope.

Send material to Editor, MILITARY POLICE, U.S. Army Military Police School, Fort McClellan, AL 36205-5030. All manuscripts submitted about military police professional development are welcome.

### MP Proponency Conference

Each year the U.S. Army Military Police Branch holds its proponency

conference to focus attention on its current status and future directions. The theme of this year's conference was "The Challenge of the 90s—Maintaining Momentum While Adapting to Change." The impact of history on military police today was highlighted by the conference keynote speaker, BG William A. Stofft. An article discussing his comments is on page 17.

### To Discuss Army Issues

As an official Army publication classified as a professional bulletin, MILITARY POLICE is tasked to function as a forum for discussion of Army issues and the exchange of ideas. Although it is considered an official Army publication, its content is unofficial. By regulation we are required to publish at least one editorial in every issue; and, although current doctrine must be considered, of course, different viewpoints and suggestions are encouraged.

Information in MILITARY POLICE represents the professional opinion of authors and does not necessarily reflect official Army or TRADOC position. It does not change or supersede information in other official publications.

## About Law Enforcement

# Letters



## A Few Observations

There are a few observations that I have made as follows: The first has to do with the type of training the civilians go through. From my viewpoint, they do not go through formal training, whether it is firearms or law enforcement related. I have not seen any civilians in service training either.

I do like the uniform they wear and think military police should adopt this uniform. It looks more professional and is well suited for the law enforcement function.

These civilians are allowed to carry credentials. What for? Do they have the authority to apprehend while not on duty? What about making the civilians meet a height and weight requirement? It is imperative in their job that they be in good physical shape, not to mention making them pass an annual PT test. Civilian law enforcement agencies have adopted such a requirement, and it should be the same for those DOD personnel.

In conclusion, I must say that I don't particularly disagree with the hiring of these DOD civilians, but there has to be an overhaul of the system in order to better use their services.

I hope that people who can make a difference read this letter. The Military Police Corps Regiment has a proud tradition of service to the U.S. Army, and there is no reason why it shouldn't continue, but I ask everyone to help preserve our opportunities to continue serving in all capacities for which we are trained.

Michael D. Balentine  
Sergeant, USA  
USAIC MP Company  
Military Police Activity  
Fort Benning, GA

## At Sergeants Major Academy

Dear Editor:

The purpose of this letter is to seek the assistance of fellow military police  
(cont. on page 18)

they will be working under is not even consulted or given an interview with the prospective employee.

CPO is not qualified to hire the type of personnel we need to perform these law enforcement duties. I feel the provost marshal has the final authority to say who will work under his command. Why then isn't this practice being utilized?

## Command, Control Problems

It may seem, that I am defending the military police, but there seems to be a great many command and control problems regarding the DOD civilians.

Military police consistently pick up the slack for civilians who may not report for work. This means getting some soldier out of the barracks on his day off to fill in.

Another example of this problem has to do with the actual shift operations. Who works for whom? If you have a civilian desk sergeant, does he have authority over the military who are working the road? It seems that they do—more so than if the situation was reversed. I cannot speak for every post that utilizes civilians for this type of job, but I am sure there are similar problems elsewhere.

From military personnel outside the military police, there is a certain ill feeling about civilians enforcing military law on them. Many feel they don't get consistent enforcement of the law under these conditions. I tend to agree.

Editor:

The direction in which the Military Police Corps Regiment is moving is a genuine concern of mine. I understand that our number 1 mission is combat support, but my main concern is our mission of law enforcement operations.

As most of my military police counterparts know, our law enforcement mission is being greatly supplemented with DOD civilians. This transfer of power has created problems among the troops as well as law enforcement operations. It's as though our identity is slowly being stripped from us.

When the idea of using civilians was first put into operation, not enough thought went into how these civilians would be controlled. Law enforcement is a unique occupation and requires a certain type of individual to perform what is required.

Military law enforcement is much like civilian law enforcement. This should include the hiring process as well. When a new civilian is hired to enforce laws, the military command



On the cover of this wintertime issue of **MILITARY POLICE** is a photograph of MP training in an environment normally associated with this season of the year. The photo was provided by the 287th Military Police Company, Berlin, FRG.

## Air Base Ground Defense: Old Issues, New Resolve

*Major James A. Kelley, USA  
and  
Major Alan K. Huffman, USAF*

The United States has air bases worldwide in support of its national interests, to protect American citizens and property and to serve as an example to both our friends and adversaries of U.S. resolve as defenders of the free world.

A wide variety of missions are supported at these air bases—from peacetime transportation, resupply, and reconnaissance to wartime close air support and air superiority. The Air Force's ability to generate and sustain these air operations is directly related to the level of ground defense and security for U.S. air bases.

This article describes a brief history of air base ground defense (ABGD), details the current agreements and doctrine, outlines major shortfalls and problems, and recommends solutions and improvements to ABGD issues.

### History

Airfields located out-of-theater are rarely targets for main ground attacks. However, for responsiveness and to ensure adequate support in-theater bases have been established in many parts of the world. Historically there are numerous examples where ground attacks on such installations have played a significant factor in the outcome of major battles.

World War II revealed a new danger to air bases: attack by highly mechanized ground forces, by airborne troops, or by special forces. In 1940 the initial German success at seizing airfields in Denmark, Norway, and

Holland by airborne assault caused great consternation among the Allies.

Hard on the heels of the first paratroop and airlanding attacks came the German *blitzkrieg* in France and Belgium that swept up airfields in its path. In May, 1941 a German corps of one parachute division and one mountain division captured Maleme airfield on Crete and then overran the entire island.

Although the loss of Crete was not the failure of the British Army some thought it to be, the experience crystalized British thinking on the survivability of air bases. Lessons learned from this battle also led to creation of a force specifically assigned the mission of base defense, the Royal Air Force Regiment.

During Vietnam ground attacks were primarily carried out by sappers and enemy indirect fires. In the 1968 Tet Offensive, however, battalion-sized forces struck both Tan Son Nhut and Bien Hoa air bases. The enemy was able to destroy numerous aircraft on the ground and damage runways.

The result was a disruption in aircraft sortie generation and an adverse effect on air support for the ground war. Perceived enemy successes also had far-reaching political repercussions and generated adverse public opinion for the overall war effect.

Grenada was a dramatic example in recent U.S. history where the success of an entire operation hinged on the capture of an airfield. With the airhead at Point Salinas secured, U.S. forces were able to quickly reinforce troops in

contact and had an established air for the safe evacuation of U.S. citizens.

Today air bases could be exposed to the entire spectrum of conflict from low- to high-intensity conflicts. The most demanding challenge to U.S. air bases may be to fight a war in Europe or in Southwest or Northeast Asia. In those areas military forces likely to be adversaries of the U.S. for the most part use tactics, organizations, equipment supplied by the Soviet Union.

### Disruption of Rear Area

Soviet doctrine stresses the concept of deep operations. The fundamental aspects of the concept are a combination of massed fires on key objectives and the rapid concentration of maneuver forces to seize the opportunity once a breach has been made in friendly lines.

They then conduct high-speed attacks into the opponent's rear area. These operations are executed in close coordination with airborne, helicopter, and amphibious assault landings, tactical missile employment, and high speed, deep ground operations and maneuver group penetrations.

A major element of enemy doctrine is the disruption of the rear area to reduce U.S. efficiency and ability to support the main and deep battle. Enemy air, naval, or ground forces use conventional and nuclear weapons, chemical fires, and deep reconnaissance.

Special-purpose forces, such as Soviet *SPETSNAZ* or North Korean

commando-rangers specifically trained in reconnaissance and sabotage, will attempt covert entry to disrupt air base operations. These teams may also activate sleeper agents and cell networks to develop and control human operations in the rear area. The basic U.S. concepts for ABGD have evolved since the involvement in Vietnam. During that conflict it was accepted that U.S. air bases and USAF personnel were primarily responsible for installation defense.

"I expect that our combat battalions will be used primarily to go after the VC and that we will not be forced to expend our capabilities simply to protect ourselves...Therefore...all forces of whatever service who find themselves operating without infantry protection...will be organized, trained and exercised to perform the defense and security functions."  
Gen. William C. Westmoreland, 1965.

It is now recognized, however, that in future large-scale conflicts some elements would be beyond the scope of USAF security capabilities. This realization was fundamental to the expansion of ABGD into a multiservice effort.

### Agreements and Doctrine

In May of 1984 the Army and Air Force formally signed a memorandum of understanding on joint efforts to enhance the warfighting capabilities of both services. There were thirty-one joint force developments initiatives (JFDIs) associated with this action, two of which related to air base ground defense. The Joint Actions Initiatives Office (JAIO) oversaw the development and implementation of the initiatives and was manned by members of both services.

Initiative 8 instructed the Air Force and Army to develop a joint service agreement for Army units to provide ABGD outside the base perimeter and for the assignment of operational control of those units to the appropriate component commander.

In addition, the Air Force pledged to transfer Air Force Reserve manpower spaces to the Army if Air Force ABGD requirements exceeded Army capabilities.

Lastly, the services committed themselves to develop joint procedures for rear area security based on the previous two recommendations. It was hoped that this initiative would help to provide enhanced air base defense against low threat levels of enemy response (i.e., from protection against

saboteurs, up to, but not including, battalion-level assault) because it placed the land forces responsible for the defense of an air base or facility under a single commander.

The Air Force commander already had control of the Air Force's ABGD flights, which were responsible for air base defense within the installation's perimeter. Because a single headquarters had operational control of all units specifically designated for static air base defenses, their coordination, and, therefore, their effectiveness, should increase.

Also included in this initiative was the stipulation that an ABGD working group was to meet annually to recommend specific planning and programming actions to ensure adequate mutual support of the initiative. These principles formed the basis of the Army and Air Force operational concept for ABGD doctrine.

Initiative 9 pledged the two services to execute a joint service agreement (JSA) for the Army to provide initial and follow-on training for Air Force on-site ABGD security flights. This

initiative resulted from realization that the ABGD flights were effectively a "blue-suited" infantry.

Because the flights were lightly armed with mostly hand-carried weapons and operated on a small scale (usually platoon-sized or less), they did not need extensive specialized infantry training. Such small-unit training could obviously be more efficiently supplied by the Army, whose business it was, than by the Air Force.

This training would have the advantage of increasing the capability of the base defenders inside and outside the base perimeter because they would both operate with the same tactics and nomenclature.

Separate Air Force training would, in the course of time, inevitably diverge from standard Army procedures and methods, introducing greater possibility of misunderstanding and reducing coordination between the Air Force and Army base defenders. The initiative produced immediate monetary savings because the Air Force cancelled plans to develop a dozen regional training areas for its ABGD flights.

Both of these initiatives were completed with the signing of Army and Air Force JSAs in 1985.

### Shortfalls and Problems

The JSAs were moves in the right direction in establishing responsibilities and structure for ABGD around the world. Recent exercises, events, and incidents that have occurred at U.S. air bases in such places as the Philippines, Panama, and Honduras, however, have pointed out some significant shortfalls that require addressing.

In several parts of the world U.S. forces other than Army units have been tasked to guard U.S. air bases. There are no established procedures or guidelines for this situation similar to the JSA between the Army and Air Force.

In certain areas host-nation support and agreements have not supplied an adequate level of security for the

defenses of U.S. bases.

Because of manpower cuts and worldwide commitments, the U.S. Army has had problems dedicating combat units for rear area protection of air bases. Also, military police units are already overburdened with their wartime missions of battlefield circulation control, area security, and enemy prisoner of war missions.

Between the Army and Air Force, only the general doctrinal concept for ABGD was developed. The tactics, techniques and procedures for base defense have never been jointly established. Both services have developed unilateral documents, but not an Army and Air Force manual.

After action reports from the Army's Joint Readiness Training Center (JRTC) exercises have outlined some command and control problems with air base protection during contingency operations. Some of these difficulties include deciding at what point a forward operating base becomes an air base, when should AF security police be brought in to protect the airfield, at what time does the AF take control of security, and when and if Army units should become OPCON (operation control) to the AF base commander as stated in the JSA.

The Air Force does not train all airmen in the basic protection skills of weapons firing or other self-defense activities. This leaves only the limited security police assets to protect air bases.

JFDI number 9, ABGD training, did not address training for senior AF leaders in command and control of ABGD. Several exercises, such as BRIM FROST in Alaska, have pointed to a need for training at the command and the base defense operations center (BDOC) levels for ABGD.

One area that has enjoyed success is the basic training that AF security police flights are receiving from the Army in basic infantry tactics vital to ABGD. The first classes have graduated from the Fort Dix, New Jersey training center, and feedback from the field has

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### **"A key element to airpower is a survivable base ..."**

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been overwhelmingly positive on the quality of students arriving at AF bases.

As BG Frank Martin, the Air Forces' Senior Security Policeman, recently commented, "A key element to airpower is a survivable base; this training gives us greater flexibility to use our people to support the readiness and sustainability of all our forces."

#### **Recommendations**

To solve these problems all the services need to address the ABGD issue. The Air-Land Forces Application (ALFA) Agency has undertaken a project for an Army and Air Force document that outlines and implements ABGD tactics, techniques and procedures; but the other services have opted not to participate.

The ALFA four-service document, draft FM 90-12, *Multi-Service Procedures for the Defense of a Joint Base*, could be used as the core of this new project and may help to involve the Navy and Marine Corps by using already accepted base defense principles.

Another solution would be to make ABGD a JCS (Joint Chief of Staff) issue since it is a worldwide and cross-service problem affecting every service commander in chief.

Reopening the JSA at the Army and Air Staff levels would place in the open the many ABGD concerns that both services have. Since the JAIO was disbanded the ABGD working group

(which is supposed to meet yearly, has not) could convene to discuss discussion on the various AB problem areas.

The Air Force needs to add training basic soldiers skills to airmen on a frequent basis to increase weapons qualifications and other protection capabilities. This would to alleviate some of the static security requirements of the security police release them to enhance security during times of increased threats.

Finally, training for air commanders and BDOC personnel ABGD needs to be established emphasized by the Air Force in conjunction with the Army. This would not only enhance BDOC capabilities but solve several of the recurring command and control problems that have been seen with ABGD.

There are few new issues with ABGD. These issues, however, have been highlighted in recent times during real-world operations and joint exercises. The challenges are of global concern not only to the Army and Air Force, but to all the armed forces of the country.

To meet them will take renewed resolve and emphasis at the high levels to ensure not only the continued level of support we have come to expect from the Air Arm of our forces, but also to protect U.S. citizens' interests abroad.

Major James A. Kelley and Major Alan K. Huffman were project comanagers for the Army and Tactical Air Force project on air base ground defense at the time this article was written. They were assigned to the Air-Land Forces Application (ALFA) Agency, Langley Air Force Base, VA.

## Robotics in Army Physical Security

*Lieutenant Colonel Randall M. Richardson*

For years the physical security world tended to view technology and the benefits it can bring with a great deal of resistance and distrust.

For decades physical security was considered adequate if there was a fence, a guard, and a telephone. After fences kept people out, security guards were all detecting, and the guard would always phone for help if something did happen.

It took years and the significant use of technology by the criminal element—who were not resistant to its use—before we recognized that technology and its advancements could actually improve the security guard's ability to do the job. Electronic intrusion detection systems, closed-circuit television, computer-assisted guard control systems, etc., have become commonplace and are viewed as enhancing security.

### Problems in Physical Security

One of the problems in getting support for physical security programs is that physical security is an overhead cost, whether it be in the Army or private sector. Every improvement made to physical security programs costs something, and that cost must be applied against some end-product cost.

Every bullet produced at the Lake Mead Army Ammunition Plant has some fraction of a cent added to its production cost to cover the cost of physical security. Therefore, the more security is added, the more the added cost is passed on to the customer.

Another disadvantage is that people other than security types control budgets, and they often hold the old fence-guard-and-telephone view of security.

The human side of physical security is the biggest single cost to security programs, whether for military police or civilian security guards. The government attaches a \$30,000-to-\$40,000-per-year price tag to each guard or MP. This figure includes salary, benefit package (medical, retirement, etc.), training costs, and administrative costs.

The costs in the private sector run about the same, depending on geographic area involved. While the average MP is young and in for a four-year hitch, the average civilian security guard within DOD is over forty years old, is a Vietnam vet who has received preference in hiring, and often uses the guard position as a means of entering government service and getting a better job after a few years.

Although the per-year planning figure is high for each MP or guard, the person receives only about half of that amount in actual pay. Guard job retention is a significant problem to our security program.

Another real problem in the security world is the age and physical condition of the civilians who make up the guard forces. MPs, as a group, are in good condition because of the continuous physical conditioning training they receive. With an average age of over forty for the civilian personnel, the average guard may not be capable of

extended periods of physical exertion.

Inattention to the job is another real problem for both MPs and civilian guards. This has been borne out in numerous industry and government sponsored studies. Guard personnel fall asleep, read, drink, use drugs, talk at length with someone else, or even become mesmerized while watching the screen of the closed-circuit TV system.

All guards are inattentive to their jobs at some point during their work shift. Employment of devices such as intrusion detection systems help to overcome this inattention by alerting the guard that some out-of-the-ordinary action has occurred. In looking for ways to assist the human element of security programs with the job, robotics seems to offer some promise.

Before 1983 there was limited interest in using robotics in physical security as far as the Army was concerned, and no steps were taken to investigate its potential. In 1984 the Defense Nuclear Agency (DNA) called together a group of government security types, and robotics and artificial intelligence became an item of interest.

### Detect, Assess, Respond

The first incursion into the field was to hire a contractor to find out what robotics in security could do. We, the security types, verbalized that robots could probably be used best to detect, assess, and respond.

A feasibility analysis of the application of robotics to physical security was validated by a civilian

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***"The devices are tools used by human guards, not replacements for them. They are unaffected by weather ..."***

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contractor. After analyzing current and emerging robotic technology the contractor verified what the physical security community had verbalized.

Robots could be employed like a component in an intrusion detection system. It would sound an alarm whenever an unauthorized act took place and was detected. It would assess what caused the alarm and report that back to a human in the security chain. Ideally this assessment would be analyzed with artificial intelligence, so that only real incidents were reported.

The robot would also respond to the unauthorized act. This last capability, response, is the easiest to develop but toughest to employ. It can evoke a vision of some C3PO look-alike running around with a laser gun zapping anyone who shakes the fence or strays into a restricted area.

The Congress had issued a proclamation on the use of automated deadly force—do not use it. Therefore, if we were to use robots for response, they would have to be nonlethal and human-controlled.

A second-phase contract was let to identify, define, and develop operational concepts for robotics in physical security. Three separate contractors verified the original idea that robots could best be used in physical security to detect, assess and respond.

The contractors also found that there wasn't much available in the marketplace. Most robotic devices were large tank-like systems designed to be operated from a distance by a human with a joystick; and most were for exterior use. One proposed device designed by Marine Corps Research and Development was truly 21st century—a platform designed to float several hundred feet in the air. It was held aloft with fans and was connected to the ground by an umbilical tether.

The devices were fun to play with, but they really did not meet our concepts of what a robot should be: autonomous. None of the devices operated on its own. It was back to the drawing boards. Not much happened in AMC in the security arena for over a year. It seemed that no one was working on an autonomous device.

### **Another Step Forward**

At the 1986 American Society for Industrial Security Seminar and Exhibition in New Orleans, an R2D2 look-alike that seemed to be patrolling the aisles of the exhibition hall on its own ran over an Army security officer's shoe. This "crushing" experience led to a new exploratory look at robotic devices.

In order to look further into this autonomous device, a series of administrative actions had to be accomplished. First permission was needed from DNA to do nondevelopmental testing of an off-the-shelf product. The Assistant to the Secretary of Defense (Atomic Energy) had designated DNA as the lead DOD agency for robotics and artificial intelligence in physical security.

However, DNA had limited interest in testing the product because of a perceived limitation on its use in the nuclear arena; but the U.S. Army Materiel Command (AMC) was interested in the potential of an autonomous robotic device.

After all, AMC had more than one hundred installations around the United States that produced or stored an inventory averaging in excess of \$30 billion a day. AMC never had enough

guards to meet security requirements. DNA's concern about the device AMC wanted to test was that application was strictly interior, and DNA had geared its research efforts to exterior robotic application.

Most of DNA's concern lies with patrolling aircraft-alert parking areas, long rows of storage structures, and even longer stretches of fencing. Devices could free the human security force for other security tasks and response actions, keeping them fresh by not subjecting them to the weather or the boredom of patrol duties.

After all, how attentive can a guard be when walking around a B-52 bomber in the rain, sleet, snow, subzero temperatures or in 120-degree heat? The weather tends to degrade human performance. The only interior application envisioned by DNA would be in maintenance and assembly buildings.

### **USAMPS Tests Devices**

AMC negotiated with the U.S. Army Military Police School (USAMPS) at Fort McClellan, Alabama to test the new product to see if it would meet Army security needs. USAMPS wrote a test plan, contracted to test the devices, and conducted the test between October 1987 and April 1988 in a large warehouse at nearby Anniston Army Depot.

Numerous capability tests were included in the evaluation. Mobility was critical. AMC needed a device that could move anywhere at any time on a random search pattern. How difficult

\*(The U.S. Army Training and Doctrine Command had maintained active interest in robotics in physical security missions. In 1986 USAMPS had already approved an operational and organizational plan for a robotic system and was involved in development and staffing it.—editor).

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***"A robot controlled by humans would genuinely help our security ..."***

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are not enough people to effectively meet minimum guard needs. Security requirements will not lessen in the future either. Therefore, educating people and the labor unions that represent them to accept robots will be a big job for provost marshals and security directors.

Where are we headed in the security robotics arena? AMC is looking at employing them in some of the more sensitive storage and manufacturing facilities (the Army manufactures many items like bullets and artillery pieces). As stated earlier, AMC alone has major storage facilities at more than one hundred locations.

## Critical Security Missions

Protection of the Army's war-fighting sustaining base becomes more important daily. Without the beans and bullets, it cannot fight. Much of what AMC has stored has been identified as being desired by dissident elements around the world.

After all, possession of a nuclear weapon could significantly enhance the bargaining position of a dissident group. Possession of materiel barred from export, such as computer technology, by a nation not able to produce it internally would definitely assist that nation in producing improved weaponry. Using robotic devices in interior storage facilities would allow use of human guards in more critical positions.

We are also looking at further developing the capabilities of existing robotic devices. We would like to see an autonomous device designed for

exterior use. Within AMC there are over ten thousand ammunition storage igloos that must be checked by guards at various intervals. These igloos sit in mile-long rows, are secured with various locking devices, alarms, and types of lighting.

A guard drives to an igloo, stops his vehicle, calls in the stop, gets out of the vehicle, surveys the igloo, checks to see that the lock is in place and not tampered with, gets back in the truck, calls in, and drives on to the next igloo. This is labor-intensive.

There are hundreds of outdoor storage locations with sensitive or valuable materiel, such as thousands of trucks or tanks in motor parks. Checking these facilities can be haphazard, and the quality of the checks is definitely affected by the weather. An exterior autonomous robot would genuinely help our security.

Emerging sensor technology is also interesting. Currently microwave systems cannot be operated while mounted on a moving platform. This may be corrected in the near future.

What are the administrative needs for robots? First, they must approximate human abilities. Second, they must not cost more than human guards. They must be controllable by humans. They must be easy to use and repair. And they must provide real service.

This is an exciting time to be in security. Emerging technologies are bringing our business into the twenty-first century. Those of us lucky enough to be physical security types are on the ground floor of how we will do business for a long time to come and have an influence on its future.



Lieutenant Colonel Randall M. Richardson was serving as the Chief, Physical Security and Law Enforcement Branch, and Deputy Command Provost Marshal for the U.S. Army Materiel Command, at the time this article was written. His previous assignments include tours at Headquarters, DA, as the Army Nuclear Security Policy Officer; Deputy Commander, 2d MP Group, Frankfurt, FRG; and Installation Provost Marshal in Vietnam. He is a graduate of the Command and General Staff College and holds a degree in psychology.

## Future Goals

Where do we go from here? Robots may not be warmly and openly accepted by everybody, especially the civilian guard forces. Military police will probably welcome their arrival and use. Why not civilians? Most are frightened that the robots will take over their jobs, and their concern has some substance.

Look at the manufacturing community. Robots build cars and mold and package aspirin. These labor-saving devices did put many people out of their jobs. We look at robotics differently.

First, robotic devices are viewed as tools to be used by the human guards, not as replacements for them. They are mobile alarm systems designed to do those jobs the human guards find boring or hate. Because we do not now, nor do we expect to have in the future, enough guards to meet minimum needs, we will never get rid of the human guard. The devices will augment them.

Security requirements have increased significantly in the last ten years, mainly as a result of acts of terrorism. There

# REFORGER 87: Military Police Support to the Phantom Mobile Corps Part II



*Captain Michael S. Galloucis*  
*Captain Rodney L. Johnson*



(This is the final installment of a two-part article that began in the last issue—editor.)

The planning for an overseas deployment of the magnitude of REFORGER 87 is complex. To ensure that nothing was overlooked in the planning phase or forgotten when recording lessons learned, the 89th Military Police Brigade's participation in REFORGER 87 was divided. The phases are shown below.

Lessons learned were recorded upon completion of each phase. The brigade staff used a brainstorming technique to ensure nothing was forgotten.

Many of these lessons learned were internal to the 89th MP Brigade and are not discussed here. However, others may be useful to MP organizations throughout the Army, and they are described below by phase.

## Preparation and Planning Phase

Lessons learned during this phase indicated that task organization of brigade HQ is required to deal with exercise and peacetime requirements. Weekly in-process reviews (IPRs) are important to track and coordinate issues.

A basic brigade LOI (list of items) and OPLAN (operation plan) should be developed and distributed as early as possible. Later publish changes or additions as required.

In contracting for material or services abroad, you must define what you need, in writing, and ensure that the contractor has received and agreed to comply with your requirements.

Continuous follow-up is essential.

Face-to-face liaison with overseas MP units, *feldjaegers* or Royal Military Police (British), etc., and nation civil police must be initiated early.

Staff Judge Advocate (SJA) clarification on overseas use of force is important.

## Deployment Phase

Lessons learned during deployment phase showed that minute nondeployables and emergency leaves must be planned for—crossed as many soldiers as possible. Staff personnel should also go through

## PHASES OF PLANNING FOR REFORGER 87

Phase	Dates
Preparation and Planning	January 1985 to August 21, 1987
Deployment	August 22 to September 5, 1987
Reception	August 23 to September 6, 1987
Maturing the Command	August 23 to September 11, 1987
BCC Employment Operations	September 12 to September 16, 1987
Relocation Operations	September 17, 1987
Sustainment Operations	September 17 to September 26, 1987
Movement to the RAA	September 24 to September 28, 1986
Redeployment Operations	September 28 to October 31, 1987



At a technical halt where soldiers can dismount and vehicles be checked for possible maintenance requirements. The MP assists and advises as needed.

preparation for overseas movement (POMC).

The brigade headquarters and headquarters company (HHC) commander and staff principals should deploy early so that a leadership infrastructure is established early before the majority of soldiers and equipment arrive. Each staff element needs to become fully operational as soon as possible.

### Reception Phase

POMCUS draws go efficiently when planned properly. Pickup points for temporary loan (TEMPLOAN) and annexes shipped from CONUS must be identified early. POMCUS equipment should be thoroughly checked before signing for equipment (e.g., do the windshield wipers work?).

### Maturing the Command

An effective communications network is essential to command and control functions. Ground reconnaissance conducted prior to deployment allow units to set up and become fully operational quickly.

Making the tactical signs used for BCC (battlefield circulation control) in CONUS was critical; normally there will not be adequate time to do this once abroad.

The civilian military operations center (CMOC) and law enforcement structure must be fully operational before the first elements of the corps arrive because of the need for real-world law enforcement support.

The MP company given the mission to provide security to the corps CP,

(command post) complex should be placed in direct support (DS) to the corps HQs command.

Locations where MPs draw Class III (POL) must be identified and confirmed early.

### Employment Phase

The use of division deputy provost marshals (DPMs) as liaison officers (LOs) in the brigade TOC during division movements from the staging area to the tactical assembly area proved to be beneficial. The DPM kept constantly abreast of the status of division movements and provided information to the division provost marshals as required. Also, the DPM assisted the 89th in resolving movement problems involving division assets.

The importance of German *polizei* and *feldjaeger* LOs at the brigade tactical operations center (TOC) cannot be underestimated. Joint operations are required continuously. There should be at least one German-speaking officer or NCO at the brigade TOC per shift.

For jurisdictional and safety reasons, joint (TCPs) traffic control points (U.S. MPs, *feldjaegers*, and *polizei*) at technical halts is the only way to go. Refuels on the move (ROMs) pose a special safety hazard and must be adequately manned by joint MP assets.

When restrictions are in effect prohibiting the use of blue or amber lights, it is difficult to make TCPs more visible during periods of darkness or limited visibility. Route signing must be improved so it is more visible at night.

The air insertion of MP assets (for TCPs and in support of river crossing) worked well. We must train in this manner more frequently. MPs need higher priority for air support than

normally allotted during the forward movement of the corps. Soldiers trained in sling-load operations are invaluable. Commanders may want to look at the dispersion of air assault qualified soldiers in their unit.

MPs given the mission to perform command force tracking need an easier way to record employment route data. The system will eventually have to be automated.

Route signing must be improved so it is more visible at night.

The three-man team concept is valid and should not be reduced. In wartime, under existing authorization documents, division MP companies will not be able to perform all of their assigned missions without augmentation of corps MP assets.

## Relocation Phase

During the relocation phase numerous lessons were also learned.

The concept of moving as separate elements (quartering party, advance party, and main body) works well. To avoid confusion the brigade (battalion) S3 should identify operational requirements and the HHC (or H company commander) should then plan and execute the move.

The advance party must also serve as a command post capable of handling current operations and future plans until the new brigade (or battalion) is established. Communications with three separate elements is essential.

## Sustainment Phase

Lessons learned during the sustainment phase were significant. Continuous communication with division PMs is essential.

The airlift of soldiers and equipment significantly enhanced the ability to support division operations.

The MP unit tasked with providing

Preparing to sling load a 720th HMMWV.



Security for corps CP complex is fundamental in planning, coordinating, and conducting moves of corps command elements. Couriers will be used extensively in this phase. Identifying units that provide support is important. Brigade TOC security cannot be overlooked.

### **Movement to the RAA Phase**

Staff, including the supply officer, remained in the area three or four days before arrival of follow-on brigade elements.

### **Redeployment Phase**

Security of weapons and sensitive items must continue to be emphasized. The MP brigade HQs must remain operational.

Four CH-47s airlifted an MP platoon's personnel and vehicles over one hundred miles for a 2d Armored Division river crossing that was MP-intensive (requiring corps MP).



Before deployment at end of exercise, vehicles must be steam cleaned and must pass rigorous inspections for any threats to U.S. agriculture. Drug dogs are also used, and customs inspectors search the vehicles.





Cleaning of equipment and personal belongings is required to satisfy customs requirements.

MP station of record in Rhineberg, and the III (U.S.) Corps main CP. The LO requirement has an impact on

At the end of the exercise shortly before redeployment to CONUS, vehicles must be returned in the same condition in which they had been drawn from POMCUS.

the command because knowledgeable personnel must be taken away from operations slots at the brigade, battalion, or unit level.

In summary, the 89th MP Brigade gained much from its overseas deployment to Europe in support of REFORGER 87. The experience gained in planning and execution proven invaluable. Now we maximize the benefit of participation by applying our lessons learned to future training and planning.

## Conclusion

One final lesson learned is that planning for an extended overseas deployment must take into account the requirement to provide LOs to various organizations to ensure a continuous flow of information.

During REFORGER 87 the 89th provided nine LOs to various military organizations including the joint movement control center (JMCC), the German territorial army operations center (GTOAC), the III (U.S.) corps rear area operations center (RAOC), the

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Captain (P) Rodney L. Johnson was the S3, 720th MP Battalion, 89th MP Brigade, Fort Hood, TX, at the time this article was written. He previously served as a platoon leader and security detachment commander at Fort Riley, KS.

## COMMANDANT'S NOTES *(cont. from page 2)*


USAMPS soldiers as the outstanding officer and NCO instructors in TRADOC. They typify the exceptional quality of our junior leaders throughout the Corps.

When Command Sergeant Major Roland T. Gaddy retired after almost thirty years of exceptional service, the Corps lost more than its Regimental Command Sergeant Major. We lost a seasoned veteran, a committed soldier

and a friend. Every member of the Regiment is one-of-a-kind, and we cannot replace them. Fortunately, our Corps is filled with young men and women who have the motivation and ability to emulate their predecessors' achievements.

Our missions are diverse—they demand combat skills, garrison knowledge and staff experience—but we share a common goal. Together, we

are a strong and viable force. We set the standard for future excellence with quality soldiers, dynamic training and caring leaders. Tell us when you don't.

  
Peter T. Berry  
Brigadier General, USA  
Commandant

## CHALLENGE OF THE 90s

### Thinking About the Profession of Arms

*Mrs. Bonnie J. Cory*

*with*

*Lieutenant Colonel Patricia M. Sudnik*

*Sergeant Major Marcelino Malavet, Jr.*

The theme for the Military Police Propensity Conference held in December was "The Challenge of the 90s—Maintaining Momentum While Adapting to Change." We were very fortunate to have Brigadier General William A. Stofft, Chief of Military History, as guest speaker for the conference banquet. As an historian, General Stofft repeatedly admonished us to step back into the past—the history of our profession—to find the answer to our questions about the future.

General Stofft developed his topic on a framework of time—past, present, and future. They are all important and inextricably linked to one another. We are living in a period when things seem to happen too fast and change seems pervasive and profound.

As leaders we cannot be consumed with the demands of the present. General Stofft recommended we use the past to free us from the present so we can reach out to plan for the future. In thinking about our past and looking to the future, three things are very important—consistency, focus and perspective.

#### Consistency

Recognizing that some things change and some do not, General Stofft noted that one of the things that really hasn't

changed much over time is human nature. The character and commitment of those who comprise our profession of arms and their roles and responsibilities have remained essentially the same throughout our history.

*The Soldier.* Quoting from *The Spirit of Seventy-Six* by Commager and Morris, General Stofft described the American soldier of 1780 as independent, ingenious, practical, decent, and honest—"he will do what his leaders ask so long as they think him fair." That description is as accurate today as it was in 1780.

In return for his loyalty and the risk and hardship he endures, we owe today's soldier the same benefits we owed the soldier of 1780—some personal comfort and safety. We achieve the first with the best food, clothing, billets and pay that we can offer. The second, safety, we achieve through training that is hard, thoughtful and focused—that provides a good chance of victory and some chance of survival in battle.

*The NCO.* The backbone of the Army in training is the NCO who serves as an example to the men they lead. In 1778 Von Steuben described the role of the NCO as follows: The sergeant major monitored the conduct of his subordinates, making sure they were

technically proficient and instructing them when they were not. First sergeants knew every man in their company, watched their progress in camp, critiqued their performance, and served as file closers in the field. Each recruit learned his manual of arms, wear of the uniform, and basic drills from his squad leader. If the squad leader didn't measure up, neither could the company nor the regiment.

The words may be slightly different, but the role of the NCO has not changed. Today's NCO trains and mentors his soldiers, and sets the standard for excellence.

*The Officer.* The officer's role is to translate thought into action in battle, to transform doubt into grounds for cooperative action. General Stofft illustrated this by relating an historical vignette involving a young British officer during World War I.

Shortly after battle the officer complained to his regimental sergeant major that he needed a new revolver because the Webley he was armed with was not good. The sergeant major retorted, "No, you don't, Sir, for yours is the thinking part. You must think, plan, act, react, and lead simultaneously. For this you do not need a better weapon, you merely need a good mind, some courage, and some faith in your noncommissioned officers." The

## PROPONENCY CONFERENCE

role of today's officer is no different.

General Stofft defined the enemies of consistency as ignorance and apathy. He credited the consistency and continuity of the profession of arms to the genuine lack of both ignorance and apathy within the Army. Instead he cautioned us not to be overly intense about our profession—to take our work, not ourselves, seriously.

### Focus

Focus is the ability to direct our attention to a specific point to perceive it more clearly. Understanding that there is consistency and continuity in the profession of arms, we can use the past to focus our thoughts and actions on the narrow band we can truly influence.

General Stofft remarked, "We have a phrase in the Army that says fix your part of the Army—you can't fix the whole thing, but fix your part." He recommended we draw frequently on the decisions and actions of earlier times as they relate to what we are presently trying to achieve.

### Perspective

Perspective is closely linked to consistency and focus. It is the ability to step back and see that things may not be as good or as bad as we perceive. General Stofft provided many examples from history to emphasize the amazing resiliency of the American Army.

Our Army has survived years in which half its force was lost in battle, when the troops weren't paid for months, and when its budget and force

structure were reduced by 80 to 90 percent. There were also years of tremendous growth and achievement. Viewed in the context of these extremes, today's Army is a strong, dynamic profession facing a future of challenge and opportunity.

Our profession of arms is old and noble—it has flourished throughout history because it has had consistently good leadership and a consistently committed officer and noncommissioned officer corps. Those who preceded us thought deeply about their profession; their writings are vital and profound.

We too must think about our profession. We must look at our problems in perspective, focus on what we can fix and strive to maintain consistency.

### Conclusion

In closing, General Stofft said he did not know how wars are won, but he did

know how they are lost. A war is when the leadership of the Army has a collapse of the intellect—when they don't know what to do or how to do it. The end must then come very quickly for soldiers and noncommissioned officers will continue to fight as long as they have the physical will and capability. We cannot make up for failure with their sacrifice."

Listening to General Stofft, it became apparent that the challenge of the future is the challenge that faced the Army in the last century, and the same challenge we will face in the next millennium.

If we look to the past, we can meet that challenge with consistency, focus, and perspective. We will do that by "constantly thinking about the profession in order to throw light on important questions that enrich our insights into the nature of the profession that we have chosen to serve."

Mrs. Bonnie J. Cory was a Management Analyst in the Military Police Branch Proponency Office, U.S. Army Military Police School, Fort McClellan, AL, when this article was written.

Lieutenant Colonel Patricia M. Sudnik was Chief, Military Police Branch Proponency Office, U.S. Army Military Police School, Fort McClellan, AL, when this article was written.

Sergeant Major Marcelino Malavet, Jr. was Branch Proponency Sergeant Major, Military Police Branch Proponency Office, U.S. Army Military Police School, Fort McClellan, AL, when this article was written.

## LETTERS (cont. from page 5)

in the completion of a plaque that will identify the military police battalions, brigades, and groups in the Active, Reserve Component and National Guard.

I recently completed arranging the military police room at the Sergeants Major Academy at Fort Bliss, Texas.

Each branch of the U.S. Army has a designated room at the academic complex. I plan to donate a plaque bearing assorted metal crests, the distinctive unit insignias received from throughout CONUS/OCONUS.

If any *military police* readers have crests of military police units, I would

appreciate their sending one to me. I hope that they provide the unit's designation which will be indicated on a brass plaque under each crest.

MSG Richard E. Dunlap  
P.O. Box 71614  
Fort Bragg, NC 28307

## Military Police Support to Drug Interdiction

*Lieutenant Colonel Kenneth P. Lord*



That the drug problem has reached epidemic proportion is the classic understatement.

As of this writing, over one hundred murders have occurred in the metropolitan Washington, D.C. area this year. More than thirty have occurred in Prince George's County, Maryland, which is adjacent to Washington, D.C., and more have occurred in both Montgomery County, Maryland and northern Virginia.

Most murders are directly attributable to narcotics. This mirrors similar homicide activity in most major metropolitan areas, with the spread of violence to suburban communities hot on the heels of the expanding drug trade.

To be sure, most of the murders have been related to drug deals gone bad or internecine turf wars of groups of drug dealers. This is poor solace to the parents of children who, in too many cases, are involved. It is also little solace to victims who are innocent bystanders caught up in a swirl of gunfire from drug dealers.

Local police forces are overwhelmed. Police efforts are often fragmented

among state, local and federal jurisdictions. In other cases the sheer volume of arrests overwhelms the court system, ensuring the criminal is back on the street before the arresting officer processes the paperwork and evidence.

The lack of control of our borders and the high demand for drugs creates an atmosphere of little risk for the drug cartels. Being caught with drugs in shipment or laundering vast sums of money involved in this lucrative smuggling business is not likely.

Yet one of the most potent forces capable of dealing with the drug problem languishes. Up to now military involvement in the drug war has been limited to the provision of equipment, AWACS (Airborne Warning and Control System) aircraft and Blackhawk helicopters; support to the Coast Guard; and the military's own internal efforts at drug abatement. Unfortunately this has been too little and too late. I submit this situation needs to be changed.

### Valid Concern, Participation

The overriding criticism of military participation in drug interdiction has

been for *posse comitatus* and the degradation of combat readiness. Both of these are valid concerns to be sure. There is, however, a means by which the military can make a significant contribution to drug interdiction as well as make a major improvement in combat readiness.

Within the continental borders of the United States are 142 Reserve and National Guard military police companies averaging 170 personnel per unit. These organizations are highly mobile, have significant communications capability and are well armed with both individual and crew-served automatic weapons. Most have wartime missions in Europe, Southwest Asia or the Far East. These are the units that can assist in the war on drugs.

Military police combat support company missions in support of combat operations include area security, port security, and harbor and coastal defense, physical security, and law and order operations. Of these missions area security, port security and law and order operations are ideally suited to the drug interdiction mission.

Military police in area security

operations monitor the activities on enemy operations in the Army's rear area. This would be analogous to the operations of a major metropolitan police department. It includes patrolling critical areas; identifying threats to the critical areas; and monitoring areas where enemy forces could gather, to include airfields, parachute drop zones and remote locations suitable for enemy forces to group for attacks.

## Augment Other Police Agencies

In responding to enemy threats the military police coordinate with other friendly forces to neutralize the enemy threat. The translation of this type of military mission to that of drug interdiction is obvious.

Military police units would augment local police forces and federal agencies by acting as law enforcement multipliers in the sparsely settled areas of the Southwest along the Texas, Arizona, New Mexico, and California border with Mexico. By using their superior maneuverability, communications and potential firepower, these military police units would be able to cover wide areas of land masses that local police agencies are unable to cover.

Activities would be coordinated via a tactical operations center(s) located at the best communication nodes for the particular area(s) of operations. Information obtained by MP patrols would be collected and analyzed by both military and civilian agencies to tailor the appropriate response.

Military police operations would be enhanced by utilizing local law enforcement or National Guard or Army Reserve helicopter assets to provide rapid airlift response forces to critical zones. Many, if not most, of the grass strips and remote airfields could be monitored, especially during periods of low visibility and at dark.

Other MP forces would be deployed in a port security and harbor and coastal defense mode. In this mode MP units

would work closely with the U.S. Coast Guard and with local agencies involved in waterway patrols. Again coordinated effort is the key.

MP units would patrol estuaries and known or suspected landing areas for waterborne drug operations. By making their presence known and through widespread visibility, additional intelligence would be gathered from private boaters and commercial activities.

Additional coordination could be made with both U.S. Coast Guard and U.S. Navy Reserve mobile inshore underwater warfare units (MIUWU) to provide additional monitoring capabilities around known drug routes in Gulf coastal waters. Again National Guard, Reserve and local agency helicopter assets would provide rapid response forces to any confirmed sightings.

By virtue of their training all MP are versed in law enforcement operations. They are required to maintain proficiency in basic weapons and routinely conduct law and order operations. Additional training to ready the units to support drug interdiction would be conducted by predeployment training, concurrent training and roll-call training.

Support to the MP units—to include petroleum, spare parts, repair of vehicles, radios and weapons, and ration support—would be by the military commands, both federal and state, located in the areas of operations. Units deployed to remote sites would be supported by the U.S. Army active component support elements that could be formed into provisional support units as was done in Viet Nam. Medical evacuation would be jointly handled by local, state and federal agencies within the area closest to the operating forces.

Individuals apprehended or detained as a result of MP drug interdiction operations would be turned over to local law enforcement officials immediately for processing and prosecution.

## Enhance Combat Readiness

How would these operations square with military requirements? Combat readiness of MP units would, in fact, be enhanced by these drug interdiction operations. Most MP units need more training for actual combat operations including team, section, platoon, company and battalion training.

Seldom does a Reserve or Guard unit at any level actually train to its combat mission. Too often these units spend time at their reserve centers preparing for inspections or preparing to go to a training site in the United States. Worse yet, one outside the United States. Most of these exercises do not really exercise MP units in their wartime missions.

Too often units have to fight to train rather than train to fight. Therefore what MP units need is the type of training they could obtain by participating in drug interdiction operations. This training would include team, section, platoon and company operations.

Communication skills would be enhanced by actual tactical use of the entire spectrum of communications available. Platoon operations would be honed as MP units operate in platoon sectors patrolling remote areas, utilizing map-reading skills, utilizing accurate terrain analysis, compass training, tactical driving, camouflage and small unit tactics.

Commanders and senior NCOs would benefit by being able to command their units and observe their personnel operating in combat-type environments under pressure. At the company level, company commanders would be able to observe their platoons in operation. Battalion commanders would, for the first time, command multiple companies during operations.

Furthermore, weak skill areas such as nuclear, biological, chemical (NBC) could be included as concurrent training during periods of inactivity. Com-

missions would be enhanced by actual MP operations. Additional training in maintenance, logistics and administration would be included.

MP units, like finely tuned engines, work better when utilized, not when merely parked. Deployment would be throughout the year and would involve a minimum of seventeen days of annual training. It is recommended that the annual period be increased to twenty-one days to provide continuity between units arriving and departing annual training.

### Stem Flow of Drugs

This is a war on drugs. Until and when this society is able to impose enough pressure on itself to remove the demand for drugs, there will be a need for increased efforts to stem the flow of drugs. Civilian and military efforts outlined above will give a clear and

strong signal to countries that are sources of this scourge that we are committed to stopping the flood of drugs into our country. This may be enough to encourage these countries to take similar actions to reduce the production of drugs.

In any case it will dramatically increase the risk to those who are casual carriers or transporters and to those

involved in the transfer of tremendous quantities. It will give them a message and materially increase their costs in profit and personnel.

Streets are overwhelmed in drugs; schools are open to drug purveyors, and our children are suffering. Law enforcement efforts are deluged. It is time to commit the Reserves. It is time to make a stand.



Lieutenant Colonel Kenneth P. Lord was a civilian special agent with the Naval Investigative Service and the S3 Operation Officer for the 220th MP Brigade, U.S. Army Reserve, Gaithersburg, MD, at the time this article was written. He is a graduate of the Command and General Staff College and holds a bachelor's degree and master's degree from Middle Tennessee State University, Murfreesboro, TN.

## REGIMENTAL COMMAND SERGEANT MAJOR (cont. from page 3)

work within your section, platoon and unit. Strive constantly to make your unit outstanding by the manner in which you conduct yourself.

**Loyalty.** It goes up and down the chain, and it doesn't come in degrees. I never understood why the old EER form had a block for "LOYALTY" and a rating scale of 1 to 5. You are included in the decision-making process—that's the time to express your opinions. Once the decision is made, support it 100 percent.

**Leadership.** You are appointed as leader by virtue of your rank; you are

not a leader until you have been endorsed by your subordinates. Earn the respect of your soldiers. Treat your soldiers fairly and impartially. Take care of your soldiers, understand them individually and collectively. Lead them!

From the first day you proudly sewed the chevrons of an NCO on your uniform until the day you permanently hang it up, you must strive to better yourself, your soldiers and our Army. There is no slowing down. No one is perfect, but we strive for total excellence.

Ensuring that the phrase, "The NCO is the backbone of the Army," will always maintain its meaning is our objective. By selecting Year of The NCO as the 1989 theme, the Army has demonstrated the trust and confidence it has in our time-honored Corps. It also has recognized the vital importance of our role within its ranks.

Let's look inward to better ourselves and use this year's theme as a catalyst to increase our professionalism and stature within the Army.

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## A Multidisciplinary Approach to Correctional Treatment:

### The USACA Model

*Major Hugh J. Turcotte*

The Unified Correctional Treatment Program of the United States Army Correctional Activity (USACA) strives to unite custodial and treatment staff to develop individualized treatment programs that combine educational and rehabilitative efforts with military discipline.

As we explore emerging concepts, alternatives, and model programs to address the many critical problems and issues confronting our correctional institutions, several points become clear at the outset.

Faced with the challenge of doing more with less and doing it better, we continue to engage in the difficult effort to identify and obtain the necessary fiscal, personnel, and logistical resources sufficient to provide services

to an increasing inmate population.

The timeworn notion of territorial exclusivity must be disregarded. It is imperative that individuals in different areas of specialization communicate, cooperate, and coordinate efforts to solve the equation of custody and control plus rehabilitation equals a responsible, productive citizen upon return to the community.

There is afoot a subtle but ever-growing and cogent realization that whatever model of correctional treatment is adapted, today's contemporary offenders must share the responsibility for developing the criteria for successful completion of their own unique correctional treatment programs.

#### Unified Treatment Program

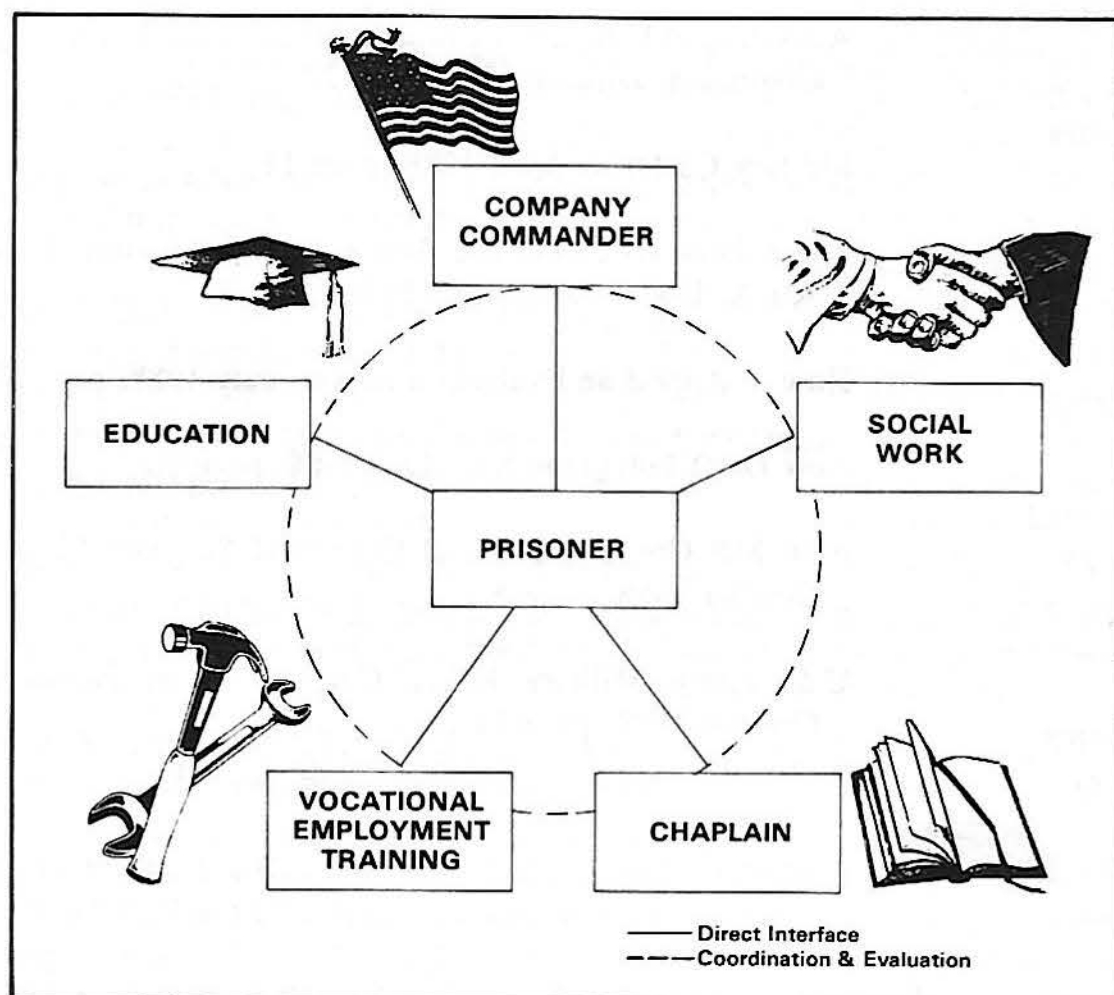
The challenges are not exclusive to the civilian correctional system and environment; the military must also address these issues with creativity. One example is a current program at Fort Riley, Kansas. This model, the Unified Correctional Treatment Program, is founded on and emphasizes a multidisciplinary approach.

The cornerstone of the USACA program philosophy is substituting military discipline for the more traditional physical and geographic restraints. It is important to recognize that in any correctional institution, there are two primary forces at work: those responsible for custody and control and those responsible for treatment and rehabilitation. These forces seldom, however, come together.

At this juncture the concept and philosophy of the USACA program becomes unique. It is a planned and deliberate melding of those forces that provide the direction for custody and control staff and for the schematic for rehabilitative programs and activities.

The process of joining together these heretofore adversarial forces to form a correctional treatment team results in the development of a common bond between the two and prevents the we-versus-they syndrome long recognized as a barrier in any correctional setting.

The effort has, in turn, led to what we at USACA refer to as the "regreening" process whereby the military inmates continue to function in their roles as soldiers, accountable for adherence to previously learned military customs, courtesies, and



**Multidisciplinary USACA Rehabilitation Program**

traditions. This approach to discipline, coupled with the integration of both custodial and treatment staff into a unified correctional treatment team, provides the foundation for the development of the inmate's individualized correctional treatment program.

The program begins immediately upon the inmates' arrival into medium custody, where they undergo a highly structured intensive orientation and evaluation period. By cadre (military correctional specialists) and treatment staff working together to develop an initial assessment of each inmate, a determination is made for eventual transfer of the inmate to minimum custody in the correctional treatment institution, which is comprised of four separate companies of approximately seventy-five to a hundred inmates each.

### Identify Inmate Needs

During this initial process an inmate's physical, mental, social, educational, and vocational training needs are identified by the members of the correctional treatment team assigned to each company. The team is composed of representatives from supporting staff elements of the social work division, chaplain division, vocational employment training section, clemency and parole disposition branch, and the inmate's assigned correctional specialist (a noncommissioned officer/drill sergeant) who serves as the link between the treatment staff, the chain of command, and the inmate.

The team, which usually meets on a weekly basis, conducts an in-depth review of each inmate's personal and military history, progress in adjusting to confinement thus far, and the results of an interview with the inmate to ascertain short- and long-term goals at that time.

An individualized correctional treatment program is then developed and implemented. Concurrent with this

process 100 percent of the inmate population is tested and enrolled in the Basic Skills Education Program to ensure every inmate achieves the minimum standard of a tenth-grade level of performance.

Upon successful completion each inmate is given the opportunity to enroll in a GED program. For those who meet eligibility requirements, undergraduate college level courses are available in a variety of specialized subject areas.

Simultaneously the social worker who serves as the team coordinator provides individual case management services for the inmate during the remaining time in confinement. This responsibility includes providing individual counseling as needs dictate, as well as coordinating the participation of the inmate in a variety of treatment programs designed to address the inmate presenting problems.

Included in these programs are a comprehensive drug and alcohol education program consisting of classroom instruction, group discussion, and specialized group therapy; classroom instruction on human sexuality; and classes on family violence and communication skills. Other programs include specialized group therapy addressing such issues as short-term adjustment problems or being a long-term inmate, a sex offender, or a female in a confinement environment.

There is also an ongoing transition and adjustment group and a specialized group for inmates in maximum custody. One self-help program of significant importance is the Alcoholics Anonymous program, of which USACA is a chartered member.

When not attending classes or specialized group therapy, each inmate

is employed in a vocational training program consonant with identified needs, skill level, and anticipated goals upon release. A transition program is also provided to assist inmates in postrelease employment. Currently about 60 percent of the inmates leave USACA with confirmed employment.

A common threat throughout the correctional treatment process is the Prisoner Evaluation System, which was developed by the USACA research and evaluation division. It monitors each inmate's progress and provides a way for each team member to provide input and share information that will allow for timely recommendations and decision making throughout the inmate's confinement period. The final goal is to develop an inmate successfully prepared to return to the civilian community or to active military service.

### Summary

The USACA program emphasizes the inextricable relationship and interdependence between the inmate, those responsible for custody and control, and those who provide rehabilitative services. The model is founded on the notion of substituting military discipline for physical restraints. It ensures that completion of each phase of the inmate's confinement period is based on the ongoing communication, cooperation, and coordination of each team member, the chain-of-command, and the inmate.

The program has demonstrated that we can do more, do it better, and do it for less while returning military offenders to play a productive and responsible role in a military or civilian community.



Major Hugh J. Turcotte was the Chief, Social Work Division, U.S. Army Correctional Activity, Fort Riley, KS, at the time this article was written. He holds a master's degree in social work.

# Military Police Training in the Tactical Operations Tournament

*Specialist Four Glen S. Wolf*

The 59th Ordnance Brigade and its NATO counterparts get together semi-annually for friendly competition to demonstrate their proficiency in both mission-specific and common soldiers skills—a competition called Tactical Operations Tournament (TACOPS) held in Fischbach, West Germany.

TACOPS pits the best brigade and NATO security teams against each other in a tactical environment in the spirit of competition. It has become as traditional as the fall classic World Series baseball games; but TACOPS requires more physical stamina, leadership and intense motivation. Fifteen

NATO teams—more than 375 soldiers—rallied on Fischbach Army Depot for one week of competition.

## Clogs, Comradery and Competition

The soldiers come from all over Germany, the Netherlands and Belgium to compete. Soldiers come to compete, to have fun and to meet soldiers from other countries who share the tasks of storage site security and custody.

The NATO teams overcame language problems (speaking Flemish, French, Dutch, German and English) and training differences to field cohesive, strong

security teams.

After hours, American soldiers played football—generally getting curious crowds of host-nation soldiers watching and participating. German, Belgian and Dutch soldiers played soccer and helped Americans understand a few of the intricacies of the European dominated sport. Each wondered what the other thought their game was strange.

The Dutch team wore wooden shoes to morning formation. All the soldiers endured the inadequate and limited showers. NATO soldiers brought extra berets and uniforms to trade with

Early morning formations are somewhat different during the TACOPS tournament. The NATO team composed of the 294th U.S. Artillery Group's 27th Ordnance Company and the Dutch 435th Infantry Guard Company made formations wearing Dutch traditional wooden shoes. (U.S. Army photo by SGT David SanMiguel)



Two "aggressors" break through the fixed storage site during the tournament. The storage site was one of nine even my photo by SP4 Glen S. Wolf



Americans for rucksacks, BDUs, combat boots, jump boots, jungle boots, sleeping bags, etc.—items an American could replace from his TA-50 or original issue.

The Americans and the NATO soldiers played card games, read magazines, watched television, listened to radio or tapes, played racquetball and volleyball. Like soldiers everywhere they talked about home. They stood in chow lines and complained about the food. (Isn't that what you're supposed to do in the field?) They left with new friendships and smiles.

## MILES Further

Training during TACOPS has gone MILES further—with Belgian, Dutch and German soldiers extending use of the multiple integrated laser engagement system (MILES) with their NATO weapons.

Specially built converters have been made to fit their weapons. These host-nation adapters allow the MILES transmitter to be attached to the barrel of their larger 7.62mm weapons. The

transmitter to be attached to the barrel of their larger 7.62mm weapons. The transmitter sits slightly to the side of the barrel. The weapon's windage must be adjusted, but if the small arms are aligned correctly the transmitter will emit a laser pulse each time the weapon is fired.

Interoperability between the U.S. and

NATO forces is enhanced by using MILES while training with small arms. The training is realistic and gives an indication of what to do and not to do in combat.

## Scenario for Nite Site Defense

The sun went down on the SSCC

NATO soldiers, like these *luftwaffe* from the 1st Surface-to-Surface Missile Wing (German Air Force) used specially constructed adapters to attach the MILES to their weapons. The German machine gun, right, and the G3 are shown with the attachment in place. (U.S. Army photo by SP4 Brian G. Torp)



A soldier gets "killed" while a teammate carries on the mission during TACOPS. (U.S. Army photo by Glen S. Wolf)



use on  
defined  
the Ac-



## TRAINING

(site security control center) just like it does any other night. You and your buddy patrol the area—nothing unusual. Your friends are in the towers. You acknowledge them with a wave. They wave back.

Then suddenly you hear movement in the tree line. A twig snaps.

"I've got movement in sector 16," you radio to the SSCC. The second that you release the switch on the PRC 77 field radio, a shot rips through the still night air. You hear glass shatter. Apparently tower two has sustained sniper fire from the wood line.

You dive to the dirt, take cover, charge your weapon and radio in. The SSCC comes to life, and the rest of the security force charges out into the area.

Your heart pumps wildly. Your eyes and ears strain to detect any movement. The moment you've trained for is here. A terrorist attack would most likely happen at night because of darkness and the element of surprise.

These factors and the fact that soldiers may not be as alert during the night, necessitate soldiers being trained for nighttime attacks.

By instituting a night course a better assessment can be made of a team's movement under attack. The night course is also a better test of their command and control. During the night scenario controllers videotape the actions of the team, using infrared lenses.

Following the scenario the team is debriefed and shown the tape—a training tool. Daytime scenarios are also taped and played back for the team. The tapes indicated that a storage site can be defended twenty-four hours a day.

### Storage Site Aggressors

The defenders' mission was to stop an aggressors' attack on the storage site. Each defending team at TACOPS consisted of fifteen soldiers. For the fixed



An "aggressor" seeks cover under concealment of smoke. (U.S. Army photo by SP4 Glen S. Wolf)

storage site defense three tower guards and two rovers were allowed; others had to stay in the SSCC until the scenario started. After the scenario began, the teams must deploy the remaining ten soldiers and defend the site for ten minutes.

To keep the contest fair, the aggressors had only three different scenarios to choose from moments prior to the attack. The scenarios describe where the attack will come from and where the diversion will take place.

The aggressors "cut" through two fence barriers, carry satchel charges, attach one of the two charges on the bunker door and simulate blowing open the door with a smoke grenade. The aggressors must then open the door and enter the structure. If the site is held for ten minutes without bunker penetration the defending team has successfully accomplished its mission.

At this event the teams are evaluated and receive points for the bunker's defense, proper deployment and tactics and for keeping their own alive. They are also judged on command and con-

trol and fire control.

Individual team awards earned military police in the nine events were physical fitness, 164th MP Co., 3d Ord. Bn; land navigation, 6th MP Co., 72d Ord. Bn; combat forced march, 164th MP Co., 3d Ord. Bn; marksmanship, 6th MP Co., 72d Ord. Bn; force of arms, 6th MP Co., 62d Ord. Bn; fire storage site, the Dutch and American team from 5th USAAG; day fire storage site, 110th MP Co., 3d Ord. Bn; night storage site, 6th MP Co., 72d Ord. Bn.

A military working dog competition was held between military police companies who use working dogs as part of their mission. Dog competition winners included box search, 165th MP Co., 197th Ord. Bn; building search, 165th MP Co.; 197th Ord. controlled aggression, 558th MP Co., 72d Ord. Bn; 5-kilometer run and marksmanship, 556th MP Co., 197th Ord. Bn; the TACOPS Dog award, 165th MP Co., 197th Ord. Bn; and military working dog champions, the team from 110th MP Co., 3d Ord. Bn.

Specialist Four Glen S. Wolf was assigned to the Public Affairs Office, Headquarters, 59th Ordnance Brigade, Pirmasens, FRG, when this article was written.

# Back to the Future: The Military Instruction Course

*Lawrence J. Fox, Ph.D.*

Since the introduction of the volunteer Army, a prevailing emphasis on enlisted personnel quality control has dominated recruiting priorities: no more high school dropouts, no more recruits with the initials DUI, higher standards on the Armed Services Vocational Aptitude Battery Tests, etc. Increasingly higher standards for an increasingly high-tech Army.

And the military prisoner? For example, the E3 at Fort Ord who was apprehended right in the middle of an otherwise promising negotiation for "a little recreational grass?" The price—twelve months' confinement. The price—the United States Army Correctional Activity (USACA), Fort Riley, Kansas, in all likelihood.

## Very Few Given MIC

And his chances of remaining in the Army, after that sentence has been served? In a word, slim. Fewer than 10 percent of all prisoners entering USACA are eventually selected for retention within the Army's enlisted ranks. The few, the proud...the candidates for the military instruction course—"MIC," if you will. A grim little four-week package of in-your-face, 24-hour pressure under the collective guidance of a demanding quartet of drill sergeants who could care less for the amenities of military life.

If acronyms like USACA and MIC sound somewhat foreign, and if you've been around the Army for as much as eighteen years or so, you might recall the Correctional Training Facility, (CTF), activated in 1968 at Fort Riley

under the command supervision of the Provost Marshal General.

After the first four years of operation more than 23,300 Army offenders had entered the nine-week CTF program, usually after convictions for AWOL. With the Vietnam conflict demanding increasing numbers of enlisted manpower, the CTF concentrated on returning former offenders to new duty units with improved attitudes and motivation. In 1973 the program's title changed to U.S. Army Retraining Brigade, but the mission remained essentially the same.

In March, 1977 Fort Riley's 1st Infantry Division, in conjunction with the Retraining Brigade, established the individual effectiveness course (IEC), the forerunner of today's military instruction course. The IEC was designed to reduce enlisted attrition by offering marginal personnel new opportunities to improve duty performance through additional knowledge and greater motivation. By August, 1981 nearly two thousand individuals had entered the IEC, and 643 had graduated.

Both the Army Audit Agency and the Defense Audit Service confirmed that the IEC concept was cost-effective. After twenty training cycles the new program had saved the Army around a million dollars through recovery of recruiting and training costs and

substantially reduced replacement costs.

The program was initially so attractive that the Army gave serious consideration to the establishment of IEC units at every major CONUS installation. Today at USACA the same marginal personnel from Fort Riley units join former USACA prisoners as they attempt to continue active-duty careers by completing the MIC.

The MIC program accepts yesterday's prisoners—the very few who are specifically recommended—together with enlisted personnel sent from Fort Riley's 1st Infantry Division, usually for substandard duty performance and a lack of motivation. For them survival in the Army suddenly means graduating from this course, and more than a third won't make it. Don't, won't, or can't—it doesn't matter.

In somewhat surprising contrast USACA's former prisoners perform like so many machines. Beginning with forty-eight consecutive hours of intense shock performance and continuing through the remaining twenty-six days and nights of forced marches, rappelling, inspections, drills, and classroom requirements yesterday's prisoners make their final down payments on a return-trip ticket to the military mainstream. For them this is the brass ring, and they grab it. They graduate. They return to duty.

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***"The few, the proud . . . were selected for MIC***

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## High Success Rate

They return to duty, and they make it. A minimum of 80 percent of the former prisoners graduating from the MIC program will go on to complete active duty with ETC (expiration term of service) honorable discharges.

In addition, it's cost-effective because on the average they have slightly more than twenty-four months remaining on active duty. They had previously been recruited, trained at least through A.I.T., and completed an average of about one full year of active duty before running into trouble and taking the MIC.

Because they perform well in their subsequent assignments, the Army—along with the rest of the taxpayers—will capitalize on its original investments of time, money, and manpower already expended to recruit and train these individuals. If not for the MIC program, those investments would be wasted because the slots would eventually have to be filled with new recruits. Spelled *e-x-p-e-n-s-i-v-e*.

Interestingly enough, there's no

magic involved. No slick slogan catchy, public-relations theme. Pressure? Plenty. Intensity? Roger that. And just plain old spit-in-the-dust hard work thrown in for good measure.

If there's a formula here, it's quite simple. Just put one of the best sergeants in the Army on top of the squad of former prisoners and wait for what happens.

Just you watch.



Lawrence J. Fox, who holds a doctor's degree in psychology, was a research analyst, Research and Evaluation Division, U.S. Army Correctional Activity, Fort Riley, KS, when this article was written.

## Division on the Move Deployment Under Radio Listening Silence

*Lieutenant Colonel Richard F. Wistner*

The sophistication and lethality of the modern battlefield dictates minimum use of radio transmissions when not in contact with the enemy. However, any commander will tell you that he must know where his forces are located at all times.

Thus the assistant division commander (support) for the 8th Infantry Division (Mechanized) directed that all movements of the division would be made under radio listening silence and that the provost marshal would work out a system for keeping the command group informed of location and disposition of the deploying forces of the division.

During CARAVAN GUARD 88, a V Corps force-on-force exercise, the Pathfinder Division initiated the use of convoy reporting cards and traffic reporting points along the deployment routes to control movements. Military police teams were placed at strategic points along the routes where convoy

commanders could easily hand off report cards that listed the unit's identification and number of vehicles in the convoy.

The reporting points, utilizing pay phones or drop lines, called in the reports to the deployment control center (DCC) as the convoys passed their location. Because commercial telephones are not secure, unit designations are not utilized in the report.

### Report Locations on Route

The DCC tracked the convoys on a mapboard and was able to report locations of all units along the routes to their release point in the tactical assembly area. This system was utilized for deployment and redeployment; however, it was not tested for movement to contact. CERTAIN CHALLENGE 88 gave the division the opportunity to expand the concept to

control tactical movements.

The Pathfinder Division made up the V Corps counterattack force during CERTAIN CHALLENGE 88 with the mission of moving two brigades on four different routes under cover of darkness to attack the flank of the V Corps at dawn.

The division engineer utilized assets to conduct route reconnaissance of the routes proposed by the task force commanders. Although the engineer road and bridge maps indicated the proposed routes would support various weight classes of vehicles, actual route reconnaissance dictated several changes to the routes because of misclassification and construction.

The division military police from the 8th Military Police Direct Support Platoons also conducted route reconnaissance that necessitated additional changes to minimize maneuver damage. The shortest route was fifty-five kilometers, and the

longest route was 105 kilometers. The division transportation officer had to program the moves so that all task forces reached the line of departure for the attack at the same time.

### Ensure Timely Arrival

Using computer-generated march routes based upon time and distance, to include refueling on the move, the division transportation officer issued march credits to ensure simultaneous arrival at the designated line of departure. It was left to the military police to control the moves and report progress of the task forces. Phase lines were added across the routes for control in case it was necessary to deploy into a hasty defense if the VII U.S. Corps was able to break through the 10th Panzer Division.

The four routes required a total of thirty-seven traffic control points (TCPs) required to report progress of the task forces. Since the number of TCPs exceeded the capabilities of the division MP company, the 18th MP Brigade was tasked to provide one MP platoon to assist.

The division MP were assigned TCPs at the beginning and end of each route in addition to the reporting points. The corps military police were assigned TCPs in the middle of each route. All TCPs were posted at 2200 hours and remained on location until 0500 hours the next morning. Progress of the task forces was reported direct to the division tactical analysis center (DTAC).

The deployment control center was established in the DTAC where the pending counterattack was to be controlled. Five mobile radio telephones were utilized with reporting points each assigned one number and an alternate to call after the convoys passed their location.

As units were reported, progress was plotted on the mapboard to provide the assistant division commander

(maneuver) with current locations. A matrix was also developed to aid the phone monitors in recording the information for plotting.

The division provost marshal and transportation officer were in the DTAC throughout the move in the event of problems; however, this proved unnecessary. The deputy provost marshal and other staff officers were colocated with the 10th Panzer Division as liaison officers, coordinating the passage of lines through the 10th Panzer Division in order to launch the counterattack.

After-action reviews revealed that the V U.S. Corps deception plan did not completely fool the VII U.S. Corps. However, VII Corps was unable to locate the 8th Infantry Division forces until they struck the left flank of the 12th Panzer Division.

Radio listening silence and the long tactical road march under the cover of darkness proved to be the combination for a successful counterattack. The military police played a vital role in mission accomplishment and once again proved themselves to be a true combat multiplier on the battlefield.



Lieutenant Colonel Richard F. Wistner was the Provost Marshal, 8th Infantry Division (Mechanized), FRG, when this article was written. He is a graduate of the Armed Forces Staff College and holds a master's degree in criminal justice and a bachelor's degree in law enforcement from Jacksonville State University, Jacksonville, AL.

### REPORTING POINT ROUTE REPORT

REPORTING POINT PHASE LINE	ROUTE/UNIT				
	LION 5-68	BEAR 5-77	HAWK 3-77	EAGLE 2-68	FALCON 1-13
3a Astor/Tiger					
4 Tiger					
6 Royal					
8 Yankee					
12 Astor					
17 Mace					
21 Royal/Yankee					
26 Mace					
28 Royal					
33 Mace					
35 Yankee					

#### LEGEND:

X — REPORTING OF LEAD ELEMENT AT TRP

XX — REPORTING OF LAST ELEMENT THRU TRP

## Ancient Art of Prisoner Quizzing

*Joseph Owen*

Members of the 284th Military Police Company, Frankfurt, FRG set up a mock transitional EPW (enemy prisoner of war) camp for their part in a NATO exercise during REFORGER 88. They worked with an Army intelligence battalion exercise in interrogation training.

Interrogating enemy prisoners is the oldest intelligence discipline in the world—historically the Assyrians did it to the Babylonians; the Egyptians did it to the Hebrews.

The exercise, dubbed INTERROEX 4, took place as part of NATO exercise CERTAIN CHALLENGE. Twelve linguists from the Utah National Guard's 142d Military Intelligence

Battalion acted as prisoners with information, and soldiers from the 165th Military Intelligence Battalion in Darmstadt played the role of inquisitors.

As part of the exercise the soldiers worked in the mock transitional EPW camp, surrounded by military police and concertina wire, and operated according to the same Geneva Convention standards that would apply during a war.

### To In-Process EPW

The prisoners, arriving in large groups, passed through in-processing stations run by 4th Platoon, 284th

Military Police Company. The MP tagged and searched them, inventoried personal property, checked them for health problems, deloused them, issued necessary clothing, asked for basic information, assigned them to a POW detention area, and then led them away blindfolded and handcuffed.

Two compounds were set up for separate newly arrived prisoners from those who had been questioned already. White engineer's tape in the form of the letters EPW, clearly visible from the air, marked a field in the middle of the camp. The letters are used to warn enemy bomber pilots that prisoners are in the camp.

Since prisoners may not remain

**An MP keeps a watchful eye on "enemy troops," who are kneeling with hands over head after being captured in a REFORGER exercise. (U.S. Army photo by Joseph Owen, *European Stars and Stripes*)**



with a field camp for more than forty-eight hours, the interrogations proceed rapidly. Interpreters participate in some and others involve only the prisoner and the interrogator. Some occur in tents; others in the open.

Any erroneous concept of an empty room with a blinding light in the prisoner's eyes just happens in detective movies. Actually interrogators can work almost anywhere and will try to pick a location that would put the prisoner at ease.

### To Elicit Information

The Geneva Convention prohibits torture and withholding food as interrogation tools. Instead the interrogators rely on building a rapport with the prisoner and using psychological tricks to elicit information. One such trick is to make a prisoner think his interrogator knows more than he really does.

What they do is take what little they have and expand it greatly so the prisoner is unaware he's giving information. This is more effective than

torture anyway; torture is an outdated technique. People will tell you whatever they think you want to hear to stop the pain.

The use of foreign languages also is important. Languages used in the exercise included Russian, German, Czech, and Polish. Interrogators find it advantageous to address prisoners in their native language even if the prisoners speak other languages well.

For example, only the use of Polish would help pry secrets from a Polish prisoner who doesn't like the Soviets. That Pole will understand Russian, but

what does it reinforce? Everything the interrogator is trying to work against.

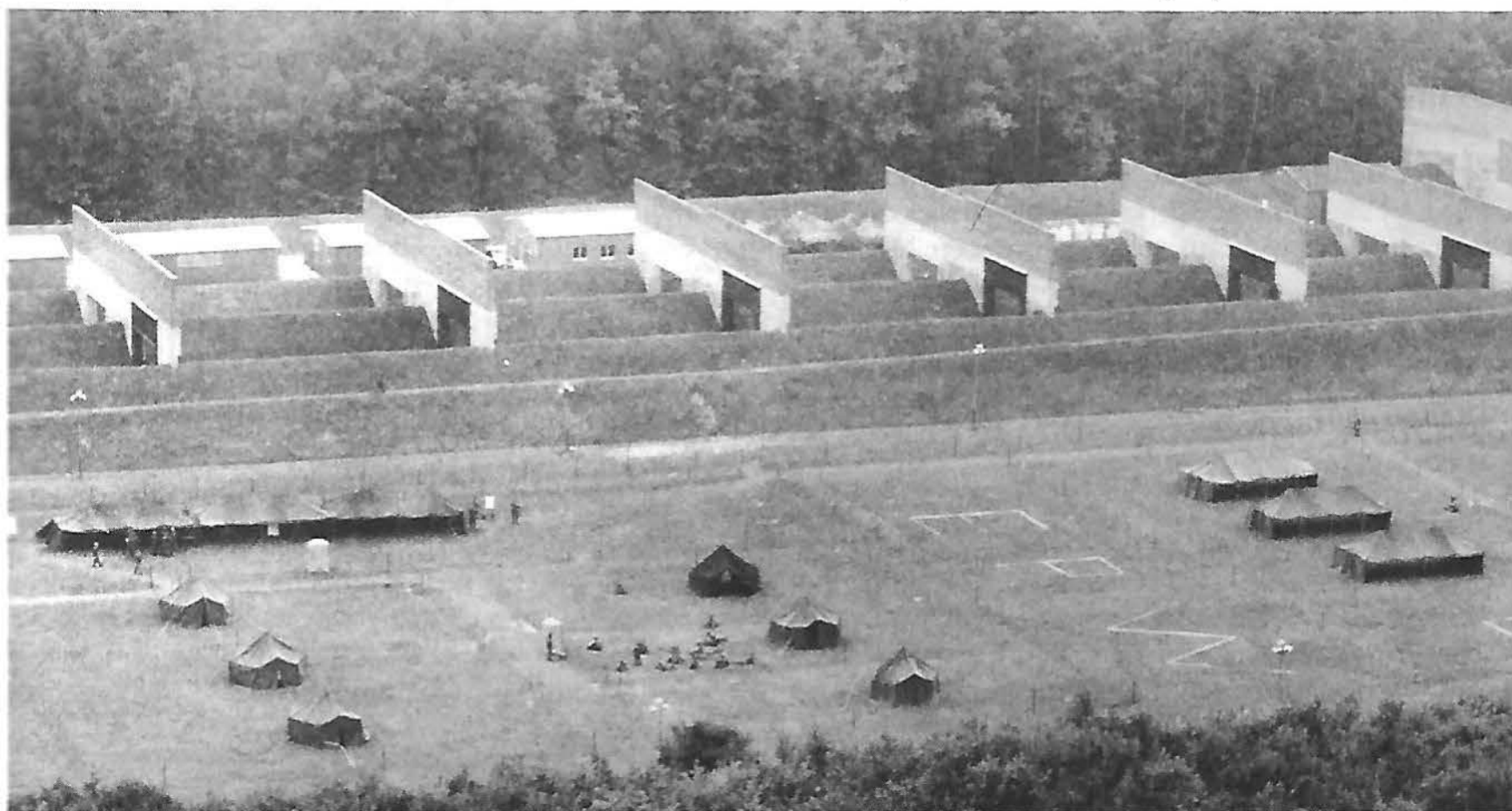
The rifle range served as the temporary camp because the berms on either side prevent the prisoners from learning much about where they are or what happens to prisoners who are taken away.

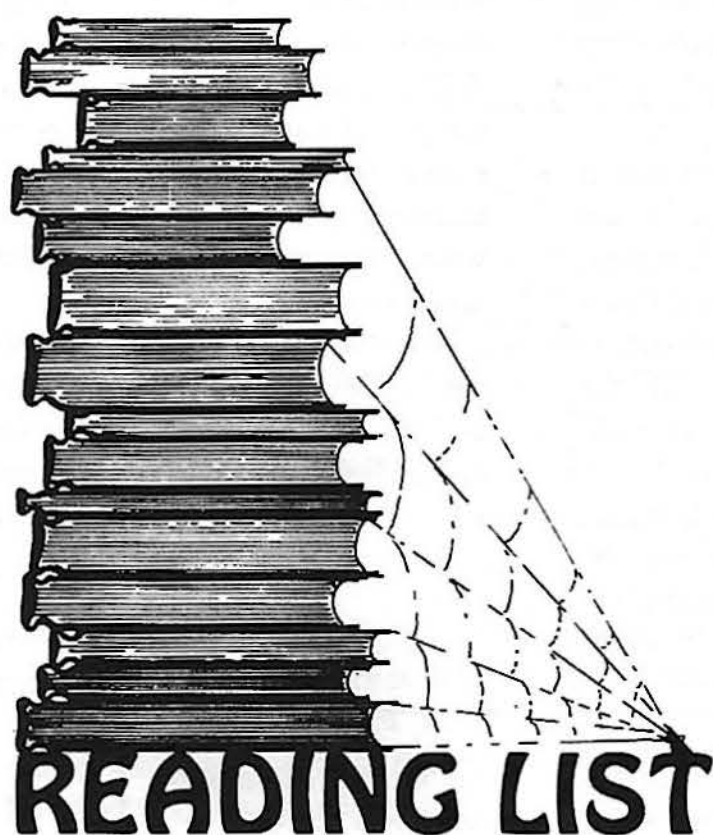
A system exists to identify places that would be favorable for this sort of activity. Other temporary prisoner camps would have characteristics similar to those of the rifle range.



Joseph Owen was a staff writer for *The Stars and Stripes* newspaper when this article was written.

**Aerial view of a simulated transitional prisoner-of-war camp set up to accommodate captured troops brought in for interrogation by a REFORGER intelligence unit. (U.S. Army photo by Joseph Owen, European *Stars and Stripes*)**





### ***Low-Intensity Conflict in the Third World***

In the past few years, the academic and military communities have been paying increased attention to the phenomenon of low-intensity conflict (LIC). There is general agreement that, for the foreseeable future, LIC will remain the dominant form of violent confrontation in most parts of the world. Yet, despite this apparent consensus, there exists no universally accepted definition of LIC on which to construct a strategy of containment.

Rather, LIC studies have invariably concentrated on tactics and operational responses to isolated hostilities with little effort to extrapolate from them the principal characteristics of the low-intensity environment.

The present study will suggest, on the contrary, that in the Middle East the causes and general characteristics of the low-intensity conflict environment are readily discernible and that, by analyzing five case histories of low-intensity conflict, an argument can be made for the unique way LIC has evolved in the region. This, in turn, may aid both clarifying the definitional issue and facilitating the writing of a coherent national LIC policy. SN: 008-070-00609-0; 192 pp; \$7.50.

### ***Peace Is My Profession***

This book deals with the difficult and complex issue of how a nation can fulfill its moral responsibility to defend its citizens and allies against unjust aggression in the nuclear age.

*MILITARY POLICE* often prints synopses of books we believe to be of interest to the military police community that comprises our readership.

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A free catalog of books and other items available can be obtained by sending a request to Free Catalog, Box 370, Washington, D.C. 20013.

It views the moral dimensions of U.S. nuclear strategy through the eyes of an ethicist but a professional soldier who applies ethics to assure himself that his nation's policies have a sound moral basis and that he is doing the right thing.

This book does not provide easy solutions for moral dilemmas, but it does show that despite the complexity of the issues in the nuclear age, it is possible to make the required reconciliation. SN: 008-020-01078-2; 236 pp; \$6.50.

### ***The United States Government Manual 1988***

As the official handbook of the federal government, the *United States Government Manual* provides comprehensive information on the agencies of the legislative, judicial, and executive branches. The manual also includes information on quasi-official agencies, international organizations with which the United States participates, and boards, committees, and commissions.

A typical agency description includes a list of principal officials, a summary statement of the agency's purpose and role in the federal government, a brief history of the agency including its legislative or executive authority, a description of its programs and activities, and a source of information section. This last section provides information on consumer activities, contracts and grants, employment, publication, and many other areas of public interest. SN: 069-000-00015-1; 904 pp; \$20.00.

## Military Police Officer Advanced Course (Reserve Component)

A number of changes to the Officer Advanced Course program for the Reserve Component (RC) were directed by DA. Some of the most significant changes included:

The course was changed to a three-phase format as reflected in the table below.

- Students are required to complete the Officer Advanced Course (RC) within two years of initial enrollment in the course.
- All OA (RC) records for students who enrolled after October 1, 1985 are maintained by the proponent service school.

Phase	Topics Covered	Can Be Completed By
I	Company Command Module (CCM)	2-week Residence (AT/ADT)
IIA	Common Core	USARF School (IDT) or ACCP
IIB	Law Enforcement and MP Tactics	ACCP only
III	MP Tactics	2-Week Residence (AT/ADT)

The phases may be completed in any order. Phases I and III are only offered through two-week resident modules taught by a USARF School at Fort McClellan, Alabama.

Several additional changes to the program took effect with the revision of FORSCOM/TRADOC Reg 135-3, *United States Army Reserve Forces Schools FORSCOM/TRADOC*, dated September 1986. These changes included:

All Reserve Component officer graduates of the Officer Basic Course, including second lieutenants, are eligible to enroll in the Officer Advanced Course.

Enrollment in the resident phases can be accomplished by submitting DA Form 1058-R, *Application for Active Duty for Training and Annual Training for Members of the Army National Guard and U.S. Reserve (LRA)*, or NGB Form 64, *Application for Training (NGB-ARO)*, through channels to the appropriate approving authority.

Active duty FY 89 school dates for Phases I and III are June 18 through 30 1989 and August 20 through September 1 1989.

Point of contact at USAMPS is Mr. Anderson, AUTOVON 865-5744, commercial (205) 848-5744.

**"You take care of soldiers by preparing for war. So if the war ever comes, they know what they're doing, they have confidence in themselves, in each other, and in their leaders."**

**-Gen. Carl E. Vuono,  
Army Chief of Staff**

## NCO of Excellence Competition



At station 3, soldiers were awarded one point for every hit on the 35mm target, using the 9mm pistol.

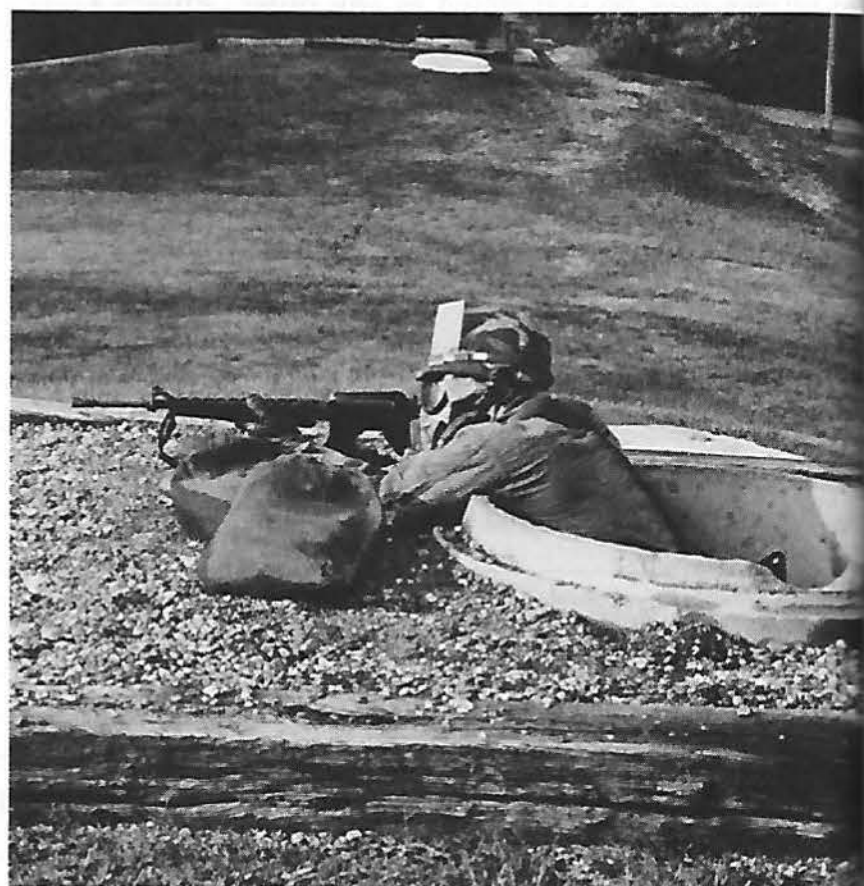
Fourteen military police soldiers gave new meaning to the words *be all you can be* recently by matching wits, strength and competence during the NCO of Excellence Competition. The event is held annually during the MP Corps anniversary celebration week in September at Fort McClellan, Alabama.

One of the most grueling events during the competition was a 10.6-mile roadmarch, carrying a 40-pound rucksack while completing tasks at six different stations along the route. The last two miles of the roadmarch were done in MOPP level IV, culminating with the negotiation of the bayonet assault course at the end of the route. Points were awarded on the time it took to complete the roadmarch and successfully negotiate the different tasks.

These tasks tested their abilities in such areas as assembling and disassembling an M-60 machine gun, applying a field dressing to a wound and determining a location within fifty meters using an eight-digit grid coordinate.

Other events during the competition included an Army physical fitness test, obstacle and bayonet assault courses, written examination and appearance before a formal board of senior noncommissioned officers. During each event soldiers were awarded points for their performance.

The competition was designed to get progressively tougher as it continued. Soldiers competed against their peers of the same rank only (E5, E6, E7, and E8). (*Darian Wilson, staff writer, Fort McClellan News, Fort McClellan, AL*)



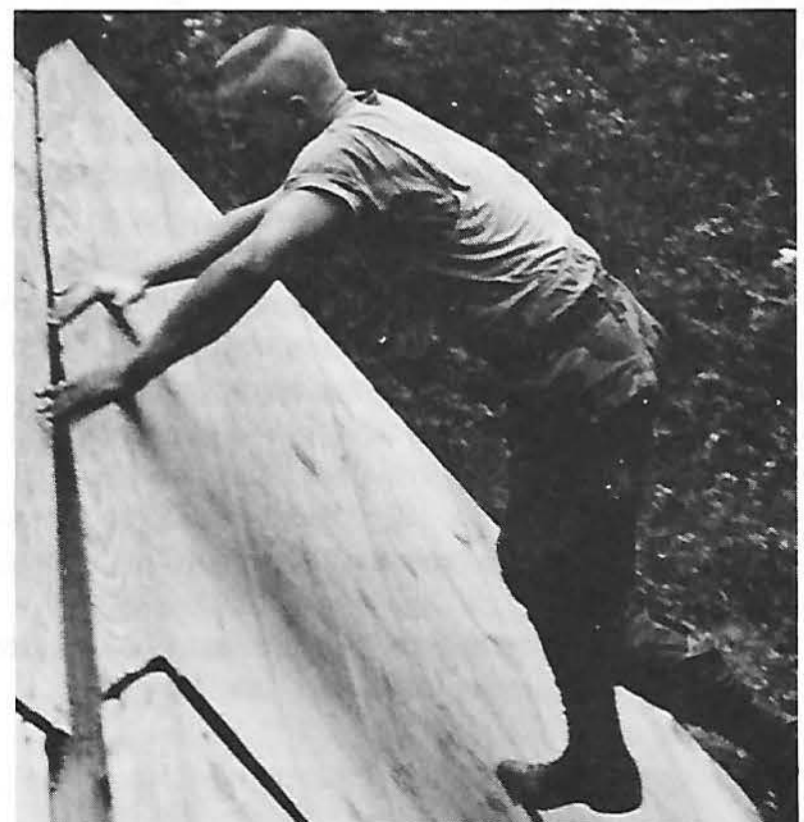
At station 6, soldiers were required engage the 150-meter target in MOPP level IV.



The time for the roadmarch ended with the completion of station 6, the bayonet assault course.



(Top right, bottom left, bottom right) On day 3 of the competition soldiers were administered the Army physical fitness test and then timed on the obstacle course.



## Overseas Soldiers for Drill Sergeant Duty

The Army is making fewer reassignments for military police drill sergeant duty between continental United States (CONUS) stations.

As a result of ongoing permanent-change-of-station budget constraints, the drill sergeant team at the Total Army Personnel Command (TAPC) is trying to select more soldiers who are stationed overseas and who are due to return to CONUS within the next eight to twelve months for drill sergeant school and duty.

Military police soldiers already stationed at installations requiring drill sergeants remain top priority for drill sergeant replacements. Overseas returnees are then considered. Soldiers who are stationed in the U.S. at installations not requiring drill sergeants are the lowest priority.

Selecting qualified overseas returnees for drill sergeant school and duty lowers the requirement for CONUS-to-CONUS reassignments and saves money. TAPC will continue to use such reassignments to support the drill sergeant program, but only when absolutely necessary to

meet mission requirements.

Overseas military police soldiers who are interested in the drill sergeant program should contact their personnel or noncommissioned officer for details. Submit application when they arrive at TAPC eight to twelve months before the soldier's date of estimated return from overseas.

TAPC will not curtail a soldier's overseas tour for drill sergeant school or duty. Overseas soldiers approved for drill sergeant school are usually scheduled for a class that begins about forty-five to ninety days after their dates of estimated return from overseas.

Military police stationed at CONUS installations requiring drill sergeants may still apply for the drill sergeant program. However, TAPC will approve applications only for soldiers who have been stationed at their current installations for a least forty-eight months, and only when a drill sergeant requirement cannot be met with a qualified overseas returnee.

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## Reserve NCOs for Sergeants Major Academy

The Army Reserve Personnel Center (ARPERCEN) is seeking applications from reserve noncommissioned officers in the top three ranks for the U.S. Army Sergeants Major Academy.

Sergeants major, first sergeants and master sergeants may apply for the Academy's resident or nonresident course; promotable sergeants first class may apply for the nonresident-program only.

A Department of the Army selection board will convene at ARPERCEN on July 10, 1989 to consider nominations. Applications must be received at ARPERCEN by May 15, 1989.

Detailed letters of instruction were sent to Army Reserve units with the December mailing of DA Form 1379, *Reserve*

### *Components Unit Record of Training.*

Eligible soldiers assigned to the Individual Ready Reserve (IRR) and Individual Reserve Augmentation Program will receive the letter of instruction directly from ARPERCEN.

Members of Army Reserve Troop Program units and members of the Active Guard Reserve Program must submit their applications through command channels to ARPERCEN. IRR and individual mobilization asset soldiers may apply to ARPERCEN directly.

Information is available by telephone from the following sources at ARPERCEN: for TPU (troop program unit), for individual mobilization asset soldiers, call MSG Main 1-800-325-4754; or call collect from Missouri (314) 263-6095, or AUTOVON 693-6095.

## Promotion to Specialist and DOR Policy

Effective January 1, 1989, AR 600-200, *Enlisted Personnel Management System*, paragraph 7-30, is changed as follows: Advancements must not cause more than 15 percent of the assigned E4 strength to have less than twenty-six months time in service. This change will not be in the Army service support computer system (TACCS) module until the March-April 1989 time frame. Therefore all computations must be done manually.

Date of rank (DOR) for promotion to sergeant through sergeant major will be the same as the effective date of promotion. For example, all promotions made against January 1, 1989 cutoff scores will have a DOR of January 1, 1989.

Paragraph 7-34 is changed as follows: The DOR will be the same as the effective date of promotion. If the promotion was delayed due to administrative error, the DOR will be the effective date that the promotion should have occurred. Soldiers who are promoted on orders with a future effective date given in the order will be entitled to the higher pay and allowances on that date. These promotions will not provide for retroactive entitlement to increased pay based on the date of the promotion order.

The next published enlisted ranks update will include these changes. These changes are applicable to active component only.

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## Noncommissioned Officer Evaluation Report System

The Sergeant Major of the Army commends the efforts that have made the new noncommissioned officer evaluation report (NCOER) system a success. However, the system is not home free yet. There is still work that must be done, focusing on the following:

- Enforce the bullet narrative rules. Bullets must be typed, double-spaced between bullets and only two lines per bullet.
- Don't try to rate all soldiers with excellence. Most soldiers will and should receive a success rating. Success means a good leader who is technically and tactically proficient and who trains and cares for soldiers. It also means that the NCO deserves to be promoted.
- Giving a soldier an excellence rating without proper bullet narrative backup may do more damage than good toward promotion.
- Assist your commander with training the officers and civilians who are in the rating chain.
- Check and recheck the beginning and ending dates. They must be correct.
- Continue to stress performance counseling and counseling dates. Counseling is a leader development tool.
- Read and study the regulatory guidance.
- Don't delegate the NCOER training to someone else. The senior NCO in each organization at every level should be the expert and take the lead. Stay involved.

- The next challenge will be sustainment training.

The technique used on the NCOER which combines the rater's box check with the bullet narratives is extremely difficult to inflate. True excellence is indicated by the bullets regardless of the box checked, and is very easy for selection boards to determine. Inflation, therefore, is not really tied to the box checked, as is commonly believed.

Another misconception is with the success rating. This rating means the NCO is successful, meets all standards, is ready for promotion and schooling. The rating is equivalent to a score of 125 on the old EER.

Nevertheless, while 26 percent of the reports received at the U.S. Total Army Personnel Command to date have all excellence box checks, only 1 percent of those are fully justified and will be considered true excellence by selection boards. On the other hand, 38 percent of all reports have at least one justified excellence rating for one of the NCO responsibilities. (This data is for master sergeant and sergeant major.) It compares with a 90 percent inflation rate for the outgoing EER.

As we transition into the lower grades, inflation will be even less evident. This is good news; the NCOER is off to a good start and can be expected to get better.

Counseling is mandatory for all NCOs, corporal through command sergeant major. The use of the NCO counseling checklist/record (DA Form 2166-7-1) is mandatory for counseling corporal through staff sergeant, and optional for

(Cont. on page 43)

## Military Police Branch at PERSCOM

The U.S. Total Army Personnel Agency (TAPA) has been changed to the U.S. Total Army Personnel Command (TAPC [PERSCOM]).

Mailing address for Military Police Branch, is Department of the Army, U.S. Total Army Personnel Command, ATTN: TAPC-OPF-L, 200 Stovall Street, Alexandria, VA 22332-0415.

Points of contact for Military Police Branch, are

LTC Ishmon F. Burks	Branch Chief	7747/7761
MAJ John J. Davies	MAJ/LTC Asgmts	7747/7761
MAJ Steve J. Jarvis	CPT Asgmts	7747/7761

CPT Donna G. Boltz	LT Asgmts	7747/7761
CPT Terry L. Carrico	Prof Dev Off	7747/7761

(AUTOVON prefix is 221, or commercial 202-325.)

Appointments to review official files must be scheduled by officers seventy-two hours in advance of desired date. Call the above branch numbers to make the appointment.

A microfiche copy of the official file may be obtained by initiating a request to U.S. TAPC, ATTN: TAPC-MSR, 200 Stovall Street, Alexandria, VA 22332-0415.

Questions concerning functional area assignment/development can be answered by calling AUTOVON 221-3131.

## Current Mailing List

Frequently there is a need to contact officers for a variety of reasons. Unfortunately, too often there are outdated addresses entered on the Officer Records Briefs, which cause unnecessary delays in getting correspondence or information delivered.

It is essential that address changes be reported as they occur to ensure contact can be made when necessary. Submit your changes to your servicing Personnel Service Company or the MP Branch. Include your duty and home telephone numbers when submitting changes to MP Branch.

## Involuntary Separation of First Lieutenants

Other than Regular Army officers not selected for promotion to captain/competitive involuntary indefinite (CPT/CVI) status will be released from active duty at the end of their current service agreement, or ninety days after receipt of official notification of nonselection, whichever is later.

Other than Regular Army officers one-time nonselected for promotion to CPT/CVI status must be on active duty for ninety days or more after convention of the next captain's board to be considered for promotion by that board. If there are less than ninety days, the officer will separate without a second selection consideration.

Those MP first lieutenants who fail to be selected for a second time will be separated not later than the first day of the fourth month after the Secretary of the Army approves the board results if other than Regular Army. Regular Army officers twice nonselected will be separated no later than the first day results.

Please note that in accordance with AR 135-215, *Office Periods of Service on Active Duty*, paragraph 17c, officers who are being released from active duty due to their nonselection for CVI are not eligible for short-term extension.

## Officer Advanced Course Advanced Assignment Program

Officers projected to attend the Military Police Officer Advanced Course (MPOAC) will be notified approximately six months prior to their scheduled date of attendance. Each officer will receive a duty location preference statement and is requested to return it to the captains' assignment officer.

From these requests projected assignments will be made based on current requirements and vacancies, both CONUS and OCONUS. (NOTE: Duty location preferences should be realistic.) There are relatively few requirements in Hawaii, Fort Bragg, Fort Meade, and Fort Lewis, yet over half of all officers en route to the MPOAC ask for these locations.

Projected assignments will be sent to officers approximately two months prior to the start of MPOAC and confirmed after the captains' assignment officer visits with each officer at Fort McClellan, Alabama.

Many officers will have the opportunity to attend follow-

on, or modular, training upon graduation from the MPOAC for professional development. Courses attended will either be driven by requests from the gaining commands or for special skills (i.e., Airborne, Ranger). Report dates are based on projected vacancies; consequently, officers will only be scheduled for courses required for professional development and reasonably available.

It is difficult to delete or defer an officer once orders are published. It should be understood that, assignments are made based on the needs of the Army.

While an effort is made to reassign an officer to an area of choice, factors frequently arise that preclude this from happening. Professional development considerations, realistic duty location preferences, and a positive attitude will certainly enhance the chances for success in a new duty assignment.

---

## Tour Stability and OCONUS Assignments

The CONUS tour length goal is forty-eight months (includes Alaska and Hawaii). OCONUS tour lengths normally vary from twelve to thirty-six months, depending on the area. It is easy to understand the complications that arise during the assignment process when this disparity is recognized. Concessions or a tour stability break must be made to ensure that requirements are met and officer distribution is maintained in OCONUS. To accommodate this, stability breaks may be made with as low as twenty-four months time on station in CONUS.

OCONUS assignments are generally initiated when a career manager contacts an officer based on requirements, time on station, specific qualifications, or officer preference.

Although duty location preference statements are used, too often they are outdated or an officer simply isn't available for movement. For this reason volunteers for OCONUS assignments are actively sought and encouraged to contact their assignment officers with duty location and report date preferences. The officer will know what requirements, if any, exist, and can work with officers to facilitate an overseas assignment that will best suit professional development and Army needs.

Officers are encouraged to refer to AR 614-30, *Overseas Service*, to learn what opportunities and obligations are involved with an OCONUS tour of duty.

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## Functional Area Designation

In the near future, year group 83 military police officers will receive a letter from PERSCOM asking them to request a functional area. Officers should respond to the guidance in the letter because functional area designation results in acquiring a new specialty and is an integral part of the overall professional development process. Functional areas do not replace an officer's basic branch, but serve to develop an additional skill that will best meet the Army's needs as well as use and develop an officer's experience and talent.

DA Pam 600-3, *Commissioned Officer Professional Development and Utilization*, describes functional areas, re-

quirements, and utilization. While designations are based on Army needs, an officer's qualifications based on civilian education, military schooling, assignment experience and manner of performance also weigh heavily in the designation process. Requests for functional areas should not be taken lightly because a utilization tour will normally be required.

If officers still have questions after receiving the letter and referring to DA Pam 600-3, don't hesitate to contact either the captains' assignment officer or the professional development officer.

## Advanced Civil Schooling

There are two programs currently available that afford officers the opportunity to earn advanced civilian degrees.

**Army Fully-Funded Advanced Civil Schooling (AFFACS):** The purpose of this program is to meet Army civilian education needs and requirements established by the Army Educational Requirements Board (AERB). The Army pays all tuition and fees and allows certain reimbursements. Participants normally serve in a three-year AERB supported position immediately upon completion of the program. Calendar year 89 academic disciplines available for study are

- corrections (1),
- journalism (1),
- comptroller (1),
- operations research/systems analysis (1),
- computer science (2), and
- forensic science (1).

Eligibility for this program and obligations upon selection are discussed in Chapter 3, AR 621-1, *Training of Military Personnel at Civilian Institutions*. Interested officers are encouraged to determine their eligibility and submit applications to MP Branch.

**Degree Completion Program (DCP):** This program designed to enable selected officers the opportunity to complete degree requirements at accredited civilian colleges and universities. A portion of requirements must be met by officers through off-duty studies before they start full-time study under the DCP. Normally schooling will be limited to twelve months, and the academic discipline must support the officer's basic branch of functional area. Participants may pay all expenses including tuition, fees and books. Like the AFFACS program, officers will normally be required to serve in an AERB position upon completion of their studies. Interested officers are encouraged to read chapter 5, AR 621-1, to determine eligibility and to receive application procedures for participation in the DCP.

There were seven military police officers selected to attend the Advanced Civil Schooling for FY 89. The academic disciplines they will participate in are forensic science (1), computer science (2), operations research/systems analysis (1), journalism (1), criminology (1), comptrollership (1). Application dates for FY 90 quotas should be announced Nov/Dec 1989.

## FBI National Academy Training Program, Calendar Year 1990

Each year four military police officers are selected by a U.S. TAPC selection board to attend the FBI National Academy located at the FBI Training Center, Quantico, Virginia. Officers who participate in this eleven-week program attend with representatives from federal, state and local law enforcement agencies, pursue college-level academic work, and participate in a regular physical fitness program.

Military police officers who wish to compete for attendance at the National Academy must meet the following criteria:

- Be a branch-qualified captain or major (SC 31),
- Possess a baccalaureate degree,
- Be an advanced course graduate,
- Have at least five years of law enforcement or investigative management experience,
- Be in excellent physical condition,
- Be within the Army and FBI height and weight standards and have passed the APRT within the six-month period preceding the board

convene date, and

- Be assigned within CONUS for a period of six months prior to attending the course to facilitate an FBI background investigation.

The above requirements are nonwaiverable; therefore, officers should ensure they are fully qualified before a decision is made to submit applications.

Selection criteria for attendance at the FBI National Academy are demonstrated leadership ability, technical competence, managerial ability, and high standard of integrity and moral character. In this highly competitive selection an officer's overall manner of performance weights heavily in the selection process.

In March 1989 a message will be sent to the field announcing the board convene date, specific requirements and format to be used in the application process. Officers interested in applying who have not seen a copy of the message by April 1, 1989 are invited to contact the professional development officer for the information.

## Carrying of Firearms and Use of Force

Effective October 21, 1988, AR 190-14, *Carrying of Firearms* and AR 190-28, *Use of Force by Personnel Assigned in Law Enforcement and Security Duties* have been consolidated. There are revisions in the new, four-page AR 190-14, *Carrying of Firearms and Use of Force for Law Enforcement and Security Duties*, such as:

- Provides new definitions of firearms, loaded firearm, and deadly force (paragraph 1-3b).
- Permits DA civilian employees in grades GS-12 or above to authorize the carrying of firearms (paragraph 2-2a) for law enforcement and security duties.
- Permits the major Army commander in an overseas area to authorize the carrying of firearms for personnel protection in high-threat areas on a case-by-case basis (paragraph 2-2b[6]).

- Prohibits consumption of alcoholic beverages for eight hours prior to carrying a firearm and while carrying a firearm, except when authorized by a general officer in the chain of command for a covert operation.
- Prohibits the carrying of firearms by personnel taking prescription drugs or other medication that may impair reaction or judgment or cause drowsiness.
- Explains *vital to national security* and *substantially important to national security* (paragraph 4-2b).

For additional information contact the Physical Security Branch, Provost Marshal Office, Fort McClellan, AL 36205-5030. AUTOVON 865-3560 or (205) 848-3560 commercial.

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### Uncommissioned Officer Evaluation Report System (Cont. from page 39)

senior NCOs. When a rater elects not to use the counseling checklist, it is recommended that the date of the counseling and quarterly counseling sessions be recorded on the working copy of the NCOER in part IIIf.

Also, the administrative data identifying the NCO on page 1 of the NCOER must be exactly as listed in the corresponding blocks of page 1. And raters are required to list at least two duty positions for future assignments in part Vb. Listing such as *1SG, 1SG, 1SG* or *this NCO should retire when eligible* are not authorized.

Raters must explain with bullet comments any area where the NCO is rated *no* in part IVa. Comments for values ratings do not have to be cross-referenced and one command may only have more than one value. Finally, senior raters must make mandatory comments in part Ve. Ratings of marginal, fair, or poor must be addressed. Comments should focus on potential, but may address performance or raters evaluation.

#### Success Bullets

- Examples of the use of success bullets are as follows:
- Executed downed aircraft procedures for five search and rescue missions in Honduras (MSG, Task Force Reliable Eagle).
  - Sets the example during daily physical training and unit

APFT evaluations (1SG, Fort Knox).

- Instilled confidence and built strong esprit de corps within one of the Army's largest companies (1SG, Fort Bragg).
- Increased unit combat effectiveness through personal evaluation and supervision of unit's training (1SG, USAREUR).
- Personnel, equipment and billets are always in a high state of readiness (SFC, Camp Page, Korea).

#### Excellence Bullets

A few examples of excellence bullets are as follows:

- Instrumental in the ROTC detachment exceeding the recruitment mission by 10 percent (MSG, 4ROTCR).
- Led company marathon relay teams to a first and second place finish (1SG, WESTCOM).
- His guidance produced a MACOM Connelly winner in best field kitchen competition (MSG, #19th SUPCOM, Korea).
- His efforts helped to produce the winner of the Regimental Gavin Squad competition (1SG, Fort Bragg).

For more information see the NCOER UPDATE, published quarterly by the Evaluation System Office, USTAPC. Telephone numbers are AUTOVON 221-9659/9660 or (703) 325-9659/9660.

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**No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."**

**I am proud of the Corps Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.**

**Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.**

**Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Non-commissioned Officers, leaders!**

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