Military Police and Counterinsurgency Operations

Operation Iraqi Freedom
Initial Impressions Report (IIR)

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IIR Table of Contents

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Page

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Executive Summary

The Center for Army Lessons Learned recently deployed a Collection and Analysis Team (CAAT) into Iraq to look at Military Police (MP) operations in support of the maneuver commander in Counterinsurgency (COIN) operations and to support a Chief of Staff of the Army (CSA) requirement to look at developing an organization whose mission it is to assist a developing country in professionalizing its police forces and establishing rule of law. The collection effort was across MP full spectrum operations in support of maneuver commanders in a COIN and Stability Operations environment, required MP organizational structure to train and professionalize indigenous police forces, establish and implement a rule of law program, perform other law enforcement related functions while deployed, and to determine Doctrine, Organization, Training, Materiel, Leader Development, Personnel and Facilities (DOTMLPF) implications for follow-on deploying forces and institutional Army requirements. This report highlights the MP capabilities provided to the maneuver commander and identifies insights, observations and lessons learned reported as critical to COIN and Stability Operations success.

A primary focus for the CAAT was to report on how best to establish an organization with a capability to develop and professionalize a host nation police force and establish rule of law in a developing nation and how the military police support the maneuver commander in today's warfare. The team interviewed Rule of Law (RoL) components (police, judicial, penal), maneuver commanders, and military police Soldiers of all ranks. There has been good progress on efforts to establish Rule of Law and efforts are underway to ensure solutions are not stove-piped but instead, integrated and synchronized from the highest to lowest levels of organization and effort.

Many leaders expressed that future warfare will not be too dissimilar to what Coalition Forces (CF) are experiencing in Iraq. Recent history (Bosnia, Kosovo, Afghanistan and Iraq) indicates that as US forces begin ground operations, they have been confronted with enemy forces who have replaced their uniforms with local civilian dress; criminals who have been released from prisons and jails; populace control measures such as registration, vehicle licensing, property registration no longer in place; government records no longer in place or systems functioning; and organized crime, terrorists, insurgents, common criminals, political and ethnic groups (to include tribes) all vying for populace control. These organizations add to the complexity of the already multifaceted environment associated with warfare.

Maneuver unit leadership reported that the MP have the basic skills necessary to accomplish missions they have been assigned in support of COIN operations and developing basic host nation police capabilities. The MP also has limited and more advanced and critical skills necessary to conduct high-end criminal investigations and laboratory analysis of evidence; these skills reside within the

Criminal Investigation Division (CID) of the MP Corps. This CAAT effort identified training gaps though that will help take the mission of developing police from a basic survival level to a more necessary law enforcement basic, intermediate and advance skill set capability that is necessary in a successful COIN operation and in establishing a base for RoL to exist.

The maneuver commanders and division leaders interviewed typically related that the major problem with the military police is that there are not enough on hand for the mission. They believe the MP have the basic skills they (maneuver commander) need and mainly pointed to enhanced investigations skills of the basic MP as an area that could use improvement. These senior leaders also postulated that while it may be good in combat operations to have MP forces assigned to a Corps and providing support to subordinate maneuver divisions and brigades, as the spectrum of conflict moves to the right toward stability and / or COIN operations, the Army might best be served to assign MP brigades to divisions. It is the senior level MP commanders and staffs that are lacking in numbers in the current fight. To develop police capabilities in a nation, the effort must include all levels of policing and all aspects of police capabilities.

The relatively recent introduction of criminal investigators (CID), law enforcement professionals (LEP), Biometrics, and Crime Laboratories have all contributed greatly to the police intelligence and criminal analysis capabilities necessary to attack the insurgents and other organized criminal networks. The reach back capabilities that used to suffice, such as the US Army Criminal Investigations Laboratory (USACIL) are now in theater and providing expedient and dedicated criminal analysis of evidence or potential evidence. The theater is benefiting as well from being able to reach back to the Criminal Investigation Task Force (CITF) that was originally focused on other criminal investigation missions. The CITF is connected to all policing agencies and provides an extensive criminal investigation and analysis capability.

The capabilities of law enforcement personnel are increasingly being made more available to the maneuver commander. More MP units are being activated. LEP personnel, although initially deployed to theater to mitigate a crime analysis capability gap in an effort to combat the IED threat through use of police methods for attacking an organized criminal network, are providing services that range from incident/scene analysis to police advisor to maneuver battalion and brigade commanders. The Military Working Dog (MWD) program is growing and now includes combat tracker dog (CTD) and specialized search dog (SSD) capabilities that complement the extensive Patrol Narcotics, Patrol Explosive and Mine Detector Dog capabilities already residing in the Army.

Law Enforcement, Criminal Investigations, Police Intelligence Operations, Detention Operations, and developing host nation (HN) police capabilities are the priority mission sets for the military police units in support of the maneuver commander and in establishing RoL. The seams or gaps that were once wide

between policing and security entities and capabilities across the theater and from border to border are slowly being closed and the effects on the criminal, insurgent and terrorist type organizations are well noticed. Border Operations, Customs Operations, police operations, and security operations continue to be the key elements that support establishment of a secure environment where RoL can flourish and best serve the populace. Enhancing the law enforcement skills, capabilities, and resources available to the MP will contribute significantly to the success of operations in complex warfare our Army faces now and will face in the future.

A review of current operations within Iraq indicated that the MP mission will continue to grow in complexity, especially within a COIN environment. To combat criminal threats will demand an appropriate MP force level, right technical MP skill sets at all levels (enlisted and officer), specialized training and equipment, leveraging Interagency and Intergovernmental talent, and building/mentoring Iraqi Police (IP) capacity in terms of both quantity and quality. Employing MP assets is never done in isolation but in support of maneuver commander requirements. Defining and resourcing MP support to maneuver commanders, particularly at the brigade combat team (BCT) and division levels deserves re-evaluation to optimize effects.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Chapter 1

Organizing MP Operations and Support to Establishing Rule of Law / Host Nation Police Development

Summary

Establishing Rule of Law (RoL) is a complex endeavor that, depending on the security situation, can range from military units as the main effort to civilian and / or international agencies as the main effort. Recent warfare has posed significant challenges to any RoL effort. Specifically, at the onset and shortly following the onset of ground operations, the international community finds the host nation (HN) encumbered by organized crime networks, criminals, prisoners released from jails and prisons, terrorists, insurgents, and political / tribal entities and others all vying for power. Additionally, the HN infrastructure has typically been dismantled and most, if not all, of the expertise to run government institutions in some fashion have been replaced or are non-existent.

Establishing Rule of Law is hence a major effort among Joint and Interagency planners and operators, an effort that complements and is complemented by military and other international efforts to stabilize the country by providing a level of security of which government infrastructure and policing capability can grow and lead to local security and RoL. Within Iraq, there are numerous committees, task forces and components of organizations that are trying to define and then implement tenets of RoL. Police, Penal Institutions, and Judicial elements all play a significant role in establishing RoL in developing countries. This Chapter

will discuss the challenges of organizing Military Police operations in support of developing host nation (HN) policing capabilities and the efforts to help establish RoL.

While much discussion on RoL at the Interagency and Multi-National Force-Iraq (MNF-I) level has taken place within the past year, observations and insights collected on the recent CAAT visit to Iraq indicate that much more has to be done to integrate and synchronize the many stove-piped efforts being worked in theater.

Managing host nation police development was left up to the subordinate commands, usually by maneuver commanders (BCT CDRs). Outside of Baghdad, MP BNs did not have tactical control over subordinate MP companies; BCTs had tactical control of MP companies. There were good and bad aspects of having MP companies TACON out to the maneuver commanders. BCTs could set the priorities for PTT as applicable to the tactical situation. For example, what is priority in Kirkuk might not be the same in another battlespace.

Topic 1.1: Establishing the Rule of Law (RoL) – Unity of Effort

Discussion:

In the past, there has been little to no attention given to understanding or applying the Iraqi Rule of Law (RoL). However, a basic grasp of the RoL is critical to effectively mentoring, training, and advising the Host Nation Police (HNP). A large quantity of the HNP new hires have limited experience, as well as, limited training as police. They are former Soldiers or Sons of Iraq (SOI) who are fully capable of manning checkpoints or guarding facilities but are not police.

Multinational Forces Iraq (MNF-I) was leading an effort to establish, coordinate and synchronize a RoL environment within Iraq. RoL efforts below corps appeared to vary depending upon the goal or effect the commander was trying to achieve within his specific area of responsibility. The level of security in each battle space also had a direct impact on what could realistically be accomplished for that battle space. For instance, one Police Transition Team (PTT) leader stated to his brigade Command Judge Advocate (CJA), "Ma'am, we'd like to bring you with us, but at this point we don't know what you'd be able to accomplish." Thus, within areas where the fight was still in its kinetic stages, establishing RoL was difficult and successes were measured only in small increments. On the other hand, where security had taken hold, RoL efforts moved along rapidly.

Staff Judge Advocates (SJAs) were given primary responsibility for RoL operations. Without a widespread definition of what exactly RoL is, one SJA was

provided a definition by his commander. He stated, "RoL is police, prisons, and prosecutions." This simple explanation is a small illustration of the complex components of RoL and therefore the need for synchronization and flexibility when designing and executing a RoL program.

Efforts to coordinate and establish visibility on RoL efforts across the battlespace started at corps with the creation of a Chief, Rule of Law, Judge Advocate (JA) position within the OSJA. Their primary responsibility was to establish metrics to measure RoL efforts at the divisions and to monitor guidance and other RoL activities happening at echelons above Corps (i.e., MNF-I).

Law and Order Task Force (LAOTF) is too small and cannot focus outside of Baghdad. RoL is an enormous undertaking. PTT are not manned with the personnel or expertise to affect the issues, nor is SJA at the division level. Local leadership (PDoPs, District and local station chiefs, judges, MOJ, and MOI must be brought into the process in order to be coached and mentored.

Insights / Lessons Learned:

- RoL systems do not appear to be moving along quickly regardless of the security environment.

- There is no synchronization between HNP/investigators, the judicial process and the prison systems. This is in the Iraqi system and the CF system. The synchronization needs to be conducted first on the CF side so we can turn mentor the appropriate individuals on the Iraqi side.

- Operational efforts in establishing the RoL will be localized and based upon commander's intent and battlefield conditions.

- There needs to be more cross talk between the lawyers conducting RoL programs and the G3 ISF Cell. The two are almost completely disjointed. The lawyer should be integrated into the G3 ISF team.

- RoL development in the HNP will only take hold if the other societal institutions that support RoL are developed in a parallel fashion, i.e. the prisons and the courts. Staffs must begin to work this synchronization immediately.

- Difficulty in coordinating RoL efforts may be exacerbated by varying security conditions within the battlespace.

DOTMLPF Implications:

- **Doctrine:** Publishing in depth doctrine that is more than broad guidance may be counterproductive. The Tactics, Techniques, and Procedures (TTP) change at a rate at which any publication will not be able to keep up.
- **Doctrine:** Army, USAMPS, and TJAGSA doctrine must be developed for Rule of Law.

- **Organization:** Reservists bring a unique skill set to all aspects of Military Police operations within the COIN environment. They can assist in a variety of areas within the Iraqi Police System (IPS), such as: Corrections Officers to assist with D-Cell operations, Detectives with investigations, Lawyers to assist with the application and teaching of law, Accountants to partner with District/Provincial financial offices. The possibilities are limitless and Reservists and National Guard members can be more influential in those areas.

Topic 1.2: The Law and Order Task Force

Discussion:

The RoL should become part of MP doctrine. Doctrine is designated to generally apply to all Military Police functions. Such a doctrine would be a significant investment of dollars, time, and energy that would only apply to one battlefield.

Army doctrine (Field Manual (FM) 3-24 Counterinsurgency) describes that "sustainment requirements often drive insurgents into relationships with organized crime or into criminal activities themselves. Reaping windfall profits and avoiding the costs and difficulties involved in securing external support makes illegal activity attractive to insurgents….State failure precipitated by violent regime change further encourages criminal activity because of the collapse of law enforcement, the courts, and penal systems."

The Law and Order Task Force (LAOTF) was established to develop essential host nation (HN) capacity for independent, evidence-based, transparent, and impartial investigation and trial of major and other crimes before the central criminal court of the host nation. Many senior leaders in theater believe the idea of having a LAOTF is a good idea and that it should be attached to a division. One large team at the division level and smaller teams at the BCT levels. These teams need to be a part of the ISF cells at the BCT level. This will create a unity of effort and allow for maneuver commanders to establish short and long term objectives.

The LAOTF, a separate stove-pipe organization, reported to the Civilian Police Assistance Training Team (CPATT) and was not in a direct line of operation / command to the maneuver, tactical or operational commander. The LAOTF was established with the mission to address this issue—specifically to "build essential HNP capacity for independent, evidence-based, transparent, and impartial

investigation and trial of major and other crimes before the central criminal court of the HN." The Task Force consisted of coalition force investigators, military intelligence, and attorneys / paralegals that assisted HN criminal investigators, police, and members of the judiciary to strengthen and expand the RoL. Host Nation (HN) buy-in is absolutely imperative to mission success.

MPs are extremely capable of performing the function of HN police development. As with working the PTT mission, patience is also key. Maneuver commanders would often become impatient with the slow bureaucratic process in Iraq and either rush into bad decision or try to take shortcuts that ending up costing time in the long run. MPs have the patience and experience required to deal with and train the Iraqi Police properly.

Major objectives included stemming major criminal activity (undefined) where operationally feasible; assist in the investigation and prosecution of insurgents and major criminals (undefined); increase capacity of HN law enforcement agents to conduct complex criminal investigations; and protect judges from physical threats, sectarian influence and corruption. The LAOTF synergistic model involved identifying criminal practices (done in cooperation with intelligence cell, targeting individuals for prosecution, and obtaining buy-in from Iraqi investigators and courts), coordinating with coalition forces (CF) and HN counterparts, developing evidence, obtaining seizure authority, interview detainee / criminal for intelligence/evidence and then apprehension and detention for adjudication in a court of law. These steps are necessary for establishing RoL.

The TF Commander was an SF Colonel, Reservist, who had over 25 years experience as a prosecutor for a criminal investigations task force. The TF was not a known commodity to the corps staff or to the MP brigade operating in the priority area of operation.

Many Military Police senior leaders interviewed stated that a lot of "insurgent activity" did not fit a model for terrorism; it fits a model for organized crime. Dealing with organized crime and training HNP to identify and respond to it must be part of the way ahead. The MP Law Enforcement competency needs to encompass organized crime rings as that is a significant problem we are now encountering and is a likely result of any violent regime change (our most likely future operations). Leaders in the MP Corps need training on how to curb organized crime activities and how to penetrate a ring in order to be able to train our HNP counterparts to do the same.

Insights / Lessons:

- There are RoL prosecutors from the DOJ who are on Provincial Reconstruction Teams (PRT). The relationship between these RoL experts (who often have more criminal law expertise than SJA) and the Provincial PTT are ad

hoc at best. More of an effort should be made to synchronize RoL initiatives from the PRT with the initiatives from P/PTT. These efforts must go hand in hand.

- Although the Task Force existed, it was not connected to any operational or tactical element and therefore was having trouble getting recognition, support, and resources.

- Commands should define roles and responsibilities in a complex environment. When terms and measures of effectiveness are left undefined, in a force that includes all services and representatives from many different local, state and federal agencies, the utilization of these commands / units is hampered significantly.

- Utilizing Reservists in their civilian skill sets was of tremendous value. Although not working his Career Management Field, this SF Colonel was being used in his civilian skill capacity which allowed him to bring a law enforcement solution to a law enforcement problem.

DOTMLPF Implications:

- **Doctrine:** Rule of Law efforts are currently lawyer / judicial-centric and must be reassessed and fully defined across the spectrum of elements that comprise a respected criminal justice system (RoL environment). USAMPS should develop LOATF doctrine in a new MP support to counterinsurgency manual or in a new chapter of their current operations manuals.

- **Doctrine:** Army should develop a RoL Manual that addresses all aspects of the criminal justice system. Recommend sending a doctrine team in country to gather all the emerging doctrine and best practices and quickly publish an interim doctrinal publication for field use.

- **Materiel:** In order to enhance effectiveness of Rule of Law, the common systems and data bases used by MP Law enforcement and corrections, and SJA must be available in our tactical formations and equipment and be able to interface with our Army tactical communications and data systems.

- **Organization:** USAMPS and SJA should look to establish RoL modular elements that deploy in support of maneuver elements or MP elements in RoL and COIN environments / mission sets. Currently, our go-to-war structure does not meet the significant demands a COIN environment bestows on our forces.

Topic 1.3: Rule of Law Summit

Discussion:

Any RoL Summit must include PTT and address the necessity of parallel development of the HNPS, the penal system, and the judiciary.

The Rule of Law Summit was established to synchronize coalition efforts in Rule of Law actions. The panel was typically led by the Commanding General, CPATT. The summit met periodically and brought together lawyers, the MP brigade commander responsible for detention operations, and a representative from the Iraqi Police Advisors (IPA). There were other participants in the summit, but the priority of discussion centered on the three pillars of penal, police, and judicial efforts.

The concept of a summit or a conference can be very beneficial. It allows for cross talk between different organizations and leaders. It can also be a venue to present and discuss short and long term objectives (i.e. 5-year plan).

Observations included: the discussions were Baghdad-centric; there was no representation of the HN government and no one at the meeting from any of the other coalition partners or multi-national divisions (MND-B); Multi-National Corps-Iraq (MNC-I) had one representative, a lawyer; Interagency key players; and there was no one representing MND-Baghdad or the Military Police Brigade supporting MND-B, which was the corps' main effort.

One lawyer very familiar with the RoL efforts, related that while the intent is noteworthy and the efforts of all noble, the lack of involving the Government of Iraq (GoI) and lack of inclusion of all the key players have limited the effectiveness of the efforts. The judicial efforts were the main discussions—with little emphasis on the other pillars. Members who reported on their topic areas did so in a stove-pipe fashion, with little integration and synchronization of other efforts.

Another discussion revealed that the Government of Iraq (GoI) Minister of Interior (MoI) had a five year plan and the observation was that to some, "the five year plan starts at year one every year". In the RoL Summit, mention was made of the five-year plan but nothing was mentioned in terms of how the RoL summit would move to support implementation of that five year plan. These statements from various leaders familiar with the RoL effort were not made as indictments against the efforts of the military and Interagency, but rather a statement of the complexity that must be understood and addressed in any effort to use RoL efforts as a tool to enable local security and HN government legitimacy.

Insights / Lessons:

- Embed RoL (SJA or Paralegal NCO) in the Provincial PTT. The lawyers working RoL must get out from behind the desks and start working engagements with judges, investigative judges, and linkages with these officials to the PDoPs.

- RoL is a complex undertaking that demands the integrated and synchronized efforts of all parties, coalition and host nation, to best effect change and bring about local security and legitimacy of the government.
- Military Police conducting PTT play a key role in establishing RoL. MPs in some areas serve as the bridge between kinetic operations and RoL with the maneuver commander. In Samarra Iraq, judges were not present from mid-2005 until April 2008. This made establishing proper RoL very difficult. It also hampered the PTT ability to establish a link between investigations and convictions. The level of security in an area had a direct correlation to the establishment of RoL. The security situation in Samarrra was by far the worst in the province of Salahadin. This caused friction between the PRT and other agencies establishing RoL in the province and the maneuver commander. On several visits the PRT would criticize the maneuver commander on not following certain Iraqi procedures; procedures that were realistic in an area as secure as Tikrit and Balad but unrealistic for Samarra which was under martial law.

- Although Baghdad is the main effort of PTT operations at the present time, there are a plethora of other cities/provinces that require immediate attention. By being geographically separated from the assets readily available in Baghdad, such as MOI. There are also many communication gaps between MOI and outlying Provincial HQs. Such meetings as the summit need to include Provincial PTT team leaders and their respective PDoPs to assess and solve ongoing police development issues.

DOTMLPF Implications:

- **Doctrine:** Army should lead an interagency effort to develop joint doctrine on establishing Rule of Law.

Topic 1.4: HN Police Development

Discussion:

The 18th Military Police Brigade was charged with developing the Iraqi Police within Baghdad and providing technical and ADCON support to other U.S. Army MP units with the same mission in support of other divisions. As the senior MP command providing this RoL effort in support of maneuver commanders, the corps, force, and other elements looked to the brigade as the subject matter expert in developing HN police capabilities. The brigade developed two lines of operation in their plan to increase the effectiveness of the host nation police (HNP) and within these lines of operations, units were able to more effectively link their activities and better support overarching police transition and training efforts.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Iraqi Police (IP) were trained to become more operationally successful in their policing efforts. One area that the brigade noticed that the IP needed enhanced training on was investigating and interrogating a crime scene. Leaders stated the IP could not adequately search, collect, and preserve evidence in a manner that could be beneficial to the judges in prosecution of the particular case. It was also reported that the judges were skeptical of the police, and police were skeptical of the judges. Additionally, the judges, who historically rely on testimony witnessed by two or more parties, were now being challenged with understanding evidence based prosecution and the value of forensic and other criminal investigation techniques to prove or disprove actions of the accused. Often, the police to judge relationship seemed a bit awkward and this strained relationship caused issues with the collection of evidence and effective prosecution that further challenged police trainers. The more coalition forces seemed to understand this dynamic, the more they were able to help the IP in presenting cases and working through the challenges.

Leaders stated that the Host Nation (HN) police need more assistance from their government to standup. PTT can not get MOI or HNPS to move quickly. It is up to the police leaders to ensure the MOI and HNP are aware of the issues that are of great concern. Pay issues, logistics, and new hires seem to stall once they leave the HNP DHQ. In many areas of Iraq, we are not yet to the point to be as concerned about Judges when the basic framework for police to execute their duties has not yet been established. HN police in some areas may know the Iraqi rule of law, but if you go down to the LPS level, in some districts, they have little if no insight on what that means.

While conducting PTT, it has been very difficult to advise the Chiefs and District Investigators on how to move cases forward and what the standards for cases are because there is no one in an advisory role with the Judges at the Provincial level. There is also no one designated to partner with judges at the District levels. To ignore the judges ignores a key element of the RoL.

Those interviewed shared that another topic that should be addressed in HN police development is the dynamic of militias being embedded throughout the policing system and ways to combat this infiltration. They believe this is one of the critical factors that hinder HN police throughout Iraq. It would be a safe assumption that this would be a factor in other HN police development as well.

The depth and breadth of which an officer would need to understand this topic and be able to apply it in sector would be a full time job. It is an unrealistic expectation to have our leaders, who should be generalist by craft, be experts at another country's judicial system (particularly when keeping in mind that the majority of HNP do not know or understand it themselves). Senior leaders in MNC-I stated if such doctrine and training are to be developed, this should be a

separate forum / training course designed to target perhaps a specific staff officer or rule of law team member, not in our mainstream officer leadership courses.

MOI has a 5-year plan; however, it appears it is a five year plan that is more or less restarted every year. No one has produced a supporting coalition plan that supported the MoI 5-year plan so the team could not crosswalk the two efforts. CF planning is tied to solving specific problems. There appears to be no unifying plan that transcends unit rotations by laying out long-term goals. Any planning we do must have HN buy-in to be successful.

Efforts must be synchronized with other ISF units laterally and with the civil government. Evaluating police effectiveness without considering adjacent military units, the stability of the economy, availability of healthcare and food, etc. is misleading and possibly detrimental because it fails to guide the HNP to plan properly to meet the population's security needs.

To assist in mitigating the challenges associated with rotating units and new IP leaders, some units began leaving station books with biographies of leaders, copies of old Police Station Monthly Reports (PSMRs), information on the station's area of operations, information on the supported maneuver unit, and information on the local jail population and operations. These "pass on" or transfer-of-authority books, at the station level, have been excellent tools for incoming units.

HNPA (Host Nation Police Advisors) are embedded in MP Companies in order to overcome the training gap at the company level. The HNPA are also supposed to serve as the continuity between incoming and outgoing units. The issue is that the IPAs report to DYNA Corps / State Department not to maneuver commanders, which undermines unity of effort. Maneuver commanders have to be able to establish the objectives and way ahead for the IPs. If the IPAs are not on the same page it may do more harm than good. Those interviewed stress that a way to synchronize the IPAs with MP units is to send an IPA contact team to deploying unit's home stations. The contact team needs to operate in the AO that the unit is deploying to.

The IPAs then could be a part of the unit's train up for deployment and company commanders could be trained on how to use their IPAs effectively.
There were many initiatives and programs by several agencies and within CPATT that attempted to develop HN police capabilities. Most, if not all, are independent solutions aimed to solve specific capability gaps. Commanders related that there is not seemingly a comprehensive police development campaign plan that addresses training, administration, and operations with operations being not only how to manage a police headquarters but the effectiveness measures of actual policing, solving crime, and proactively engaging the population to help reduce the crime rates. There is no doctrine that describes how MP should best support stability operations and developing police

or establishing Rule of Law. Currently, effectiveness is measured by how many tasks are subjectively assessed to be "green" and if more greens occur then the assessment is green. Many feel that the current programs evaluate police effectiveness in a vacuum. When the Host Nation was a key player in the development of a plan, they had ownership and the plan was generally successful. The HN likewise must be involved in the plan to develop the police and RoL capabilities of the police, judicial system, and penal system.

In the assessment of the brigade commander, the brigade or battalion commander may be capable of operating in this complex environment but most if not all of the staff are operating at echelons above their training and understanding. This causes the senior commanders to spend more time teaching, coaching, and being closely involved with the staff processes than what one would normally expect. The feeling is that company commanders are also in above their heads in many areas---some of which training and experience can mitigate but most of the gaps are related to years of experience typically only achieved by battalion and brigade command level officers.

Having patience was essential to maintaining balance in the approach to improve the security and police effectiveness in an area of operations. HN buy-in to a program was also critical. Time and again, the brigade staff and those who have been on multiple deployments indicated we seem to be reinventing the wheel with each couple of rotations. Whether badging, hiring processes, pay processing, and higher-technical police development—all take time and understanding of the bureaucratic process and laying the groundwork for success with training and management of the HN development process—doing so in a partnership with the HN. There were several anecdotal stories where HN police would wait and allow the coalition to the work for them, because we would. Having patience was also imperative to maintaining balance in the approach to improve the security and police effectiveness in an area of operations. Non-MPs seem to rush into decisions or get frustrated with slow and HN bureaucratic processes and these rushed decisions in the end do more harm than good.

Leaders spoke on the need for the Army to relook the size and structure of the MP Corps emphasizing the need for senior Military Police officers to be commanding at higher levels in the current organizations, i.e., TF-134 and CPATT. In order to effect change at the lower levels, we need to have that experience and focus at the top. Many interviewed stated that a Military Police Officer is better suited to command CPATT than a combat arms officer simply based on previous experience and police background.

Insights / Lessons:

- Pass-on-books or battle books passed on from unit to unit during TOA were the key to mitigating some of the training gaps our junior leaders come into theater with concerning police station operations and managing policing efforts.

- When entering a combat or stability operation, included in the campaign plan must be a detailed and all-encompassing annex that addresses police legitimacy and effectiveness. Effectiveness cannot just be measured in weapons, vehicles and people, but must also include a measure of effectiveness in the capabilities to solve crimes, control populations, and CF ability to influence RoL and law and order. This effort must include the HN in the planning process.

- The brigade and battalion commanders cannot assume that their junior leaders are comfortable with the complexity of operating in a stability operation environment. More attention to detail and training must take place to mitigate the training gap of the subordinate leaders.

- MOI TT must do a better job of digging into the processes that underlie the functioning of the Ministry. Given the incessant rotations of MOI, TT personnel on individual rotations, it is a must that they continue to update and validate slides that depict MOI processes and they must better organize their share-drive to make information easier to get.

- Senior leaders pointed out that it takes the U.S. Department of Defense some times up to six months to get a hiring action approved and a person "on board." Yet, we are inpatient with an Iraqi process that takes longer than a few weeks—a few weeks to vet, hire, and train several thousand employees. Understanding the dynamics of the mission and having patience are necessary in a COIN environment and planning future COIN missions.

- The judges need to be partnered with CF in order to fully address ROL deficiencies and build a stable system. In general, the MP Corps needs to address the method for partnering with key players who do not have a CF partner whether the policy is simply to do it ourselves or to request higher assistance.

- HN stations partnered with Military Police will progress far more quickly than those that are not. The question is in defining the word "partnered." An MP squad responsible for more than one HNP station is conducting over watch; not a partnership. The MP mission has grown beyond our ability to truly conduct partnerships. Clearly, over time, the CF mission focus has narrowed but somehow the requirements continued to expand. The CF continued to identify or opened more and more stations within our areas of responsibility. The solution is perhaps in the ORA rating; identifying districts with the lowest ORA, focusing our efforts there through 1:1 partnerships and then transitioning to other areas as the ORA ratings improve.

- Long-lasting change will only come with intensive CF presence and feedback on station operations and eliminating corrupt HNP who otherwise continue to fester and spread like disease through the force.

DOTMLPF Implications:

- **Doctrine:** Army Doctrine should include information on how to develop Host Nation Police training programs and how to develop (in general terms) police development campaign plans.
- **Doctrine:** The complexity of establishing Rule of Law and police capabilities in developing nations is such that USAMPS should consider developing doctrine concerning MP Support to Stability Operations.

- **Doctrine:** Stability Operations doctrine should capture HN police development to include guidance on establishing police legitimacy and effectiveness. Effectiveness cannot just be measured in pistols, vehicles and people, but must also include a measure of effectiveness in the capabilities to solve crimes, control populations, and effect rule of law and law and order.

- **Doctrine:** Effectiveness in assessing HN police operations is difficult to define at the station and District levels. Implementing certain quantifiable goals can better assist in the development and planning for improvement at each PTT level.

- **Training:** The training that the PTT gets in evidence collection must be on the same level as the investigative judges and judges. There should be a RoL officer on the P/PTT who is at the BCT level, instead of at the DIV level.

- **Training:** Leaders should be trained in evidence collection and preservation and crime scene investigations in order for them to more adequately lead training efforts and effectiveness efforts of local police they are training.

- **Leader Development and Education:** USAMPS CCC and PCC should incorporate training on Iraq laws and Iraqi "judicial" system in order to better support the police development.

- **Leader Development and Education**: RIP/TOA preparations along with successful and complete battlefield handovers are critical for Police Transition Teams. Constructing Station/District/Provincial databases with relevant personnel, training, logistical issues are paramount.

Topic 1.5: HN Police Measures of Effectiveness

Discussion:

The Corps Provost Marshal (PM) produced a host nation police development program that aimed to identify and use internationally recognized performance measures for the HN police and the Iraqi Police Advisors to develop a rule of law

and enduring processes and systems in a democratic style of law enforcement. The PM used performance measures and associated metrics found in the Civilian Law Enforcement Association (CLEA) and the Judicial Standards review committee. They adjusted the performance measures to fit the operating environment. The intent was to use recognized international and national standards as a baseline for developing a "measures of effectiveness" way ahead.

MP units need to teach and mentor the HNP on basic police operations. In MND-N, units are still trying to get HNP hired, trained, a station to work out of and to leave the station to patrol. Both maneuver commanders and MPs stated it does no good to try to teach them higher level investigations until units can get them to get out of the station and engage the community.

The Iraqi Police advisors missions included field training at the local police stations, on-the-job training as part of the PTT during patrol operations, administrative duties (undefined) associated with developing local police, teaching coaching and mentoring local police, assisting local police in teaching, coaching, and mentoring local police during checkpoint operations / missions; assisting local police in management systems: firing, vetting, maintenance, and platform instruction to include SWAT, Investigation, Combat Lifesaving, combatives, etc.

Short Term objectives for the PTT program include integration of multi-sectarian police operations; provide safe and secure environment—hire local police from local areas; establish five law enforcement competencies (Apprehend, process, investigate, adjudicate and incarcerate); and meet holistic station management objectives, to include administration, maintenance, logistics, force protection, and station refurbishment.

Those in command positions stated that the Knowledge, Skills, and Abilities (KSA) of HNPA must be considered. HNPA must possess the KSAs required to perform their jobs. The DOD must hire HNPA that are proficient in RoL, investigations, and overall management otherwise, the HNP stations that are currently ORA 2s and 3s will continue to stagnate.

Training programs at times were ahead of the integration and synchronization capabilities of the Iraqi Police or the transition teams. Establishing training programs for investigations is essential but effects are stymied when the operational capabilities of the police forces have not kept pace. Simply put, training personnel to do high end investigations is good but if the equipment, leadership, and structure is also not matured to the same level of capability, then the training becomes "wasted" somewhat. Several leaders recognized this and have begun working to understand the training conducted and its application to future development efforts / initiatives.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Constant and sporadic HNP leadership and principle staff changes created instability at stations. Currently, in theater we have massed IP leadership at Provincial HQs and all Districts. The problem is that IPs generally do not leave continuity books behind when they leave because they do not want to leave that knowledge behind and help their successor. CF are continuing to work with the IPs on establishing continuity books and systems development, to include; training IPs on how to use a computer and computer programs such as excel and word.

The battle rhythm for the police transition teams was difficult and included: weekly "way ahead" meetings with each of the BCTs, divisions and major units; monthly Police Summits; monthly senior steering committee; weekly meetings with the Baghdad Operations Center, the Iraqi Forces Committee on National Reconciliation, Division, Corps, and Multinational Security Transition Command Iraq (MNSTC-I) and weekly bureau commanders briefing that focused on Iraqi Police Advisor Issues. Other meetings and reports included counter-Improvised Explosive Device (COIC) meetings, reconciliation planning meetings, battle updates, planners meetings (three times per week), base management working group, and Iraqi Security Forces (ISF) meeting (focus on National Police, Military and Border Police Transition team issues). Not all the players were the same so efforts have begun to emplace a mechanism that will synchronize all these efforts under a campaign plan.

Several units and most leaders (squad and platoon level) complained that the effort to complete their station observation and status reports was enormous and took from their training and other missions. The PTT program leaders were aware of this and made attempts to reduce the number of entries and complexity of the police station monthly reports.

Reportedly a key measure of effectiveness for the PTT is the station ratio. Not only are PTT required to manage their time based off of a list of meetings and reports but by adding additional stations to their partnership. This responsibility results in very little time actually being spent with the individual stations. It was further reported that much of this is caused by the fact that MP companies are controlled by the BCTs and those BCTs set the priority of work for the units in their battlespace.

Insights / Lessons:

- The PTT program is a complex endeavor that is affected by and affects many other programs. Synchronization is key to effective police development.

- Training programs must complement policing initiatives in order to be most successful.

- Developing a comprehensive campaign plan that synchronizes training programs with operational procedures and materiel capabilities will go a long way toward enhancing Iraqi Police capabilities.

- Keep station reports simple and the measures of effectiveness briefly and distinctly defined.

- PSMR timelines should be every 3 months instead of every month. Also they should be in three staggered groups so that there is a manageable flow of PSMR data coming each month. Many reported stated the reports are too time consuming to be done monthly and CF are at a stage of Iraqi Police development in which progress occurs more slowly. Their main argument was they believe at the current rate there is too much PSMR data to analyze accurately when the reports are done monthly.

- Within the scope of short term objectives for PTT operations, some of the goals are difficult to reach due to expectations of PTT. Rather than attempt to adapt HN rules of law and police operations to PTT; mold and shape HN police operations and adapt PTT operations in order to improve on their procedures and methods. HN may have alternate measures of success within police operations. Transition teams need to assess those successes and work towards improving those rather than revamping and changing to meet transition team expectations.

- Short-term goals such as "hire local police from local areas" can be hindered by the multi-sectarian local populace. Often, when Iraqi leadership is reviewing potential candidates for hire, they will disregard some individuals due to personal bias or tribal differences. Referring back to geographical complications, outlying Provinces from Baghdad have had difficulties communicating and working towards positive solutions to these issues.

- Reporting requirements are essential in identifying problem areas as it relates to PTT and COIN. However, such reports must be consolidated and direct to prevent interference in the mission. Clearly define short-term and long-term HN goals, qualitative and quantitative.

DOTMLPF Implications:

- **Doctrine:** MP Doctrine in support of COIN should capture the insights and lessons learned in this observation and related observations. The key is to describe a comprehensive police development plan in our MP and Army doctrine.

- **Materiel:** MP LE materiel / solutions must be placed in our tactical MP sets so the MP have a capability to immediately train and immediately synchronize training efforts with operational capabilities and requirements. By not putting our garrison LE capabilities into tactical configurations, our MP will not

be able to enhance the level of training (through doing) that is necessary to establish an effective HN policing capability and streamline efforts towards it.

Topic 1.6: Managing Host Nation Police Development

Discussion:

The 18th MP Brigade, Corps Provost Marshal and CPATT worked together to develop a plan to manage the development of HN policing capability. Together, they managed the collective efforts of supporting units, subordinate units, and several HN government level organizations to develop the model for managing host nation police development. The focus was on logistics, maintenance, human resources, and fiscal capabilities (budget development). Measuring or managing operational effectiveness of enforcing law was not in any measurement or management tool in use that the team observed but in the Corps and MP Brigade plans, this measure of effectiveness was listed.

There were many stove-pipe coalition organizations attempting to "help" the police but other than a central reporting station (Corps Provost Marshal), there was no centralized location or entity within the corps responsible for planning and managing rule of law, nor for planning joint (with Iraqi Police) law enforcement related operations. Each subordinate command was left this responsibility to overwatch policing and police effectiveness in its own manner.

The personnel (Human Resources) system being tracked included progress reports on hiring requests, completion and submission of hiring packets, issuing hiring orders, and issuing pay. CPATT and the MP Brigade tracked application process, security screening, and screening established by host nation to ensure that former Party members (Baath) denounced their party affiliation, an entrance examination, a physical fitness form, medical history report and medical examiners report (Physician's report) all were part of the application packet.

Utilizing local businesses for logistic support was paramount in MND-N. Right now if a PHQ requires equipment or supplies they have to go to Baghdad and go get it. This is very difficult for Mosul, Kirkuk, and SaD. All the PHQ do not have transportation assets organically available in order transport large amounts of supplies and equipment. Moreover, the security environment does not support safe travel from Mosul to Baghdad so it is very difficult for PTT to persuade the Iraqis to go and pick up equipment when they are afraid of being killed.

The key materiel capabilities tracked included the vehicles (patrol and security vehicles), pistols, rifles, light machine guns, body armor, base station radios, vehicle radios, and police hand held radios. Key logistics requirements funded by the Minister level included all fuels (Petroleum, oils, preservatives, coolants, liquids, and gases), weapons and ammunition (to include cleaning kits), vehicles

(to include armored vehicles, fire trucks, water and fuel trucks / tankers, sedans, utility vehicles, pickup trucks, and motorcycles), and repair parts.

Many stated that the MND-N provinces are struggling to get supplies through the centralized MOI warehouse- even items that are supposed to be provided to them by MOI (such as vehicle parts) according to MOI source documents. Either the MOI needs to increase its ability to contract for more items or the provinces need to be given greater latitude (read bigger budgets) to spend their money and buy the items they need.

Key items / supplies the ministry would not provide directly were subsistence (pay for food, barracks space etc.); construction materials (for self help type projects); medical supplies (purchase from minister of health); emergency good will supplies (come from the station / unit budget), and personal property (uniforms, law enforcement equipment outside of their pistol and uniform issue from the academy).

The more a unit or PTT understood the logistics, maintenance, budget and personnel processes, the better they were able to provide support to the police entities they were partnering with. Initially, attempts were made to establish a national maintenance and repair parts system for the police. The coalition leadership is now realizing that the best way to enhance local relationships and support local businesses is for the police leadership to engage local business to provide maintenance and basic supplies for the police in their area (paid for from the police budget). This relationship is being explored and developed but appears to be in the right direction. Just like most police departments, when a vehicle breaks down, there are local vendors for parts and local businesses to repair / maintain the vehicles.

Opening new stations is difficult in Iraq. Those responsible for the Samarra AOR stated that in Samarra the police force template was to operate with 1200 IPs spread over 7 to 8 stations. In the spring of 2008, Samarra had approximately 300 IPs on hand spread over 3 stations (the DHQ, ERB and 1 LPS). The IPs were rapidly hiring up to 750. Thus, station expansion became a huge priority. The Samarra IPs chose to rent buildings to use as IPs stations. This proved to work as building permanent locations took a great deal of time. These rented stations helped fill the gap until permanent stations could be built.

To build new police stations, some maneuver commanders dictated where the police station was to be built but there was little to no interaction with the government or local police to determine if the station was necessary or in the right location. Many times, the police did not support the new stations and in all cases, there was little/no consideration for where the leaders would come from to manage / lead the station, equip the station, and maintain the station. There was also little understanding of how the land acquisition process worked so many

times the land that a police station was to be built was not owned by the government.

The command and control of MP Companies supporting host nation development is an issue of synchronization. Both maneuver and MP leaders stated the relationship that makes the MP Company TACON to the BCT landowner and ADCON to the Military Police Battalion works well. They also stated, however, that a lack of communication and synchronization between the BCT PMO and MP BN can create confusion, slow progress, and leaves the MP Company stuck in the middle with conflicting guidance and the burden of multiple reporting requirements. All agreed the command and control relationship must be streamlined and clarified.

It should be noted that there must absolutely be HN buy-in when it comes to building expedient stations. There were many cases in Baghdad of the PDoP not wanting to sign for IP expedient stations because of shoddy construction, location issues, spite, etc.

Insights / Lessons:

- There are two web sites built to help personnel understand the government's procurement regulations—http://www.pac-iraq.org/en/default and a quick start contracting guide at http://www.pac-iraq.org/files/Quick%20Start%20Contracting%20Guide%20-%20Final.pdf

- The more the transition teams or other commanders engaged in establishing HN capabilities understand the system the HN has used, the more leverage in the development and coaching and teaching domains.

- Coalition efforts that incorporated IP input early in the process were more successful.

- ADCON, TACON, OPCON C2 relationships need to be clearly defined with battlespace owners as units RIP in and out of theater. All BCT commanders have different ideas on how to utilize MPs and what PTTs are. Furthermore, there is no clear delineation of responsibilities established between landowning units and MP units when it comes to dealing with IPs. At times, too many different CF patrols visiting IP stations increase frustration between HNP and CF and between MP and non-MP units. BCTs need to understand that HNP are not part of a militia and should not be treated as such; showing up at HNP stations without de-conflicting with MP patrols that may already be out at the station, and demanding HNP support for kinetic operations. This type of activity further hampers our ability to develop the HNP and set the conditions for the transition to law enforcement operations.

- Need to establish a "priority of work" for tasks to be accomplished at a police station that is tied to the security situation. MP Companies need to focus the efforts of their PTT.

DOTMLPF Implications:

- **Doctrine:** Capture these lessons learned in MP doctrine.

- **Doctrine:** Each area of the HN can be completely different from another. In that regard, transition teams should seek solutions to their area's needs within that direct region. Universal solutions rarely exist and can deter from each unit's current mission priority.

- **Organization:** Human resources within the Iraqi Police System is an enduring issue. Although requests are submitted for additional HN personnel and assets, issues remain with funding and availability. In order to deter overload of requests, set clear agendas and priority of HN assets to allow areas that are of low importance to continue their current mission focus. Blanketed personnel and resource requirements deter some units from their mission priorities and force them to focus on issues that are unable to be solved at that time, i.e. hiring packets.

- **Training:** Ensure PME courses and our TSPs for COIN address the systems that are in place to develop HN Police. PME should include training on PTT concepts and on understanding how the HN policing management aspects of our mission work. Leaders need to know what the Iraqi system is in order to put enough pressure in the right place to keep the mission successful.

Topic 1.7: Police Transition Team Command and Control

Discussion:

In support of establishing Rule of Law, the PTT mission was assigned to maneuver units (Divisions) and sub-tasked to supporting Military Police units to conduct PTT, typically in a Tactical Control (TACON) relationship to the brigade and below maneuver units. BLUF—there appears to be positive strides in the overall capabilities of the Iraqi Police and the efforts of all those involved are noticeable to those who have come back to Iraq for a second or third rotation. Having said that, there are several points that have been identified by those who worked in the Police Transition Team mission (PTT) that present valuable lessons to be learned.

The Police Transition Team mission is extremely complex. The policing function, in and of itself, is complex and must be a synchronized and integrated effort in

order to achieve acceptable results. Additionally, once a nation is granted sovereignty, the policing functions move from a military centric to a police centric function. Sovereign nations do not typically accept military martial law; the police are the arm that enforces the law. This is a dynamic that the MP brigade and others struggled with—allowing sovereignty to stand alone when the police arm was incapable of upholding its requirements. Its own government and the international community expect it to uphold as a sovereign nation. To date, the military police have been able to walk the line between their military role and their police role and many times have been successful at moving the HN police in a certain direction when other efforts seemingly could not do so.

Leaders emphasized the current C2 of the MP BN and MP Companies in MND-N makes it very difficult to synchronize efforts. The four partnered provinces within MND-N are very different and posses different security environments. Senior MPs stated it would be easier to synchronize IPS development efforts if the MP BN was OPCON to the DIV and all the MP Companies and the Provincial Police Transition Teams were assigned to the MP BN. The MP BN (if filled to MTOE authorized strength) could then properly source a P-PTT team at each of the BCTs in order to ensure IPS development was synchronized with BCT operations. It would also allow each of the provinces to work at their own pace and have different objectives and goals, but still have the same overarching objectives.

There were many discussions on how best to command and control the Police Transition Team mission—each involved renewed discussions on how the transition team could balance command and control requirements of the supported unit with the dynamics of working the sovereignty issues just discussed above. These discussions, over the course of the war, have included at least the following recommendations:

- o Assign the PTT mission to MP brigade / battalions who then operate in a support relationship to the maneuver units.

- o Assign PTT Mission to the BCT / Division and OPCON MP assets to the BCT / Division.

- o Assign the PTT mission to the BCT/Divisions and assign / attach MP elements to these units.

- o Assign the PTT mission to the Iraq Assistance Group (IAG), who manage military transition teams (MiTTs), and elements assigned to the IAG would be further placed OPCON or attached to the PTT.

Leaders almost unanimously stated that the C2 relationship was not as important as ensuring the policing efforts were lined up with the local police boundaries and that the policing efforts were synchronized across the area of operations. Failure

to synchronize police development efforts would allow criminal enterprises (organized crime type networks) freedom of operation within the seams.

Many agreed that the CF need an overarching HNPS development campaign plan. Five years is a good amount of time. It worked for MOI and MAO.

There are many agencies and task forces who have a hand in the police transition team and mission efforts: Military Police squads, platoons, companies, battalions, and brigade (battalion and brigade staffs are a critical piece to Iraqi Police Headquarters training), Criminal Investigation Division (CID); Law Enforcement Professional (LEP) initially sponsored by JIEDDO; Crime Laboratories; Civilian Police Assistance and Training Team (CPATT); BCTs, Divisions, Corps; Rule of Law Task Force; Law and Order Task Force; FBI, DEA, and ATF and SOF either operating alone or under the coordinating efforts of CPATT; International Training and Advisors-Police (ICITAP) in coordination with the State Department; National Police Transition Teams (NPTT) and Border Enforcement Training Teams (BETT) under the management of the IAG, PTT (outside provided by organic MP units) working directly for maneuver units when not enough MP units are available; and Iraqi Police Advisors (IPA) monitored / over-watched by CPATT.

The overarching training efforts did not appear to be linked, especially when crossing skill sets (investigators, basic police skills, border enforcement). There was no evidence of an overarching campaign plan for police development although the Ministry of Interior (MoI) Five Year Plan was cited as an overarching policing strategy for the Iraqi police. Because there was not an overarching plan known by all, police training and special skills training were varied.

The latest Iraqi Police training initiative was to hire over 12,000 Iraqi Police and put them through an initial police training program of two weeks. The skills taught were not police skills; the topics taught were basic COIN survival and force protection skills. Many commented this methodology for getting security was used before. It was called checkpoint police and this failed because the checkpoint police were not vetted by anyone, illiterate, and poorly paid. Additionally, the two weeks training was not followed by other training for the police nor were there complementary training and hiring of police leaders to manage this population.

HNPAs have the potential to play a critical role in the PTT mission. However, most IPAs do not have the experience in developing a Middle Eastern police force as mentioned previously. In some areas, HNPA do not report to the MP company that they work with, they report to their "headquarters." This was the case in Samarra Iraq in spring of 2008. IPAs made it clear that they did not work for the MP Company and stated they reported directly to Tikrit. This created overlapping of efforts on behalf of the MPs and IPAs. The MP companies' priorities for PTT (as agreed with by the MP BN and maneuver commander) were

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

IP force generation (this involved the CLC-IP process), station expansion, motor pool operations, rule of law, and investigations. IPAs focused on RoL and that tied only to investigations. Both IPAs and MPs sent up daily station reports (DSRs) to higher headquarters. Many viewed this as a duplication of work that results from lack of unity of effort. At some point IPAs needed to be placed under the control of the local MP Company Commander and reports needed to be combined.

Anecdotally, MP units reported that maneuver units complained that military police come with a "mother-may-I card." When discussed with leaders of maneuver units, there were some orders that were published that did tell commanders what MP could or could not be used for. They also acknowledged that senior maneuver commanders (not MP commanders) make decisions concerning C2 alignments / task organization in an operations order or fragmentary order. The typical reason these task organizations and accompanying orders / coordinating tasks are specified is to ensure efforts of the shortage branches such as MP are weighted and used IAW established priorities.

Several MP commanders expressed they did not feel they could have direct influence on how their ADCON subordinate units were operating nor as senior MP commanders, could they weight the effort in policing by aligning quickly more police assets into a certain area to affect a security level. This was especially the case with Division Provost Marshals and BCT Provost Marshals. They did not have access to their subordinate MP elements to ensure the methods they were using to support their maneuver commanders was synchronized across the area of responsibility and in concert with effective MP doctrine. To many leaders, it appeared that some non-MP commanders thought they knew more about policing and disregarded MP advice. As the CAAT talked to some maneuver commanders and staff, they did not get the impression that the MP advice was not heeded, but that there were misconceptions in how operations were conducted because of disconnects with the MPs in how the BCT commander wanted to do business. Regardless, the underlying theme is that the more the MP senior leaders were engaged with the supported commander and his staff, the less this was an issue.

Discussed with several leaders was the methodology for developing Iraqi Police capabilities and by default, effectiveness. Specifically, there was a great deal of emphasis on training, and minimal emphasis on operational effectiveness. More recently, the Corps Provost Marshal Office and the military police brigade have both started looking at measures of effectiveness that include training and operational effectiveness. This is a positive step. Those who are on their second or third tour, point to June 2004, and the Declaration of Sovereignty as creating a mindset of training vice training and operational effectiveness. There are a few organizations that were not only training Iraqi Police (such as their major crimes unit investigators) but also worked to assist in police investigation

improvements. The majority of PTT efforts though focused only on training and station / district management (logistics, personnel, maintenance) and not on crime solve rates, patrol distribution plans, effective community policing, etc.

The development of the Host Nation Police force must be tasked to the maneuver commander who is ultimately responsible for overall security development. Military Police should be the lead for executing the HN police development mission; however, it must be nested across the board with the maneuver commander's LOO and campaign plan.

Pushing training to the HNP is a must. Many appear too comfortable right now sitting at the CP or inside the LPS. Training Centers should be the starting point for developing the training programs of HN development rather than the end state. It is one of the few methods to synchronize performance expectations across the board. Basic police skills must be developed before the HNP gets to the stations rather than 'learn as we go'. HNP do not need training on how to conduct an investigation before they know how to draw their pistol. The HNP needs to patrol, respond to a crime, secure the scene, and then allow experienced trained HNP officers to take over. Investigative training is almost another type of PTT altogether.

Insights / Lessons:

- C2 challenges were mitigated or overcome by detailed coordination and full understanding of the role / missions of supporting and supported commanders.

- Training local police is essential to COIN success but operational effectiveness must be addressed because training alone will not lead to the level of success necessary to make quick and substantial process.

- Quickly increasing the numbers of personnel trained in police skills must be accompanied by a leadership structure increase as well. There must also be a corresponding increase in the quantities of special skills. A comprehensive strategy for training and operational effectiveness will yield great success than other methodologies.

- Measuring effectiveness using metrics like crime solve rates is tricky because it is difficult to get this information since the HNP don't always keep the best statistics.

- Increasing the size of the HNP Force must be accompanied by more training in order to professionalize the force. This must be addressed in the campaign plan.

- The main issue with developing an operational effectiveness assessment is that there is currently no definable and measureable metric to base those findings. Reports and validations must be based off definable data.

    - Quantitative goals must be defined in order to ascertain what OE's are progressing and which are lacking.

    - Qualitative goals must also be clearly defined to provide transition teams a measure to base their mission priorities in order to continue the development of the HN forces. These findings / reports will serve as the primary tool for the MP command in determining appropriate allocation of units to varying areas.

- There must be continuing coordination of effort within transition team operations. MP COs and MP BNs must provide accurate and timely reporting on required data in order for the command to consolidate and analyze common issues. Training, logistics, patrolling procedures and frequency, personnel, finance, IP work ethic / motivational tools, etc. All contribute to the overall effectiveness of each Station / District / Province. Gathering this information will allow the MP command to offer solutions from differing areas to other transition teams resulting in unity of effort.

DOTMLPF Implications:

- **Doctrine:** MP and COIN doctrine should reflect a campaign strategy for developing police skills and operational effectiveness.

- **Doctrine:** Army Doctrine should explore the direct support and OPCON/TACON C2 relationships and ensure they best meet the current dynamics of COIN and can best accommodate actions in relation to sovereignty and HN policing capabilities. Failure to discuss the complications of the COIN mission set in police development and establishment of Rule of Law will lead to disconnections among C2 efforts and development efforts which will allow criminal organizations to find seams in capabilities and coverage.

- **Doctrine:** Military Police units are a viable and well-equipped battlefield entity. With the Police Transition Team mission, MPs are constantly circulating the battlefield, meeting with HN officials and locals, and are extremely knowledgeable and integrated into the communities. Furthermore, they have developed unique relationships with local police forces and are able to influence positive change. Therefore, transition teams can be effectively utilized by maneuver commands in kinetic operations given their intricate knowledge of their OE.

- **Organization:** Assign PTT mission to MP BDE / BN who then operate in a support relationship to the maneuver units. MP BDEs are the subject matter experts on Police Transition Team operations. They should in turn have the freedom of movement to execute their priorities and maneuver MP units across the battlefield. Control of MP BNs by the BDE would allow unity of command. By analyzing each OE and the issues contained therein, the MP BDE can prioritize efforts and functions across the BNs and ensure those priorities are being executed and completed before moving to the next.

- **Training:** Training institutions should teach classes on command and control and the necessity to ensure C2 does not get complicated to the point missions are jeopardized. Training on how to support BCTs and Divisions would go a long way to helping mitigate challenges brought out in this observation.

Topic 1.8: Predeployment Training- MP Operations and Establishing Rule of Law

Discussion:

The Police Transition Team (PTT) training conducted by the US Army Military Police (USAMPS) was beneficial to the units preparing for deployment. The training was geared at the squad and platoon leader levels for the specific mission of developing Iraqi Police.

Many reported the PTT training at USAMPS was very worth while for the most part. However, some stated it did not cover some needed topics like working with the tribal leaders, city council, and how they influence the HNP system. A few of the interviewed personnel stated it would be more beneficial if it was broken into two types. Squad leaders should get their PTT training focusing on the LPS level and PLT Leaders should get PTT training on the DHQ level. Also, when a unit is tagged to deploy and goes to NTC or JRTC, someone from USAMPS should ensure that the MP is afforded the opportunity to execute the PTT mission during their cycle as well as ensuring that the OCs understand the PTT mission that they should be evaluating.

Key leaders at MNC-I stressed that the Military Police need to update its predeployment training criteria. Currently, MP companies conduct multiple LFXs and MRXs in preparation for deployment. Most training tasks focus on combat patrolling and survivability tasks. While this training is imperative it does prepare MPs for the actual conduct of PTT. Military police officers and NCOs are expected to be the SME on all Police policies and procedures. Classes need to be taught to squad leaders and above on the following, HN criminal code, investigations, hiring procedures, logistic procedures, HN police structure (MOI through LPS), and HNP personnel procedures. Being the SME on this information will help MP Commanders interact with maneuver commanders and

can prevent wrong decisions and short cuts from being made. Knowing the proper procedures and highlighting the impacts of short cuts to maneuver commanders is essential to the PTT mission.

This Police Transition Team Training (PTT) was reported as very beneficial to Military Police units who sent noncommissioned officers and officers to Fort Leonard Wood to attend the course. The course taught the NCOs the PTT program and the only emphasis was on police development—the forms used for tracking police equipment and reporting on the readiness of police stations to operate. From a RoL perspective, the training has not addressed how policing interfaces with penal and judicial operations. Leaders reported there was limited to no training on current Iraqi law and rule of law procedures within their criminal justice system taught to inbound MP units. Efforts to establish a RoL environment must be accomplished in total—all elements of the RoL effort being synchronized and understood by all. The MP efforts to establish the Iraqi Police are well documented and focused on police training at the basic level of police development. There are growing but separate efforts (Army and Interagency) to elevate the capabilities of penal and judicial programs within Iraq.

It was reported that patrol leaders need more Iraqi RoL training. Police Station Monthly Reports (PSMR) continuity books are a must. Those interviewed recommended additional training on PSMRs, training on the split Command and Control (C2) relationship, and on automation systems. Further, many stressed the garrison law enforcement training in preparation for the Police Transition Teams (PTT) mission is lacking. One interviewed company brought out his company did not receive any of this training. However, the civil skill sets brought by the law enforcement officers serving in the Army Reserves more than makes up for this capability gap. Iraqi law training is needed prior to deployment and is still needed periodically after arriving in country.

Insights / Lessons:

• Continue to update the PTT Training Support Package (TSP). The train the trainer course provides the right type of information the unit needs to reduce the transfer of authority process and make the unit more effective once they assume the mission.

• Incorporating the Rule of Law into PTT predeployment training is absolutely vital.

• Send specialized Mobile Training Teams (MTT) that are well versed on Rule of Law to units during predeployment training.

• Train HNPA on Rule of Law; they are supposed to be the SMEs but are currently not at this level.

- HNP cannot generally search, collect, and preserve evidence in an adequate manner. Tasks subjectively assessed to "green" evaluate effectiveness in a vacuum. Evidence classes and training on what is required for the HN court system is needed.

- Squad level PTTs identified that western training principles and tactics are not the best to utilize. Include PTT members with Middle Eastern Arabic law enforcement experience (possibly to replace HNPA).

- Incorporate Rule of Law synchronization and integration of pillars of RoL into the current PTT TSP. Establishing a Rule of Law TSP for MP and other leaders engaged in police, judicial, penal, and civil affairs actions could enhance synchronization of RoL efforts once in theater.

DOTMLPF Implications:

- **Training:** Continue to update the PTT. Ensure units send train the trainer leaders who can take back the information and training package to their units and train them accordingly.

- **Leader Development and Education:** Establish a PTT TSP for leaders supporting efforts to establish Rule of Law. Continue the Police Transition Team course currently being conducted at USAMPS.

- **Leader Development and Education:** Continue to emphasize the acquisition of recently re-deployed leadership to conduct PTT courses. Gathering a cohesive team consisting of Provincial, District, and Station level PTT leaders will enhance the training and better equip leaders in their future rotations.

- **Leader Development and Education:** Emphasize engagement processes and study other regional police force's procedures. Provide specific area successes and difficulties from PTT leaders.

Topic 1.9: Forming the Team

Discussion:

Forming the team is an important part of leveraging success in a COIN environment. There was nothing found to indicate any effort at establishing a RoL team during a pre-deployment phase. For MP unit efforts, MP Companies stated that many Soldiers reported to their unit just prior to deployment. Many

Reserve and NG companies, who reported to Fort Dix / Fort Bliss, said their training did not focus them on their war-time tasks.

However, the Army has made great strides in deployment focused training. Efforts to provide Training Support Packages (TSPs) and Mobile Training Teams (MTTs) have proven beneficial to training and mission preparation. The challenges are many and the manning activities associated with Army Force Generation (ARFORGEN) are among these challenges. One company reported that 47 new privates and other Soldiers arrived to the unit 60 days or less prior to deployment. The only focus, at that point, the unit command team wanted to achieve was the basics of shoot, move and communicate. Taking care of personnel issues, taking care of families, and preparing for the missions in theater all became difficult and competed for leader attention. The only thinking afforded the unit on what could be trained on was individual preparation in the basic areas just mentioned. Teams, squads, and platoons were adjusted at the last minute and did not resemble the team, squads, and platoons that went through situation training exercise (STX) lanes, external evaluations, and mission rehearsal exercises (MRE).

To help improve team effectiveness, the unit moved to NCODP and OPD more frequently. This involved qualifying once per month on equipment (until a degree of proficiency reached) and key battle drills and rehearsals done weekly, in addition to any done prior to missions. A key part of training included daily and weekly adjustments to techniques and procedures used for operations—such as having enough seats in the vehicle for accommodating Soldiers from a downed vehicle being towed; adjusting load plans to accommodate a litter or ambulatory patient who was unable to sit (or needs treatment for shock) in a seat for ground evacuation when medical flights are unavailable due to weather; and how to train (use of interpreters, etc.).

Insights / Lessons:

- Assigning large numbers of personnel (almost 1/3 the unit) to a company sized unit, within 60 days of deployment, places a critical training requirement on the company leadership and resourced training program.

- Units are and should continue to adjust TTPs and train while in theater to ensure competencies are maintained.

- TSP and MTTs are valuable tools for the commands / units to employ as part of their deployment preparation.

- MP efforts (MTT, TSP) during pre-deployment do not include RoL information.

- Place emphasis on USAR / ARNG component training at Fort Dix, Camp Shelby, and Fort Bliss. With the plethora of units mobilizing and the varying mission sets, units conducting Police Transition Team operations are muddled in the mix. Although much of the training is essential to successful mission completion, prominence must be placed on those units conducting PTT, especially on the unit leadership as they will be the ones directly engaging high-level HN officials.

DOTMLPF Implications:

- **Training:** USAMPS and other schools should look to incorporate TSP training into class room PME and OSUT. This will mitigate the effects of last minute deployment fills that are commonplace among the force.
- **Training:** PTT training is a leader task. PTT training can take the form of OPD / NCOPD, which are things that can be done outside of regular unit training.

- **Leader Development and Education:** Leadership training in COIN is essential, as well as, leader engagement training. Introduce concepts, such as conducting SOI engagements, at the earliest possible point to allow leaders to develop their engagement styles and become familiar with the uses of an interpreter.

Topic 1.10: Command and Control of the MP Units in a RoL Environment

Discussion:

The MP Brigade is under the operational control of the division responsible for Baghdad and subordinate MP Battalions are under the tactical control of either BCTs or other divisions they supported.

The command and control of MP units have been a source of much discussion at all levels. The MP Brigade was OPCON to a division and the subordinate battalions are either TACON to another division (whom they support) or to a BCT. MP Companies were typically assigned to a battalion and TACON to a BCT for police transition team efforts. This alignment resulted in no issues to significant issues, for the supporting and supported commanders / leaders. Personalities seemed to play a big role in this.

Operationally, there seemed to be little impact on the C2 relationships—MP units coordinated with battlespace owners and in most cases, attended commander huddles, effects meetings, and similar coordination / planning meetings. In those areas where supporting units did not establish in depth coordination with the supported commander, the relationships were more adversarial.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

MP leadership raised the example of the 275th MP CO to illustrate this case in point. They asserted there must be a strong relationship between the MP Company and the landowning BN that has TACON of it. They believed it is the responsibility of the MP BN, OPCON to the DIV, to make sure that this link is strong. Personalities and rank are important. It is incumbent upon the field-grade officers, in the MP BN OPCON to the DIV, to do the necessary engagements with landowning BN CDRs and S3s as part of the MP CDR's battlefield circulation.

Policing operated in support of the HN government and there was a distinct desire by civilian officials to separate policing from military operations. In a COIN environment, security and stability are inextricably linked and therefore, the line between military and policing responsibility is often blurred. Typically, the more a military unit attempted to control the policing operation resulted in a greater disconnect to the overall policing effort. This discussion did not come across as adversarial at all but, rather, as a sincere attempt to work to ensure security and policing efforts were linked and yet, "freedom" to police and support the citizen needs were addressed. In policing, if a call for an event / police assistance comes in, police respond. The nature of their business is to de-escalate situations and on the other hand, to investigate. A call for a "minor disturbance or assault" often led to an investigation which involved a complex murder case. This is not unusual in a COIN environment. This COIN complexity is difficult to manage in the maneuver commander's decision process due to concern for security, Soldier / HN Police safety and other factors.

Most commanders and leaders described their C2 relationship as basically effective, yet, room for improvement existed. As each described TACON, the definition they used better described OPCON or direct support.. While there seemed to be an Army move to get away from "Support" relationships, many discussed the value of direct support relationships in a complex COIN environment where senior officers, knowledge and experience, and higher headquarters capabilities of these supporting echelons / units in developing HN police do play a significant and successful role. Maneuver commanders and leaders echoed that having an MP LTC or MP COL vice a MAJ or CPT advising them and orchestrating operations would be more beneficial to their overarching mission and efforts to accomplish their mission.

In order to affect command and control, the following systems were used:

- o FBCB2

- o CPOF

- o SIPR

- o NIPR

- o FM Radio

- o BREEZE

- o Snag-it (Power point lug in)

- o Ventrillo

- o CIDNE (Combination Information Data Network Exchange)

- o SharePoint

Outside of FBCB2, SIPR, and NIPR- these systems are not taught in any of our Professional Military Education classes.

Insights / Lessons:

- When an MP Commander / Leader was fully integrated into the supported commander's battle rhythm, there were significantly less issues with C2 than those who were not fully integrated.

- SOPs and TOA are barely acceptable solutions for training C2 systems in use today. Units that were able to train with these devices and systems before deployment had an easier transition time and were more effective in their operations and C2 efforts than those who were not previously trained.

- It's a long term war and yet our materiel developers have not kept pace due to arguably archaic and bureaucratic processes.

- When MP BN HHD's are deployed to be OPCON to a DIV, a COA that should be explored would be to deploy the entire staff as an IPS development cell. This would be the most robust IPS development cell seen in Iraq. The S1 would develop HR functions, the S4 Logistics, the S3 officers would work on the training, etc. This would be possible if the BCT's to which the MP companies are assigned take ADCON responsibility for the MP companies as well.

DOTMLPF Implications:

- **Doctrine:** The Army should look at doctrine associated with COIN and the HN development efforts that are spearheaded by non-combat arms branches (police, engineers, medical etc.) to determine the most appropriate C2 relationship.

- **Doctrine:** Integrate CO level command with the BCT in targeting meetings and current kinetic operations is key. Transition teams must be absolutely knowledgeable of such operations as they are the "face" of U.S. Army forces. Transition teams are engaged constantly by both HN officials and locals to provide insight on kinetic and non-lethal operations being conducted in that OE. PTT leadership must be involved in all levels of the BCT operations such as current non-lethal targets / projects, information operations, and kinetic strike operations. This will signify a unified front across CF.

- **Materiel:** Materiel solutions should quickly catch up to operational solutions already in place (and have been for over three years). The Army should select a family of S2 systems and begin immediately filling unit TO&E documents with the latest systems.

Topic 1.11: Aligning US Partnership Boundaries with HN Boundaries

Discussion:

In many instances, Military Police were aligned with HN police boundaries and in other areas, they were not (aligning with BCT boundaries was a higher priority). When partnering with police and attempting to develop their capabilities, it appeared that synchronization and integration of these efforts was enhanced when the partnership boundaries align.

Most have understood this necessity and the MP unit areas of operation coincided with the boundaries of the stations / districts that they were assigned to develop. There were still some areas where the boundaries of partnership did not align. In a policing operation, if there are seams, the criminals will identify them quickly and capitalize on the situation. Additionally, commanders reported that the local police were confused and frustrated when they had more than one police training team to work with in order to "cover" their respective area of responsibility.

Insights / Lessons:

- Aligning police training team boundaries with the boundaries of the local police provide the greatest chance for synchronization and support to the HN police.

- Align PTT element with the HN police force within the district. Each MP squad that is assigned stations should fall under the same HNP district and also fall under the same maneuver element. That makes it easier for PTT to establish relationships and partnerships with the HNP leaders and keeps that PTT element focused on that IP station and district as well. Further, it would enhance the

maneuver element understanding the full dynamics of the police system in their battlespace, versus viewing each police structure as the same entity.

- Every effort must be made to ensure that provincial AO's line up with BCT AO's. When this does not happen the DIV staff must take up the slack and make the operational seams a priority in and of themselves.

- Align U.S. Partnership Boundaries with HN Boundaries. This is what MNC-I is currently doing. In Mosul, there is a constant state of flux with HNSF (IP / IA) AORs and boundaries shifting and changing. Many stated it only makes sense to set PTT boundaries to coincide with their partnered IP districts and flex where needed.

DOTMLPF Implications:

- **Doctrine:** Doctrine should reflect the necessity to align partnership unit responsibilities to the HN's area of responsibility that is being supported.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Chapter 2

Military Police Support to Maneuver Commanders

Chapter Contents   Page

Summary

In the contemporary operating environment (COE), MP provide key support to the Geographic Combatant Commander (GCC) and to subordinate maneuver

commanders prosecuting their missions in one of the most complex and challenging battlefields in recent history. The Operation Iraqi Freedom (OIF) operating environment (OE) was the driving force behind two major changes to MP operations specifically designed to yield enhanced MP support to MNC-I and its subordinate maneuver commanders. First, MP support priorities and mission requirements shifted to focus on only two major mission sets: Police Transition Team (PTT) operations and Detention Operations (DO). The former supported maneuver commanders' overall mission of Iraqi Security Forces (ISF) development and establishment of security within their respective Areas of Operation (AO). The latter complemented the maneuver commanders' overall security mission by keeping unlawful enemy combatants off the streets and in detention while simultaneously conducting COIN "Inside-the-Wire". Second, MNC-I established what many MP would consider non-traditional MP task organization and C2 / support relationships across the Iraq Theater of Operations (ITO) in an attempt to better support maneuver commanders. The various MP task organizations, as well as related C2 relationships, though widely varied from one Multi-national Division (MND) to another, were typically functional, effective, and mission-tailored. Additionally, the OIF OE placed additional and never-before experienced demands on MP units and PM staffs at all echelons (from corps to platoon). It was readily evident that maneuver commanders required MP that were highly trained and knowledgeable in Law Enforcement (LE) technical skills (to include forensics and evidence collection). This, along with several other mission requirements, demanded that additional capabilities and assets be resident (organic) within the Combat Support (CS) MP BDE, CS MP BN, CS MP CO, and BCT MP PLT as well as within Corps, Division, and BCT PM Sections. To better support the BCT (the centerpiece of Army combat formations), additional MP assets needed to be resident (organic) and task organized optimally within the Infantry Brigade Combat Team (IBCT), Heavy Brigade Combat Team (HBCT), and Stryker Brigade Combat Team (SBCT). Also, maneuver commanders were hesitant to employ NL weapons and munitions in the OIF OE. In short, MP provided effective, responsive, and timely support to maneuver commanders and thereby significantly contributed to their mission accomplishment and success. Additionally, many recommended that MP PTTs have a constant sector presence in the OE enhancing firepower and maneuverability. PTTs can also respond rapidly with their IP counterparts to any situation that develops with either HN or U.S. forces.

Topic 2.1: Military Police Mission Sets

Discussion:

The OIF OE (namely COIN and Stability Operations) led to a significant shift in and narrowing of focus for MP mission sets, priorities, and employment.

Specifically, MP in the ITO were only focused on two major mission sets: Police Transition Team (PTT) operations and Detention Operations (DO). This was largely a result of a change in the type of MP support needed by and provided to maneuver commanders on today's complex battlefield.

In recent history, MP traditionally provided MP combat support to maneuver commanders primarily through the conduct of MP Battlefield Functions such as Area Security (AS), Maneuver and Mobility Support Operations (MMSO), and Internment/ Resettlement (I / R) Operations (primarily EPW operations). These missions were particularly useful and effective in what was referred to as the Corps Rear Area (CRA) and Division Rear Area (DRA) during linear major combat operations (MCO) where there were defined front lines and rear areas. As a result, MP were sometimes referred to as the "Mobile Infantry" of those rear areas.

The OIF OE significantly departed from this traditional MCO template as it represented a battlefield absent of rear areas with the entire ITO neatly dissected into multiple areas of responsibility (AOR) each owned by a specific BCT under the C2 of a division. Additionally, with the prioritization of the PTT mission, BCTs fully assumed responsibility for the traditional AS, MMSO and localized I / R (division and BCT level detention operations) missions. This situation, coupled with the ongoing insurgent threat, COIN environment, and the transition to Stability Operations (SO) resulted in a new-found need for MP support primarily in the form of Law & Order (L&O) and I / R operations. This spawned from the intensive focus on Iraqi Police (IP) development and ongoing (and expanding) theater-level detention operations across the ITO.

This eventually led to a change of mission and task organization for MP that narrowed their focus to two of their five Battlefield Functions: Law & Order Operations (IP development - PTT operations) and Internment / Resettlement Operations (detention operations). Thus (and ironically), while the OIF OE drastically limited MP mission focus to these two mission sets, it also significantly expanded MP mission requirements across the ITO. MP leaders stressed this narrowed mission set did nothing to eliminate MP workload or mission requirements. In fact, quite the opposite occurred. While MP were focused on only two of their doctrinal battlefield functions, mission requirements grew exponentially to the point where there were not enough MP units available to execute these two missions. This resulted in the sourcing of "In Lieu Of" (ILO) units mostly for DO but also, to a limited degree, for PTT. While MNF-I and MNC-I senior leaders clearly recognized that MP units were the most suitable units for these two mission sets, they also accepted the risk associated with using non-MP units to meet mission requirements due to the overarching strategic importance of these two missions. Most believe that MMSO and AS should remain doctrinal missions for military police but that this will either require additional MP companies or a reduction in other missions across the board (IP development, etc.).

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Insights / Lessons:

- The use of ILO units to conduct DO and PTT clearly indicates there is not enough MP force structure in the Army to meet the mission requirements and demands of the COE.

- The COE has restricted the ability of MP to perform all five MP battlefield functions simultaneously in support of maneuver commanders.

- Traditional MP CS skills such as AS and MMSO are not being adequately performed in the ITO, as evidenced by the numerous and continuous IED and small arms fire attacks along Main Supply Routes (MSR).

- MP must maintain high proficiency levels in the Law & Order and I / R Battlefield Functions, or they run the risk of not providing maneuver commanders with the expertise needed during contingency operations.

DOTMLPF Implications:

- **Doctrine:** MP doctrinal manuals, as well as overarching Army doctrinal manuals, need to be updated to include the expanded operational requirements associated with DO and PTT operations (IP development) in the COE as well as detailed information on MP support to those operations.

- **Organization:** Configure CS MP units to enable them to independently accomplish PTT operations across the spectrum of policing capabilities necessary / required in police stations and police headquarters.

- **Training:** Modify and revamp current OES, NCOES, and OSUT Programs of Instruction (POI) to adequately train MP in basic and advanced LE skills as well as I / R skills.

- **Training:** Revamp OSUT and NCOES training to encompass COIN operations at the lowest level.

- **Leader Development:** Enhance and / or add LE and corrections technical skills training courses for MP senior leaders.

- **Leader Development:** Vary assignments for MP officers and senior NCOs to ensure that all are afforded the opportunity for assignment to corrections and LE-related positions such as PM Operations Officers / NCOs, Department of Emergency Services (DES), Installation PM, L&O Detachments, Army Corrections Command (ACC), United States Disciplinary Barracks (USDB), Regional Corrections Facility (RCF), etc.

Topic 2.2: MP C2 in Support of Maneuver Commanders in COIN and Stability Operations

Discussion:

The MP Brigade Commander was fully engaged in the command and control of all subordinate units and the management and oversight of the Police Transition Team (PTT) efforts throughout his assigned area of responsibility.

The MP Brigade Commander had Administrative Control (ADCON) over units outside the brigade's operational area of responsibility. The awards processes, judicial and other standards were implemented equally throughout the brigade. The Brigade Commander provided PTT guidance to the subordinate battalions and companies who where under Operational Control (OPCON) or Tactical Control (TACON) to maneuver units but did not direct the synchronization or integration of policing efforts to address counterinsurgency operations (COIN).

The battle rhythm included daily synch meetings with the brigade S3, near-daily visits to subordinate units and/or the HN police stations being over-watched, trained or developed and a commander's update brief (utilized the BREEZE network—points to point internet voice of internet system). Weekly, the brigade participated in the DIV G3 synch meeting, plans and operations meeting, PTT working group meetings, update to the Division Commander, and brigade staff call.

Other key meetings the brigade commander or S3 attended included a Crisis Action Meeting, IP updates, Operational Readiness Assessment Brief, IO working group, OPSEC working Group, Force Protection Working Group, Coordinated IED meeting, Corps Iraqi Police Update and an Information Operations Working Group.

The feeling among current MP commanders and some maneuver commanders was that the span of control of MP battalions and brigades was too large in our current set. Most felt that C2 of three to four companies or four battalions (or equivalents) was ideal and the range of C2 should be 2-5 battalions or 2-5 companies, especially if the mission set for each is the relatively the same. While all agreed that more can be controlled for short periods, the complexity and dynamic nature of the current and projected future battlefields is such that anything greater than five subordinate units place mission success at too much of risk.

Insights / Lessons:

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

- The COIN environment is extremely complex. Building HN Police capability is complex and takes a significant effort across Interagency organizations. The ability of a commander to effectively influence the battlefield is diminished due to the complexity involved and the lack of the experience available in our junior leaders in our Army to effect HN change.

- The feeling among current MP commanders and some maneuver commanders was the span of control of MP battalions and brigades are too large in our current set. Most felt that C2 of four companies or four battalions (or equivalents) was ideal and the range of C2 should be 2-5 battalions or 2-5 companies. While all agreed that more can be controlled for short periods, the complexity and dynamic nature of the current and projected future battlefields is such that anything greater than five subordinate units place mission success at too much risk.

- MP BN HQs are not being effectively utilized to exercise C2 over subordinate units in all division OEs. In Iraq there are currently only four MP BNs executing PTT operations in support of the four divisions. MND-N and MND-C each have only one MP BN HQ OPCON to them for the PTT mission. The expanded OE that these divisions are responsible for, the geographic array of IP stations across the OE, and the lack of additional MP BN HQs has influenced division commanders to assign TACON of MP companies to landowning BCTs in all division OEs except Baghdad. The MP BN HQs in MND-C and MND-N exercise ADCON only over subordinate companies. As a result, rather then utilizing their MP BNs as tactical C2 HQs, both divisions have utilized their MP BN HQs as extended division PMO sections and augmentations to ISF cells

- When operating in a COIN environment, where there are a small number of divisions arrayed over a large area, each division would benefit from having its own MP BDE OPCON to support it. The MP BDE exercises OPCON of up to four MP BNs that in turn exercise OPCON of up to five companies each. This allows doctrinal utilization of MP HQs as tactical C2 elements and provides a single HQ to exercise OPCON of all PTTs. This solution facilitates unity of effort and a singular approach to IP development across the division OE.

DOTMLPF Implications:

- **Doctrine:** Army and MP Doctrine should reflect a span of control of 2-4 MP companies or battalions for battalions and brigades, respectively. Adequate span of control of five companies or battalions is achievable but when complexity and distances are greater, even this figure is too high to effectively achieve solid span of control.

- **Doctrine:** MP Doctrine should capture as vignettes and examples the various meetings and efforts that must be undertaken in order to effectively develop host nation policing capability and rule of law effectiveness.

- **Organization:** Rules of allocation should be reviewed and adjusted to reflect 2-5 companies per MP battalion and two-five MP battalions per MP brigade.

Topic 2.3: Providing PTT Support and Policing Capabilities to Maneuver Commanders

Discussion:

Police Transition Teams (PTT) operated at the squad level and worked in close coordination with maneuver elements within their area of responsibility. Part of PTT mission included instructing IP and establishing and running (oversight in some areas) of "police" academies. The Division PM did not feel that the NCOs and officers had the complete skill sets, to include instructor skills, to maximize their training efforts. Putting an instructor through certification courses as we do in our institutions does not exist in the Iraqi or current coalition system, nor with the interpreters who play a key role in training oversight.

Follow-up IP training is near non-existent. There is a basic review of police skills and courses set up to train advanced schools / education, but the selection process and utilization process once the course is completed were not organized properly. There was a Police Essential Task List, a scaled down version of what was developed in OIF 1 and OIF 004-06.

PTT teams lived on Forward Operating Bases (FOB), Contingency Operating Bases (COBs), Combat Out Posts (COP), and police stations. All venues had advantages and disadvantages with living at police stations. Soldiers interviewed stated the police stations represented the worst conditions for troop health, welfare, and living but best scenario for stabilizing and enhancing police effectiveness. The minimum size unit "in quarters" at IP stations reported to the team was a platoon-sized organization. This structure provided force protection and 24/7 coverage but did not allow for multiple station coverage. There was an MP squad living at a station that also served as a Joint Security Station with infantry augmentation that was co-located. All leaders related that doctrinally a platoon-sized element was the best solution for working with police stations, 24/7.

Some leaders felt the MP lacked enough skills in detention cell or jail operations (outside the detainee operations functional mission of the MP Corps). In the jail role, interpreters, hand held radios, HIIDE, BAT and Police Intelligence Operations (PIO) were the skills and materiel the MP required to operate

effectively in tracking jail progress and capturing and passing on the vast amount of intelligence that was available in a typical Iraqi jail population. One hindering factor in developing police capabilities, operating in stations and jails, and developing PIO was the inability to communicate directly with the populace because of the language barrier.

Commanders (MP and non-MP) related they are moving heavily to finding ways to hold IP station commanders and leaders to high standards. They felt if the police leaders were accountable for the standards, they could achieve more progress. Many who were also in Iraq in 2004-2005, related the concept of partnering with headquarters down to station level was essential to holding folks accountable. As the leaders work through upcoming plans for enhancing police capabilities, they are ensuring that the concept of fixing police simultaneously from top to bottom is not lost.

Of critical importance to the MP PTT mission is what commanders described as effective police intelligence capabilities. They reported using a Tactical HUMINT Team (THT) at battalion and brigade levels was key to more effectively gather information and development of further police intelligence. The brigade initially had a THT team that helped ensure subordinate units were tasked with specific police intelligence.   The team would deploy to various subordinate units to move contacts to informants to source levels. Without this capability, the brigade was not able to develop the contact, informant, and source network they could develop before and this reduced their intelligence effectiveness. The brigade was working with division and they believed that the division understands this capability gap and will move to support them in the future with a THT. MPs trained in basic HUMINT would benefit greatly.

The brigade S2 section stated they could use 35E capabilities in COIN operations. This skill set was critical to effective COIN operations. This is especially correct for an MP brigade where this skill set can guide commanders and PTTs to more effective PIO and other collection efforts in support of maneuver commanders.

The brigade did not receive its required and authorized Civil Affairs officer. This caused significant issues in that aspect of their operations as they attempted to develop IP and get the community involved in policing efforts. This skill set is absolutely fundamental in police operations and is a key reason many believe we have labored so long in getting community policing type concept accepted.

Insights / Lessons:

- PTTs living in police stations provide the greatest level of oversight and overall station development.

- Platoon-sized elements aligned with stations are doctrinally the most feasible although a squad per station, or squad per three stations, may be necessary depending on METT-TC.

- Training leaders on instructor techniques helped in instructing the IP (especially in the academies).

- Follow-up training is necessary, especially when basic police training is eight weeks or less.

- Using THT teams in a direct support role to MP Battalions and Brigades in a COIN or Stability operation and police development environment adds great value to PIO. The MP brigade S2 NCOIC recommended that USAMPS work with the MI School to train MP on basic HUMINT collection procedures / skills.

- Police Transition Team training is a key in succeeding in current operations. One of the main efforts of PTT is to train the HN police force. However, training and other aspects in current operations, training is only as productive as the interpreter. Interpreters are one of the most important multipliers in today's force. A push for CAT 2 interpreters for transition teams would prove to be extremely beneficial and allow for improved relations with HN leadership. Trust is a key factor in how cooperative the Iraqi Police, especially the leadership, can be. Any facet through which those relations can be improved can only benefit the mission.

- The transition team concept is loosely based on past Special Forces functions. Being embedded or "available" to the HN is of the utmost importance. PTT has seen tremendous success and improvements from Iraqi Police forces if the team is able to operate from a local police station, providing constant mentoring and training. Patrol Bases also offer the same results as the transition team is more readily available for consultation and mentoring. Such operational environments provide optimal results in transition team operations and the improving in the productivity in the force being trained.

- PTTs also benefit from HUMINT and tactical questioning training. Building strong rapport and relationships with the transition team's counterparts is essential to mission success. Along with those relationships comes trust and information sharing, to a certain extent. A basic MP CS company is not equipped or authorized to utilize 'sources' or to process vital / sensitive information. To avoid information becoming 'lost in translation', having either a THT embedded or one readily available could be a most crucial force multiplier. Casual or common information passed from HN officials should be commonplace to the PTT. That same information could be the missing piece to an intelligence puzzle. Simply reporting station engagements to BN S2s is not as productive as having a THT readily available or embedded within the PTT.

- It would be virtually impossible for the MP command to commit one MP platoon per HN police station for 24/7 coverage. The current PTT to station ratio sits on / around 1:3. However, assigning a MP CS platoon to partner with upper echelons of HN police leadership, i.e., Provincial HQ, would prove beneficial in that it would allow and entire "PTT" to cover on the key sections such as logistics, finance, or training.

DOTMLPF Implications:

- **Doctrine:** USAMPS should develop refined doctrine in support of Stability and COIN Operations.

- **Doctrine:** USAMPS should ensure doctrine reflects one platoon per station for 24X7 Police Station development.

- **Doctrine**: Doctrine should reflect the need for THTs to be DS to an MP battalion or brigade as they work with the populace and police. Additionally, this same doctrine should describe how to task PTT capabilities with collection efforts within the police and the local populace.
- **Materiel:** MP operating with the local populace should have an interpreter with each squad or a technology capability to have a simultaneous translation device that one can speak into and it translates the language needed.

- **Organization:** Army should consider assigning THT capabilities to MP brigade structure so that capability always exists with the unit.

- **Training:** USAMPS should work with USAIC&FH to develop a one or two week course on basic "HUMINT collection" techniques.

- **Training:** Training MPs in instruction techniques would be beneficial during the mobilization / deployment process. The training could be incorporated into the Police Transition Team course at USAMPS.

Topic 2.4: LE Technical Skills In Support of Maneuver Commanders

Discussion:

Maneuver Commanders in the OIF OE required MP that were highly trained and knowledgeable in LE technical skills (to include forensics and evidence collection). This was largely a result of the fact that the OIF OE significantly expanded (while simultaneously narrowing) the mission set for MP across the ITO. Specifically, MP were focused primarily on only two areas: IP development (PTT operations) and DO. MP units and staffs from Corps down to MP CO and

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

BCT MP PLT level all experienced the challenges associated with taking on the difficult and constantly expanding missions of PTT operations and DO. These two missions clearly resulted in the recognition that MP across the spectrum need enhanced LE and corrections technical skills to enable them to better meet mission requirements, accomplish commanders' intent, and better support maneuver commanders. Deployed MP commanders, as well as leaders and staff, at all echelons within MNC-I consistently recognized this capability gap.

The need for this unique and more technical MP support to maneuver commanders already manifested itself in several contracted and relatively short term solutions. First, Iraqi Police Advisors (IPA), formerly called Iraqi Police Liaison Officers (IPLO) partnered with MP as an integral member of every PTT. These personnel had varying degrees of civilian law enforcement experience and served as law enforcement technical experts on each PTT. Their purpose was to train and mentor IP on basic law enforcement operations, police administrative procedures, logistics systems, personnel systems, and the basic operation of an IP station.

Second, Law Enforcement Professionals (LEP) were embedded in all BCTs and most maneuver battalions. These personnel had intensive and advanced law enforcement investigations experience (15-20 years) at major metropolitan police departments and federal agencies. Their purpose / mission was to advise, assist, and train BCT CDRs, staff, and subordinate units on investigations geared primarily towards attacking criminal and insurgent networks, site exploitation, and evidence collection and preservation.

Third, the importance of forensics and evidence collection in attacking criminal and insurgent networks in the ITO (and maneuver commander recognition of the importance of this approach) resulted in the establishment and fielding of the Law Enforcement Forensics Lab (LEFL) in support of MNC-I. Leaders indicated that these three examples clearly delineated, described, and supported the need for MP that were highly trained and knowledgeable in LE technical skills (to include forensics and evidence collection) in addition to more traditional MP combat support skills. MP skilled in these areas would provide optimal support to maneuver commanders in the OIF OE. MP, the enduring and long term Army solution for these capability gaps, would require greater Knowledge, Skills, and Abilities (KSA) in these areas.

CS MP units and leaders also consistently recognized the need for enhanced LE technical skills to further enhance MP support to maneuver commanders in the OIF OE. Staff officers assigned to the MP BDE OPCON to Multi-national Division – Baghdad (MND-B) stated that increased LE technical skills would greatly enhance success in the conduct of the PTT mission and thereby provide better support to maneuver commanders in the prosecution of assigned missions within their areas of operation (AO). They felt that the mission was being accomplished successfully, but they could make significantly greater strides if MP

had enhanced technical skills in police investigations, evidence collection, police station administration, etc. MP BN staff officers interviewed in Baghdad concurred with this assessment, stipulating that CS MP COs needed Soldiers trained and skilled in Military Police Investigations (MPI) or Criminal Investigations (CID) resident (organic) within the CO HQ and within CS MP PLTs to better enable these units to train IP on investigations, evidence collection, criminal intelligence, and police information and intelligence analysis. Two CS MP CO CDRs further agreed with this need, stating that they need police investigation skills organic within the MP CO. They also went on to say that a Police Intelligence Operations (PIO) "Analyst" is required in the MP CO HQ due to the large amount of police information the unit gathers on a daily basis during the conduct of their PTT mission.

Division PM Sections also found that their mission sets shifted to a greater emphasis on the supervision, management, and synchronization of operations requiring increased MP LE and corrections technical skills within their sections and within division MP assets. For instance, two Division PM sections were focused primarily on DO and PTT operations. However, their divisions also gave them responsibility for Force Protection (FP), security mitigation measures, LEP proponency, site exploitation oversight, customs, and Military Working Dog (MWD) oversight. These responsibilities demanded that MP in division PM sections had enhanced knowledge of Law & Order operations, DO, customs, Anti-Terrorism / Force Protection, evidence collection / preservation, and basic and advanced police investigations. Division PM staff officers recommended adding some Skill Identifiers (SI) and Additional Skill Identifiers (ASI) to officer and NCO positions, respectively, within the Division PM Section TOE to serve as a forcing function for these personnel to obtain these enhanced MP technical skill KSAs.

Senior MP leadership stressed that IPS development consumes the majority of their time. MNC-I reported working very closely with the MP BNs and gained some great synergy, however, manning in general was the greatest challenge. Theater officials stated just as it is difficult for the Division PM shop to stay on top of IP issues, one MP BN HQ cannot cover down on 4 separate provinces.

Various BCT PM Sections interviewed also identified a need for MP with enhanced LE technical skills to better support maneuver commanders in the ITO. They cited a critical need for the 31E Internment / Resettlement Specialist within the BCT PM section to provide technical oversight to Division Holding Area Annex (DHAA) operations. In addition to synchronizing IP development and DO, most BCT PM Sections were also charged with MWD oversight, customs operations, and Law & Order operations. These areas of responsibility clearly support the need for MP with enhanced LE technical skills to better support maneuver commanders. BCT PMs cited the need for skills in the following areas: FP, police investigations (basic and advanced), forensics, the Military Decision Making Process (MDMP), intelligence, battle staff procedures, physical

security, customs, DO, non-lethal (NL) training, and nation building (i.e. lawyer and real estate agent skills). Furthermore, a few BCT PM sections stated that the fact that they did not have a Law & Order detachment assigned to their FOB resulted in them having purview over most criminal investigations (unless it required CID involvement). This caused a significant drain on PM resources.

BCT MP PLTs, also serving as resident MP experts within the BCT, also recognized the need for enhanced LE technical skills applied within the OIF OE to better provide MP support to maneuver commanders within their formations. Most BCT MP PLT leaders stated that commanders, staff, and other troop leaders within the BCT many times looked to them to provide LE and DO related expertise and training to subordinate maneuver units. For instance, one BCT MP PLT provided training to maneuver units in site exploitation, evidence collection and documentation, and DO. As a result, it was evident that BCT MP PLT personnel would be better able to accomplish their assigned missions if they received technical skills training in such areas as Special Reaction Team (SRT), FP, Physical Security, and site exploitation. Both BCT PM Staff officers as well as BCT MP PLT leaders also recommended adding some Skill Identifiers (SI) and Additional Skill Identifiers (ASI) to officer and NCO positions, respectively, within the BCT PM section TOE and the BCT MP PLT TOE to serve as a forcing function for these personnel to obtain these enhanced MP technical skill KSAs. Law Enforcement, non-Lethal training, MWD, and Customs rests solely on the Military Police and tenant units on the assigned FOB / COB. Most FOBs and COBs do not have a Law & Order Detachment which can result in them having purview over most criminal investigations (unless it requires CID involvement). This caused significant drain on Provost Marshal resources.

Further reinforcing this, MNC-I PM section key staff officers stipulated that BCT MP PLTs needed to be trained as experts in forensic collection. They added that, if BCT MP PLTs continued to be trained as relatively generic forces capable only of conducting AS, convoy escorts, and detainee backhaul, they would continue to require augmentation from other MP organizations in order to best support the BCT CDR and subordinate maneuver units. While several BCT CDRs stated they needed MP with combat skills, they also needed MP who were skilled in evidence collection and preservation. The proper skill sets within these BCT MP PLTs would enable them to be used optimally (i.e. for PTT, DO, site exploitation/evidence collection, and PIO) rather than as a mobile security asset for the Brigade Special Troops Battalion (BSTB) CDR. Additionally, CS MP COs could better support maneuver commanders during the conduct of PTT if they were equally knowledgeable in these KSAs.

Insights / Lessons:

- Maneuver Commanders in the ITO require MP who have enhanced LE technical skills (to include forensics and evidence collection) due to the

increasing focus on defeating terrorist networks through a police investigation type approach in addition to PTT operations.

- The LEP and IPA programs are short term efforts to fill MP skill / capability gaps and capacity gaps in support of maneuver commanders.

- Current OES, NCOES, and OSUT Programs of Instruction (POI) do not adequately train MP to be knowledgeable in LE skills.

- High MP deployment OPTEMPO, since the start of Operation Enduring Freedom (OEF) and OIF, has prevented many MP from sustaining their LE technical skills through the conduct of garrison Law & Order operations at home station.

- MP organizations and staff sections, at all echelons, require NCOs and officers who have attended enhanced MP LE technical skills courses and have the resulting required KSAs.

- The current MP assignments process many times does not adequately provide MP Officers and NCOs with the opportunities and experiences to develop practical LE expertise.

- MP must be trained on site exploitation (evidence collection and preservation).

- Short-term solutions, specifically partnering PTTs with Iraqi Police Advisors, can be beneficial if the IPAs possess vital cultural and operational knowledge of the HN. However, United States law enforcement is critically exclusive to Iraqi law enforcement. IPAs do serve well within transition teams as U.S. law enforcement subject matter experts, however, often exert very little in the OE of Iraqi police operations. Integrating technical experts, such as police logisticians or investigative experts (detectives) would be of greater benefit to PTTs. "Beat-cops" can serve in initial training of basic police functions whereas the technical experts can provide greater knowledge, experience, and applicability to the intricacies of law enforcement.

- A thorough assessment must be made of the HN law enforcement capabilities, specifically, of their technological aptitude. Training in such areas where HN capabilities do not exist can deter from mission priorities. For example, crime scene investigations and exploitation is primitive in some areas of Iraq. The Iraqi Police do not have the databases or technology sets required to completely exploit and document evidence, such as fingerprinting, or other types of evidence collection. Reverting back to reporting and validation requirements, these types of measureable successes should not count against the HN police being validated due to technological vacancies. A possible

solution would be to incorporate a short training program in basic investigation techniques. A modified MPI course, for instance, to give transition team leaders a basic knowledge in which to base HN police training.

DOTMLPF Implications:

- **Doctrine:** Incorporate battlefield forensics, site exploitation, and evidence collection and preservation into MP keystone, Law & Order, and Police Intelligence Operations doctrinal manuals as well as into overarching Army Stability Operations and COIN doctrine.

- **Organization:** Incorporate LE technical skill-related Skill Identifiers (SI) and Additional Skill Identifiers (ASI) to officer and NCO positions, respectively, within the MNC-I PMO JMD and the DIV PM Section, MP BDE HQ, BCT PM Section, MP BN HQ, MP CO, and BCT MP PLT TOEs, respectively, to serve as a forcing function for these personnel to obtain enhanced LE technical KSAs.

- **Organization:** Add MP Officer and NCO positions within the MP BDE, MP BN, BCT, and maneuver BN TOEs that provide the same capability as the LEP and IPA programs currently provide to maneuver commanders and MP Commanders.

- **Training:** Modify and revamp current OES, NCOES, and OSUT Programs of Instruction (POI) to adequately train MP in basic and advanced LE skills.

- **Training:** Add additional LE technical specialty courses at USAMPS.

- **Training:** USAMPS should establish a course for Division and BCT PM and key staff officers and NCOs that prepares them for the varied responsibilities that maneuver commanders assign them.

- **Materiel:** Develop battlefield forensics / evidence collection kits and / or other materials for use by both MP units as well as maneuver units.

- **Materiel:** "Tacticalize / Ruggedize" some garrison Law & Order equipment for application in the COE.

- **Leader Development and Education:** MP Leaders: Enhance and / or add LE technical skills training courses for MP senior leaders.

- **Leader Development and Education:** Vary assignments of MP Officers and senior NCOs to ensure that all are afforded the opportunity for assignment to LE-related positions such as PM Operations Officers / NCOs, DES, Installation PM, Law & Order Detachments, etc.

- **Leader Development and Education:** Maneuver Unit Leaders: Develop courses and / or TSPs designed to educate maneuver unit commanders and staff on the LE technical capabilities of MP, to include site exploitation, battlefield forensics, and evidence collection / preservation.

- **Personnel:** Add MP positions, SIs, and / or ASIs within the MP BDE, MP BN, BCT and maneuver BN TOEs that provide the same capability as the LEP and IPA programs currently provide to maneuver commanders.

- **Facilities:** Create training facilities that replicate the current OIF OE and are designed to train MP on site exploitation, battlefield forensics, and evidence collection and preservation.

Topic 2.5: Providing MP Support to Divisions and BCTs

Discussion:

Two Assistant Division Commanders and one Division Chief of Staff stated that there are two enablers that they do not have enough of, Military Police and Engineers. Maneuver Commanders and senior division leaders also stated that as the spectrum of conflict moves from major combat operations to stability operations, so too might the command and control and support requirements of corps and theater assigned units also adjust. All, in different words, postulated that while corps separates (enablers or functional brigades) might be best missioned in a support role to the corps on the battlefield, as the spectrum of conflict moves toward stability, these enablers might be best suited for direct support to a division.

The MP brigade, initially assigned to the corps, was reallocated and is now under the Operational Control (OPCON) of one of the divisions. There were discussions ongoing with the new corps about how best to employ the MP brigade. Headquarters mean a difference in a complex operating environment— the skills and experience of senior leaders and complete staffs are necessary to establish legitimacy of efforts with host nation senior government and police officials.

Further discussions with these maneuver leaders highlighted that essentially, each division should be allocated a military police brigade and as METT-TC dictates, the subordinate battalions might be task organized in direct support, Tactical Control (TACON), or OPCON to brigade combat teams. These leaders stated that the BCTs must have direct control of (own) the units operating in their battlespace in order to have most effect on the overall operation.

During the discussions, a general officer related that the previous corps commander used to state that: "….in this environment, headquarters make a

difference…...." The message here was that senior leaders, with experience and wisdom, are many times ideally suited to effect operations in the many complex lines of operations necessary for successfully operating in a COIN environment. Multiple generals and BCT commanders stated that if they could, they would have an MP brigade with each division and sub allocate battalions as appropriate to BCTs. Each of the MP battalion and brigade commanders and their staffs were in partnership roles with their HN police counterparts and their experience level contributed heavily to the influence they were having on developing the police. Junior MP leaders were often frustrated by the lack of ability to influence the HN police leadership and others as they were very junior and less experienced in policing than those they were assigned to advise.

BCT commanders were quick to state that the MP companies are heroes but in the end, in this environment, a higher level of experience was necessary at a greater number. One issue the corps had to work through was the lack of corps assets available to weight a main effort or change in priority. The divisions have somewhat of a similar issue where there were few division retained assets available to the division commander to weight an effort.

Many senior MPs stated with conviction that one of the worst things we've done is do away with the Division MP Companies. If anything, they state, we should have added an MP BN to the Division. Currently, we have the last Division MP Company in the Army and it has paid enormous dividends. The unit has performed a variety of missions- from detention operations, support to division operations, battlespace owners, and PTT missions. The BCTs on the other hand, have sliced up their MP platoons and are using them either to run their B-DHAs or as PSD elements for their command groups. Further, those interviewed stated the Provost Marshal (PM) sections are absolutely inadequate and in many cases are being dual-hatted as the P-PTTs. This cuts down on their effectiveness and ability to focus on PM-type functions.

Insights / Lessons:

- MP battalion and brigade headquarters must be involved in the COIN and AT fight as they bring tremendous experience and expertise.

- MP battalion and brigade staffs routinely traveled to police headquarters and effected partnership relations in an attempt to stand up the IP forces. These units carved out portions of their staffs to take on this added mission (different mission than their doctrinal mission set).

- MP junior leaders needed more technical training, experience, and exposure to higher levels of policing and police management in order to bring greater success to the battlefield.

- Direct support relationships or operational control gave the BCT commanders optimal support to conduct their operations.

DOTMLPF Implications:

- **Doctrine:** MP Doctrine should capture the police partnership concept that partners the experience and capabilities of senior leaders in battalion and brigade staffs with the appropriate level of HN police leadership in order to effect change from the most subordinate to most senior echelons of police organizations.

- **Doctrine:** The Army should study or take for consideration the roles and support relationships of functional battalions and brigades in support of maneuver commanders. This review should look to determine what size MP unit should be aligned or even assigned to maneuver brigades and divisions.

- **Training:** USAMPS should increase the technical training available to squad and platoon level leaders. This training, institutional and home station centric, must mitigate the lack of experience of our younger leaders with an abundance of knowledge.

Topic 2.6: MP C2 Relationships and Task Organization

Discussion:

MP task organizations, as well as related C2 relationships with maneuver commanders, though widely varied from MND to MND, were functional, effective, and tailored to the mission. The results were MP units and commanders that were able to provide enhanced, flexible, responsive, and timely MP support to maneuver commanders across the ITO.

MP task organizations and C2 relationships varied widely from MP BDE to MP CO level and from MND to MND. For instance, one MP BDE was OPCON to Multi-national Division for PTT operations. MP BNs operating in the AOR were attached to the MP BDE in support of the PTT mission. Subsequently, all subordinate MP COs within the same AOR were attached to one of these two MP BNs. The CS MP BNs operating in other AOs were OPCON directly to the MND they supported; one MP BN was OPCON to one Multi-national Division, and one MP BN was OPCON to another Multi-national Division. The subordinate units of these two MP BNs were generally TACON to the various BCTs operating within the respective MND AO. As previously discussed, all CS MP units within MNC-I were performing PTT operations only. These C2 relationships all stipulated that the MP BDE, MP BNs, and MP COs were OPCON and / or TACON (based on their specific situation and location) for PTT only.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

The established C2 relationships for MP organizations across the ITO generally made sense within the OIF OE. Within MND-B, for example, the C2 relationship for MP was logical given that the center of gravity and primary focus (main effort) for IP development was Baghdad. If the main effort were to shift elsewhere, it was expected that the MP BDE task organization might change. Leaders stated that within MND-C and MND-N, the C2 relationships for MP were sound based on geographic dispersion and span of control reasons for the MP BNs and their subordinate units. They also stated that they did not believe the MP BDE would have been able to effectively C2 all of these MP organizations across the ITO.

There were clear advantages associated with these established C2 relationships across the ITO. The major advantage was that the MP BDE, MP BNs, and MP COs were well connected with, synchronized with, and integrated into various MND and BCT Iraqi Security Force (ISF) development efforts. This enhanced MP unit PTT efforts and operations within their respective MNDs and BCTs. Another advantage was that the MP BNs and MP BDE could provide more responsive and available MP support to maneuver commanders for the purpose of IP development. Furthermore, within MND-B, the MP BDE CDR still retained the ability to synchronize PTT operations, efforts, and priorities across the MND-B AO. Another advantage was that, due to the wide dispersion of MP units across the ITO, it enabled the MP BDE to narrow its focus on MND-B, the center of gravity and main effort for MNC-I. Additionally, within MND-B, these C2 relationships still enabled the MP BDE to shift MP PTT assets where they were needed most.

There were multiple challenges related to these MP C2 relationships as well. MP C2 relationships within the MNDs were generally effective, but primarily in a local sense as they tended to reduce the synchronization of IP development efforts across all MNDs and throughout the ITO. The MP BDE CDR could only directly influence and shape PTT efforts within MND-B. His ability to maneuver and assign priorities for MP BNs did not extend beyond MND-B boundaries. Within MND-C and MND-N, MP BNs could not shift MP COs from one area to another without BCT approval because they only had ADCON of those units. This resulted in a situation where MP COs were very much contained within the BCT AOs. Also, within MND-C and MND-N, the MP BN S3s more or less became MP plans officers because they could not immediately surge or shift MP forces. Their subordinate MP COs became compartmentalized into BCT sectors. This resulted in the reduced ability of the MP BNs to influence or adjust subordinate unit disposition and priorities rapidly and independently, as every decision had to involve maneuver units. The TACON of MP COs to BCTs presented challenges due to the different alignments of maneuver BN AOs and MP CO boundaries (incorporating IP stations). Specifically, some MP CO AORs traversed multiple maneuver BN boundaries. This sometimes caused friction in synchronizing operations if the MP BN CDR was not in synch with the corresponding BCT CDR.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

When interviewed, multiple MP senior leaders had varying opinions on what MP C2 relationships should have been in place. Some leaders stated that the MP BDE should be in a General Support (GS) role to MNC-I with all MP BNs attached to it throughout the ITO. Others indicated that the current C2 relationships were optimal due to geographic dispersion and span of control considerations.

Across the ITO, Division and BCT CDRs were generally happy with the amount, type, and quality of MP support they were receiving from MP units operating within their AOs. There were two primary reasons for this. First, this was a result of multiple MP BN and MP CO LNOs at each BCT HQ (either within the BCT TOC or within the BCT PM Section). Second, constant and effective communication between MP organizations and leaders at all levels (from MP BDE to MP PLT) and maneuver units was pivotal. These two factors were absolutely critical to maintaining the MP C2 relationships as they were without having MP units further broken down and parceled out completely to maneuver units.

Insights / Lessons:

- MP C2 relationships should exist to support the maneuver commander in the prosecution of his mission within his AO.

- MP C2 relationships need not be standardized to be functional and effective; excellent communication and flexible and competent commanders and staffs are the key to success.

- Regardless of the formal C2 relationship that exists among various organizations, the key to success is consistent and effective communication between MP units and maneuver units.

- MP should be as responsive as possible to maneuver unit requests for MP support (both formal and informal); this will result in less concern with formal C2 and/or support relationships and more MP mission synchronization across a larger AO.

DOTMLPF Implications:

- **Doctrine:** No change to current C2 / support relationships doctrine. Vignettes need to be incorporated into MP doctrine that illustrates the MP C2 relationships existed within the ITO, the rationale behind those decisions, and evaluations of effectiveness.

- **Organization:** Increase personnel authorizations within the MP BDE, MP BN, and MP CO HQs to enable the resourcing and placement of multiple LNOs

at BCT and maneuver BN TOCs without degradation to MP mission requirements.

- **Organization:** Ensure that documented MP BN and MP BDE rules of allocation (ROA) take into account the geographic dispersion of units.

- **Organization:** Add Personnel. Electronic Warfare Officer (EWO) and Intelligence Analyst at the company level. Both are critical to mission success. Motor Sergeant should be an E7 position. Squad Leaders are only as good as their linguists. Companies should be authorized U.S. hire linguists. Keeping as close to 100% interpreter strength as possible is critical. The mention of utilizing reservists in their civilian skill sets offers a combat multiplier with no additional resource expenditures.

- **Leader Development and Education:** Train MP Officers and NCOs during OES and NCOES courses on best practices for working with and coordinating with maneuver units and on the duties and responsibilities of an LNO. The Combined Arms Services Staff School (CAS3) course formerly provided this training development and experience for officers.

Topic 2.7: MP Brigade, Battalion, and Company Capabilities

Discussion:
The OIF OE has placed additional and never before experienced demands on MP organizations at all echelons from BDE to PLT. This complex battlefield demanded that additional capabilities and assets were resident (organic) at the CS MP BDE, CS MP BN, and CS MP CO levels. These required additional capabilities included additional MP forces (units), personnel, and materiel resources.

Most MP senior leaders interviewed consistently cited a need for additional MP forces on the ground to better meet mission requirements and enhance support to maneuver commanders prosecuting their missions. MP leaders indicated that additional MP units were needed for both the PTT and the DO missions. One MP senior leader stipulated that MNC-I needed approximately 30 additional PTTs (the equivalent of four to five additional CS MP COs) to independently field enough PTTs so that ILO units were no longer needed in order to meet PTT mission requirements. This, in turn, would drive the requirement for two additional MP BNs to C2 and / or provide oversight and coordination to PTT operations. Similarly, he stated that MNF-I required additional MP units in order to eliminate the need for any ILO units to conduct DO. MP BDE senior leaders stipulated that the MP BDE needed an additional two to three CS MP COs given current PTT mission set requirements within MND-B. This also would have enabled the MP BDE to resume additional and more traditional MP missions (i.e. AS, MMSO, etc.) in addition to PTT, thereby better contributing to overall mission

success within MND-B as well as enhanced MP support to maneuver commanders.

An MP BN senior leader cited the need for at least one additional CS MP CO to cover the number of provinces within his respective MND AOR. Furthermore, certain MP leaders stated that the personnel fill rule for deployment of MP units to the ITO (i.e. units can deploy at P2 vice P1) needed to be changed to stipulate that all units must deploy at P1. Units that deploy at P1 would have been better postured to accomplish their respective mission sets.

MP leaders in OIF also indicated the need for additional capabilities and skill sets resident within MP units at the CS MP BDE, CS MP BN, and CS MP CO levels. Senior staff officers interviewed within the MP BDE and MP BNs indicated a need for additional assets at the CS MP CO HQ, CS MP BN HQ, and CS MP BDE HQ for personal security teams (PSD) for command teams, key staff, and provincial PTTs to facilitate battlefield circulation and the conduct of the PTT mission. Due to increasing demands on the MP BN and its mission to independently conduct operations in support of various MNDs, certain MP leaders suggested that the MP BN HQ needs to more closely mirror the MP BDE HQ in terms of the more robust personnel, equipment, and capabilities resident within the staff.

MP BN key leaders also indicated that the increasing emphasis on PIO resulted in the need for an organic Human Intelligence (HUMINT) capability [i.e. HUMINT Control Team (HCT) or HUMINT Team] at either the CS MP BDE or CS MP BN level in order to develop contacts and informants and hand off as applicable for source work by Military Intelligence (MI) personnel. Closely tied to this was the stated need for assets at the CS MP CO, CS MP BN, and CS MP BDE levels dedicated to the conduct, analysis, and synthesis of police intelligence in support of the Police Intelligence Operations (PIO) battlefield function and the capability to better participate in and support the maneuver unit targeting process. This PIO capability at CS MP BDE and CS MP BN level [i.e. Criminal Investigation Division (CID) Warrant Officer, CID NCO, or Military Police Investigations (MPI) NCO] was needed to provide Police Intelligence on such items as crime statistics, personnel connected to IP, types of crime, kidnappings, organized crime, etc.

Key MP leaders also voiced the requirement for personnel, administration, and logistic experts resident within the MP unit staff to better enable the unit to conduct PTT operations with higher level police staffs. Those interviewed also saw the need for MPI or CID capabilities at CS MP CO level to train IP on investigations, evidence collection, and criminal intelligence and analysis. Additionally, those interviewed stated that CS MP CO communications section personnel must be afforded enhanced training on the myriad of new equipment and devices in operation in the OIF OE. Certain interviewees described a need

for MP to receive training in tactical questioning [similar to THT but not at the same level of proficiency].

MP leaders additionally, saw a need for specific additional personnel within their organizations. For example, additional MP Majors at the CS MP BDE or CS MP BN HQs are sometimes needed to cover Provincial Director of Police (PDOP) partnership requirements and thereby enable the CO CDR to focus on commanding his subordinate elements in the conduct of their PTT mission. CS MP BN leaders also mentioned a need for up to six additional MP CPT authorizations in the MP BN S3 section to better enable the organization to meet PTT and LNO requirements without degrading MP BN staff capabilities as well as subordinate MP CO capabilities.

Additionally, certain interviewees mentioned the need for up to three MP SQDs at the MP BN and MP BDE HQ levels to conduct personal security for the MP BDE and MP BN command teams as well as PTTs sourced by the BN and BDE staffs. Certain MP leaders also described the need for an Electronic Warfare Officer (EWO) at the MP CO level, an Information Operations (IO) Officer at both the MP BDE and MP BN levels to work directly with the respective BCTs and MND BCT PM Sections, and an intelligence analyst at the MP CO HQ. Furthermore, CS MP BN and CS MP CO leaders indicated a need to have IPAs integrated at the CS MP CO level from pre-deployment training through deployment. They also needed to have a single chain of command that provided consistent guidance. Soldiers stated IPAs needed to come with specific critical skill sets over and above basic "beat cop" skills (i.e. former detectives to work criminal intelligence and former instructors to spearhead IP training). Lastly, due to the large, complex, and diverse vehicle fleet and ensuing intensive maintenance requirements at the MP CO level, MP CO key leaders indicated that the CS MP CO Motor Sergeant position should be authorized a SFC.

Lastly, some MP leaders interviewed stated that specific materiel resources were required in order for them to better accomplish their assigned missions. MP BN key leaders interviewed stated that Armored Security Vehicles (ASV) had limitations in Baghdad and that some of their subordinate units were not using them. As a result, they needed additional Up-Armored HMMWVs (UAH) and MRAPs. Others mentioned a need for Escalation of Force (EOF) kits and the requisite equipment / materiel required to enable effective data storage and data mining capabilities (effective databases).

Insights / Lessons:

- This war (OIF) has again proven that the MP Corps is severely short the requisite number of MP units and force structure needed to meet mission requirements.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

- Given the complex mission set and size of the ITO, the span of control (Rules of Allocation) for an MP BDE should not exceed three to four MP BNs.

- Given the complex mission set and size of the ITO, the span of control (Rules of Allocation) for an MP BN should not exceed three to four MP COs.

- Span of Control (Rules of Allocation) for MP BNs and MP BDEs need to take into account geographic dispersion. C2 of four MP COs or MP BNs may not be effective if these units are too widely dispersed for the BN CDR and / or BDE CDR and staffs to effectively C2 and sustain them.

- IPAs should be embedded in MP (PTT) units prior to deployment to facilitate pre-deployment training, preparation, cohesion, synchronization, and unity of command.

- With recent MP Corps growth, deploying MP units may be able to deploy at P1; this might eventually reduce the number of MP COs needed for OIF sourcing.

- The MP BN and MP BDE staffs need enhanced capabilities and skill sets and additional personnel in order to more effectively support mission requirements in the OIF OE (COIN and Stability Operations environments).

- MP COs, MP BNs, and MP BDEs must be resourced with the requisite equipment, personnel, and training to effectively conduct PIO; there are documented positions on the TOEs that refer to AS, MMSO, L&O, and I/R positions, but none refer to PIO.

DOTMLPF Implications:

- **Doctrine:** Add COIN-related and Stability Operations-related additional MP CO through MP BDE HQs staff responsibilities and requirements to MP doctrinal manuals and related publications.

- **Organization:** Add increased capabilities, skill sets, and positions (i.e. PIO, IO, EWO, and HUMINT) to MP CO through MP BDE HQs.

- **Training:** Develop enhanced PIO training courses at USAMPS.

- **Materiel:** Develop databases and systems that enable efficient data mining, data analysis, and data synthesis in support of PIO.

- **Leader Development and Education:** Incorporate required additions to the MP BN and MP BDE Pre-command Courses that educate future CDRs on the capabilities of enhanced MP BN and MP BDE staffs.

- **Leader Development and Education:** Develop intensive MP staff officer and NCO training events that enable MP staffs to exercise their abilities collectively under challenging conditions.

- **Personnel:** Add Additional Skill Identifiers (ASI) and Skill Identifiers (SI) to specific enlisted and officer positions, respectively, within the MP CO, MP BN, and MP BDE TOEs that better enable staff officers and NCOs to meet current OE and mission demands.

- **Facilities:** Provide requisite facilities (i.e. office space, barracks, etc.) to accommodate enhanced MP BN and MP BDE staffs.

Topic 2.8: Corps and Division PM Capabilities

Discussion:

The OIF OE has placed additional and never before experienced demands on PM staffs at the Corps and Division levels. This complex battlefield demanded that additional capabilities, resources, personnel, and other assets were resident (organic) within Corps and Division PM Sections. MP senior staff officers interviewed consistently agreed with this assessment.

MNC-I PM Section senior staff officers cited various reasons for the increased demands on the Corps PM Section. First, they indicated that the expansion and evolution of the PTT mission was the number one reason for the expanded personnel requirements within the Corps PM Section. Another contributing factor was the subordination of the MP BDE doing the PTT mission under the MND-B, which caused additional oversight requirements of MP BNs performing PTT operations in support of other divisions. Additionally, with the large amount of MP forces required in the ITO, the Force Generation planning requirement grew significantly. Managing 14,000 deployed MP required an independent, deliberate, and well-trained Force Generation cell within the MNC-I PM Section. Senior staff officers also indicated that the "post-hostility engagement" phase and the ensuing requirements to perform functions as nation-builders drove enormous requirements for C2, plans, and operations with limited inter-agency involvement.

MP senior staff officers indicated that the MNC-I PM Section (and Corps PM Sections in general) required additional manpower authorizations and capabilities. The Joint Manning Document (JMD) authorizations for the MNC-I PM Section were grossly insufficient. MNC-I PM senior staff officers indicated that the current JMD only enables the section to perform approximately 25% of its assigned duties, missions, and responsibilities. The JMD only provided 18 authorized personnel to work in the MNC-I PM Section. However, at the time of

the interview, the MNC-I PM Section consisted of at total of 44 personnel. 18 personnel were provided through JMD authorizations, while the additional 26 personnel were either contractors or Borrowed Military Manpower (BMM). This was the only way that the MNC-I PM Section could maintain oversight of all required areas and missions. MNC-I PM senior staff officers cited an inadequate JMD review process as contributing to the problem. Changes in section task organization and mission sets of the MNC-I PMO were so frequent that the JMD was never able to keep pace with change. The problem also stemmed from the fact that sister services many times chose to not fill allocated joint slots on the JMD. The MNC-I PM Section was generally organized into nine major sub-sections: Plans (headed by an Army LTC), Detention Operations (DO) (headed by a USAF LtCol), the Law Enforcement Forensics Lab (headed by an Army MAJ), Force Generation (headed by an Army MAJ), Current Operations (headed by an Army LTC), Law & Order (L&O) (headed by an Army MSG), Military Working Dogs (MWD) (headed by an Army SFC MWD Program Manager), Iraqi Police Advisors (IPA) (headed by a senior contractor), and Law Enforcement Professionals (LEP) (headed by a senior contractor). This was in sharp contrast to only five minimally-manned sub-sections authorized by the JMD (Plans, Current Operations, MWD, DO, and L&O).

In order to be fully functional and effective, the MNC-I PM Section needed significant augmentation in terms of personnel, skill sets, and capabilities. Senior staff officers interviewed indicated that the JMD needed to authorize a robust number of staff personnel that enabled the full manning of the nine major sub-sections outlined above. Contractor and BMM solutions were not enduring or long term solutions and would continue to force the PM section to fight for the requisite number of personnel to efficiently conduct staff oversight, planning, and operations. In one MNC-I PM Section staff officer's opinion, the "Objective Corps PMO" was a combination or summation of all authorizations within the MNC-I PMO, the Civilian Police Assistance Training Team (CPATT), and the Rule of Law Task Force. This staff officer also stipulated that the PMO needed to be modular in structure (so that one could add additional modules / sections) and have a core of authorizations that were supplemented by documented requirements.

Division PM Sections were similarly undermanned. Those personnel interviewed also stated that the COE and the COIN / Stability Operations environment affected and / or expanded the responsibilities and duties of the Division PM Section. Specifically, the OIF OE resulted in an increased requirement for Division PM Section personnel participation in working groups and increased requirements stemming from PTT, NPTT, and MiTT support to the division. The OE also led to a reorganization of one Division's PM Section into two major sub-sections each tied to its primary responsibilities: DO and PTT. Division PM Section staff officers indicated that they were not able to take on any additional missions, but if they were resourced to do so, they felt that they should be responsible for all missions relating to policing and corrections (i.e. NPTT and

ISF DO). It is important to note that the OPCON and TACON of MP organizations to divisions and BCTs for PTT greatly alleviated workload requirements for the Division PM Sections. Without these C2 relationships, the authorizations for the Division PM Sections would have been woefully inadequate to meet mission requirements.

Division PM Section staff officers and NCOs generally agreed that TOE authorizations were marginally adequate to accomplish OIF duties, responsibilities, and missions. They indicated that they could continue to get by with the resources they had on hand, but could easily use additional personnel and enhanced capabilities. While most Division PM Sections deployed at 100% strength, one Division PM SGM indicated that his section was at 60% available strength due to requirements to divert some of their personnel to other duties and organizations such as manning of the Division ISF Cell, support to Military Transition Teams (MiTT), and support to the JVB for the Division. Personnel interviewed indicated that Division PM Sections required one additional 31BZ6 (MWD Handler) NCO, one additional 31E (I / R Specialist) NCO, and at least one additional company grade MP Officer while deployed. In one division, the need for additional personnel was offset by the OPCON MP BN that provided personnel to man the Division ISF Cell for PTT. Personnel interviewed also noted that the Division PM Section required NCOs and officers who had attended MP technical skills courses as well as the Battle Staff Course and recommended the addition of certain MP technical SIs and ASIs to the Division PM Section TOE.

Some senior MP staff officers recommended robust additions and modifications to the Division PM Section. Recommendations included authorizing a 31A O-6 to serve as the Division PM (build x10 MP COL positions - one per each Active Component Division), adding an MWD Program Manager organic to the Division PM Section, and adding an SJA (27A O-3) within DIV PM Section to work RoL issues. Additionally, the Division PM Section required the capability to conduct intensive planning efforts, conduct more effective battle tracking, and operate more like a miniaturized version of an MP BN S3 Section in addition to serving as an advisory organization to the Division CDR and subordinate maneuver BNs.

Insights / Lessons:

- Corps PM Sections need to be fully resourced and documented on TOEs; we can no longer strip out the Long Range Plans Section from the CS MP BDE and make it the heart of the Corps PM Section with the BDE CDR dual-hatted as the Corps PM.

- Customs operations need to be a function of large Army transportation commands rather than MP organizations; need to mirror the USAF customs concept of operation where customs is organized and integrated into the transportation / movement process.

- PM oversight, integration, planning, and synchronization of contractor organizations and solutions are critical to ensuring that contractor efforts and operations are effective, productive, integrated into MP operations, and nested within overall MP planning efforts.

- The OPCON of MP BNs and MP BDEs to the divisions forces Division PM Sections to redefine their roles and responsibilities and to reorganize accordingly in support of the division.

- Division PM Section composition and authorizations need to be enhanced in order to better meet mission requirements in COIN and Stability Operation environments.

DOTMLPF Implications:

- **Doctrine:** Update MP Operations, Division Operations, and Corps Operations doctrinal manuals to include the expanded compositions and responsibilities of PM Sections at all echelons.

- **Organization:** Add authorizations within the Corps HHC TOE to fully resource and man a robust Corps PM Section that is completely independent of MP BDE plugs.

- **Organization:** Add authorizations to the Division PM Section within the Division HHC TOE to better enable it to accomplish the expanding roles and responsibilities stemming from COIN and Stability Operations in the COE.

- **Training:** Add and / or enhance blocks of instruction to MP OES and NCOES courses to ensure that MP leaders can function as productive members of Corps and Division PM Sections (i.e. Force Generation, MWD Employment, Corps and Division Staff Composition and Responsibilities, Military Decision Making Process at Corps and Division Levels, Corps and Division level DO, Law & Order Support in a Deployed Environment, MP Support to Security Force Assistance).

- **Leader Development and Education:** Develop a Corps / Division PM Leader Course (or TSP) to prepare officer and NCO leaders to assume responsibilities within a PM Section.

- **Personnel:** Add required MP personnel to Corps and Division HHCs. Identify bill payers as required.

- **Facilities:** Provide requisite facilities to accommodate any increase in MP force structure within the Corps HHC and Division HHC (barracks, arms rooms, motor pools, office space, etc.).

Topic 2.9: MP Assets Organic to the BCT

Discussion:

The BCT MP PLT and BCT PM Section organic within a BCT provided only limited MP support to the BCT Commander. Additional MP assets needed to be resident (organic) within the Infantry Brigade Combat Team (IBCT), Heavy Brigade Combat Team (HBCT), and Stryker Brigade Combat Team (SBCT). Those interviewed stated this would have provided more robust MP support to maneuver commanders as they prosecuted their missions.

Many leaders conveyed that, in their opinion, the Army's conversion to modularity and the resulting decision to make the BCT the centerpiece of the Army's maneuver / combat force left the BCT with woefully inadequate organic MP assets within its formation. Within the IBCT and HBCT, organic MP assets consisted of a BCT PM Section (comprising 1x 31A CPT PM, 1x 31B4O PM SGT, and 1x 31E4O I/R Specialist) and one MP PLT comprising 42 personnel and 14 combat vehicle platforms [a mix of Armored Security Vehicles (ASV) and Up-armored HMMWVs (UAH)]. The BCT MP PLT was assigned to the Headquarters and Headquarters Company (HHC) of the BSTB. The Stryker BCT (SBCT) varied somewhat from this model in that it only had a PM Section (comprising 1x 31A MAJ and 1x 31B4O PM SGT). The SBCT did not have an organic MP PLT.

Adding to the problem was that many of the BCT PM Sections were not manned adequately. Specifically, three of the four BCT PM Sections interviewed reported that they were undermanned and that all had experienced increased missions due to the enormity and complexity of operations. For instance, two BCTs reported that they did not have their authorized 31E4Os, while another BCT indicated that it had a 31A 1LT instead of its authorized 31A CPT. Despite being undermanned, the BCT PM Section's assigned responsibilities continuously expanded to meet the dynamic mission requirements of the OIF OE. BCT PM Section responsibilities typically included such tasks as MWD oversight (for anywhere from two to five MWD teams), DO oversight, force protection (FP), customs, IP development support and synchronization, police intelligence information sharing, Law Enforcement Professional (LEP) program oversight, special projects, and anything security related (i.e. mission analysis and COA development for various security scenarios). The lack of authorized personnel, coupled with the expanded and complex mission sets described above, left the BCT PM Section lacking in terms of personnel and capabilities.

The four BCT PM Sections interviewed unanimously recognized the need for additional personnel within their sections as well. First, all BCT PMs stated that the BCT PM should be a 31A MAJ, the PM SGT should be a 31B5O, and the I / R Specialist should be a 31E4O. These changes would allow the PM Section to have better parity with other staff sections and would enable them to achieve a

better audience with BCT CDR and CSM. Another BCT PM interviewed also stipulated the need for a 31A CPT Plans Officer and 31B3O Plans NCO. Another BCT saw the need for an Assistant PM Operations Sergeant position preferably filled by a 31B2V5 (MPI qualified SGT). One BCT PM saw the need for an additional company grade officer to oversee the Division Holding Area Annex (DHAA), thereby enabling the MP PLT Leader to oversee the operations of his entire PLT. These additional assets and skills would have helped the PM better support the BCT CDR in a timely and effective manner.

The four BCT PM Sections interviewed also unanimously recognized the need for additional capabilities within their sections. Cited skill sets and capabilities included the ability for the PM Section to simultaneously conduct customs, DO, FP, MWD management, police investigation skills, forensics / evidence collection skills, MDMP skills, military intelligence skills, and battle staff procedures skills. To illustrate this point, one BCT PM reported that the BCT CDR and staff always looked to the BCT PM Section to be the subject matter expert (SME) for PTT, DO, and FP. He went on to state that, collectively and if done to standard, these missions exceeded the capabilities of the small number of authorizations allocated to the BCT PM Section.

Of equal importance was the collective observation that the BCT MP PLT is not able to provide an adequate level of organic MP support to the BCT. Most BCT PM Section personnel and BCT MP PLT personnel interviewed indicated that, at a minimum, there needed to be an entire MP CO resident (organic) within the BCT to better enable it to provide the level of MP support to maneuver commanders required in the OIF OE. Others indicated that even more MP assets (up to one MP BN) were required to better accomplish required tasks in the current COIN and Stability Operations environment. Having only one MP PLT organic to the BCT severely limited the ability of that MP PLT to significantly contribute to the overall mission set of the BCT and to truly provide support to maneuver CDRs on the ground. Most BCT MP PLTs were limited to conducting DO and personal security missions, thereby preventing them from participating in other missions such as PTT. This left many BCT MP leaders wanting to conduct additional missions in support of the BCT.

The task organization and assignment of the BCT MP PLT presented some challenges as well. BCT PM Section and BCT MP PLT senior leaders indicated that the organization of the BCT MP PLT under the BSTB HHC was ineffective and inefficient. They felt that this current organization resulted in the MP PLT being left out of the BCT planning process, not being viewed as a BCT asset, and, in many cases, ultimately being forgotten about. In many instances, BCT and BSTB CDRs and staffs viewed the MP PLT as a BSTB asset rather than a BCT asset. As a result, most believed that the BCT MP PLT should be assigned to the BCT HHC and fought / maneuvered by the BCT S3 and BCT CDR. In only one BCT did the BCT CDR make the decision to remove the MP PLT from the BSTB and pull it up to the BCT level to be managed by the BCT Staff. This

enabled the BCT CDR and Staff to better weight the effort of MP skills to maneuver priorities and caused maneuver BNs to have better visibility of MP capabilities available to support their mission sets.

Insights / Lessons:

- One MP PLT organic to the IBCT and HBCT is not enough to effectively support the continuously increasing MP requirements within the BCT mission set in the OIF OE.

- To provide it minimal MP capability, the SBCT needs to have the same amount of organic MP assets within its formation as the IBCT and HBCT.

- The limited amount of MP assets currently organic within the BCT severely limits the ability of the MP PLT to truly contribute to the overall BCT mission set.

- The limited amount of MP assets currently organic within the BCT severely limits the ability of the MP PLT to actually provide support to maneuver commanders on the ground.

- Due to limited numbers and types of MP positions resident within the BCT, HRC needs to assign the right type of personnel to these critical positions; these positions need to be filled by MP leaders who are professional, competent, aggressive, and true experts in the full spectrum of MP operations and functions.

DOTMLPF Implications:

- **Doctrine:** Ensure any future increases in MP force structure within the SBCT, IBCT, and HBCT are documented in both MP and maneuver unit doctrine as appropriate.

- **Organization:** Increase / modify MP force structure within the IBCT, HBCT, and SBCT in the following ways:

  o All BCT PM Sections should be authorized a minimum of a 31A MAJ PM, a 31B5O PM OPS SGT, and a 31E4O I/R Specialist.

  o Add additional authorizations to the BCT PM Section: at least one 31A CPT Plans Officer, one 31B3O Plans NCO, one 31B2V5 Assistant OPS SGT, and one 31B1O Driver.

  o Increase the MP PLT authorization within the BCT to a minimum of one MP CO (complete with CO HQ structure) and place under BSTB.

o Immediately move the MP PLT from the BSTB to the BCT HHC.

o Incorporate LE technical skill-related Skill Identifiers (SI) and Additional Skill Identifiers (ASI) to officer and NCO positions, respectively, within the BCT PM Section and BCT MP PLT TOEs to serve as a forcing function for these personnel to obtain enhanced LE technical KSAs.

- **Materiel:** Provide requisite equipment to any increase in MP force structure within the BCT (i.e. vehicles, weapons, communications equipment) at a proportionate basis of issue as that of the current BCT MP PLT.

- **Materiel:** Add one complete combat vehicle platform to the BCT PM Section to enable them to move independently or with other units depending on threat levels.

- **Leader Development and Education:** Establish a BCT PM course at USAMPS that prepares MP officer and NCO leaders to function effectively as a member of the BCT PM Section and BCT Staff.

- **Personnel:** Add required MP personnel to BCT formations; identify bill payers as required.

- **Facilities:** Provide requisite facilities to any increase in MP force structure within the BCT (i.e. barracks, arms rooms, motor pools, office space) at a proportionate basis of issue as that of the current PM Section and BCT MP PLT.

Topic 2.10: MP Company in Support of a BCT

Discussion:

Military Police Companies are an integral part of the Brigade Combat Team (BCT) team. The MP Company commander must be a part of the BCT and this includes attending the targeting meetings. The BCT commander typically met with National Police Transition Teams (NPTT), Police Transition Teams (PTT) (MP Company Commander), Military Transition Teams (MTT), Iraqi Police (IP) District Commander, the Iraqi Security Force (ISF), and the brigade staff to identify priority of effort (themes) that all would pursue the following two weeks as all tried to enhance the security environment for the area of operations. The meeting was an Iraqi led meeting that included discussions of issues / challenges, "targets" forces would pursue, and a review of information from the past two weeks of activities. Units stressed this joint coordination meeting was essential in coordinating and synchronizing all elements of host nation

development in order to meet security and development needs. It included security, rule of law, and development representatives. In security operations it was important to link other HN development leads in order to maximize the efforts of all those elements that enhance public trust and security.

Leaders relayed to the CAAT that MP need training in several areas—investigations, crime scene processing, and Arab culture. Further, they recommended that MP receive host nation training on local laws, criminal justice system process, and the HN process for managing police stations and policing efforts in order to help MP train IP and enforce laws.

Military Police lieutenants, while trained in basic police skills, were attempting to influence more senior and experienced host nation police officers and this sometimes caused problems for the unit. This was overcome by forceful leadership and self development.

Military Police units TACON to the maneuver commander in a COIN environment have a unique challenge. The maneuver commander "owns" the AO and as he tries to balance protection with population engagement, he might make a decision for his assigned personnel on the force protection posture for a given community. While the supporting MP forces might abide by the supported commander's direction / order to travel with so many vehicles or other heightened protection posture, when the supported commander directs a lesser "aggressive profile" for a given area (or reduced protection posture), the supporting MP units in his area of operation remain in their parent unit protective posture. This often resulted in the supported commander having some personnel in different postures / uniforms engaging the same populace.

Insights / Lessons:

- All echelons of a supporting unit must be fully integrated into the supported unit. This will ensure complete synchronization and integration of enabling efforts in support of the maneuver commander's efforts and intent.

- MP participation in Joint coordination meetings, which involved all stakeholders working an issue, should be sustained.

- Maneuver commanders are responsible for establishing the conditions for successful operations within the battlespace. Within a COIN environment, this includes establishing the force protection posture Soldiers will portray to the populace. All supporting units should work toward enhancing the maneuver commander's efforts in this line of operation.

- The more technical training that can be imparted on our junior leaders, the better they will be able to support the maneuver commander.

DOTMLPF Implications:

- **Doctrine:** MP and COIN doctrine should emphasize the full participation of all elements of the rule of law triad (legal, penal, law enforcement) in the joint security meetings.

- **Training:** MP need additional training in investigations, crime scene processing, and Arab culture.

- **Training:** MP need host nation training on local laws, criminal justice system process, and the HN process for managing police stations and policing efforts in order to help MP train IP and enforce laws.

Topic 2.11: BCT MP Platoon Employment

Discussion:

The employment and task organization of the BCT MP PLT within the BSTB provided very limited MP support to maneuver commanders. MP leaders reported that the employment and task organization of the BCT MP PLT negatively impacted its ability to provide optimal MP support to maneuver commanders. The limited MP assets (one MP PLT) organic to the BCT, coupled with its assignment within the BSTB HHC, resulted in a situation in which the BCT MP PLT did not, in essence, provide any significant support to the maneuver BNs within the BCT as nearly all MP PLT assets were committed to BSTB internal missions. Some BCTs tasked MP PLTs to conduct DO and personal security missions for the command team, BCT level staff, and Provincial Reconstruction Teams (PRT). Most BCT MP leaders interviewed believed that many maneuver BN CDRs and staff were not familiar with MP capabilities and battlefield functions and were not aware that they could request MP support from the BCT staff for specific missions or events. Additionally, many BCT PMs felt isolated from and unable to impact the operations of the MP PLT due to their assignment to the BSTB HHC.

BCT MP PLT missions (within interviewed BCTs) ranged widely from one BCT to the next. The recurring theme, however, was the fact that in no instance did any element of the BCT MP PLT provide any support to maneuver BNs within the BCT. Cited BCT MP PLT missions included DO at the DHAA, personal security for BCT key leaders, security for route clearance teams from the BSTB, detainee escort (backhaul and transfer), convoy escorts (for EOD, gravel, MWD, etc.), Base Defense Operations Center (BDOC) reaction force for Forward Operating Bases (FOB), barrier emplacement security, and other miscellaneous BSTB missions as dictated by the BSTB staff. Most BCT MP key leaders interviewed felt that these missions were a restrictive use of the tremendous firepower and

mobility of the BCT MP PLT and also a less-than-optimal employment and leverage of MP technical skills.

When queried, most BCT PM Section personnel, as well as, BCT MP PLT personnel recommended that the BCT MP PLT be removed from the BSTB and assigned to the BCT HHC. This would have better enabled the BCT S3 to task, maneuver, task organize, and assign priorities to the BCT MP PLT. MP leaders stated this task organizational change in itself would have made it easier to meet the BCT CDR's intent and better support the mission sets of the BCT and its maneuver BNs. This would also have resulted in a situation where the BCT MP PLT would have been a high visibility and well-known asset that could have been requested by maneuver commanders and staffs for specific missions as required. This, in turn, would have facilitated better support to the maneuver commander as he prosecuted his assigned missions on the battlefield. Some BCTs have recognized this and have taken action.

Certain BCT MP leaders interviewed stipulated that the MP PLT could have better supported maneuver commanders and could have been more optimally employed through the conduct of such missions as AS within the BCT AO, MMSO (with a focus on MSR security) within the BCT AO, Point of Origin (POO) (for indirect fire attacks) site interdiction, PTT operations, cordon and search (site exploitation / evidence collection), blocking position support to maneuver BNs, and initial reaction force (IRF) operations for FOB security. Many even suggested that the best utilization of the BCT MP PLT would have been for it to have been employed in a Direct Support (DS) role to the BCT's maneuver BNs (either in its entirety for specific operations and short periods of time or by having one MP SQD DS to each maneuver BN as a habitual relationship over extended periods of time). The bottom line is that, if the BCT MP PLT was assigned to the BCT HHC, it would have better enabled it be truly viewed as a BCT asset. Those interviewed stated this relationship might have resulted in more optimal and efficient employment that better supported the maneuver commander in areas such as site exploitation, PTT, and DO.

Insights / Lessons:

- The employment and task organization of the BCT MP PLT has degraded the ability of this limited, yet valuable, asset to provide effective and value-added MP support to maneuver commanders.

- BCT MP PLTs could significantly contribute to the PTT mission and overall security mission within their respective BCT AOs if diverted from other missions that do not capitalize on MP technical expertise.

- BCT MP PLTs that are organized under the BCT HHC and controlled by the BCT CDR and S3 can provide better MP support to maneuver commanders within their AOs.

DOTMLPF Implications:

- **Doctrine:** Add detailed information on MP capabilities, functions, and employment (such as site exploitation and cordon and search support) to maneuver unit doctrine.

- **Organization:** Remove the BCT MP PLT from the BSTB HHC and assign it to the BCT HHC, thereby making it a BCT asset that directly supports maneuver commanders.

- **Leader Development and Education:** Establish a BCT PM course that prepares MP Officer and NCO leaders to function effectively as a member of the BCT PM Section and BCT Staff.

- **Leader Development and Education:** Add block of instruction on BCT MP PLT capabilities, functions, and employment to all BCT and BSTB Pre-Command Courses (PCC), to include incorporation into the practical exercise portion at PCC at Fort Leavenworth, KS.

- **Facilities:** Provide requisite and / or expanded facilities (i.e. arms room, office space, motor pool, barracks) to the BCT HHC to enable the incorporation of the BCT MP PLT to that formation.

Topic 2.12: NL Weapons and Munitions Applications

Discussion:

Maneuver Commanders seemed reluctant to employ NL weapons / munitions in the OIF OE (COIN / Stability Operations environments). While NL weapons and munitions have proven their worth through wide application in DO within Theater Internment Facilities (TIF), maneuver commanders were hesitant to employ them elsewhere in the OIF OE. NL weapons and munitions, if employed correctly, could be a great tool within a Stability Operations environment to determine hostile or benign intent of unidentified individuals on the battlefield. However, several MP leaders interviewed stated that maneuver leaders were still reluctant to use NL weapons and many times placed so many limitations on their use that Soldiers found it easier to just use lethal weapons and munitions.

While most MP leaders interviewed were aware of the various NL weapons and munitions available, there were mixed reviews on the application and utility of NL weapons and munitions in the OIF OE. There were several challenges related to these views. First, most of those interviewed indicated that there was a shortage of NL trained personnel. Second, units deployed to OIF needed NL weapons

sets that were more modular (i.e. SQD sets rather than just PLT sets) and easier to order components for. Third, many BCT MP leaders were restricted from using NL weapons and munitions in the DHAA, but all felt that they should be able to employ them within that mission set. Most importantly, however, leaders indicated that one of the primary problems affecting the employment of NL weapons and munitions within the OIF OE was the lack of a set theater standard of incorporation of NL into the Rules of Engagement (ROE) and Escalation of Force (EOF) procedures.

Further exacerbating the issue was the fact that the availability of NL weapons and munitions was inconsistent across the ITO. Some MP leaders indicated that NL weapons and munitions were available to them whenever they wanted and in as much quantity as desired. Others, however, stated that any requests they submitted for NL weapons and munitions were always denied. The most common forms of NL weapons and munitions documented as being on hand were NL shotgun munitions, green lasers, dazzlers, and riot control gear. It was important to note that the largest capability gap cited by MP senior staff officers was the absence of the Active Denial System (ADS) in the ITO. MNC-I submitted multiple Operational Needs Statements (ONS) for this system, but all were denied.

Most MP leaders indicated that NL weapons and munitions played a valuable role in Stability Operations. Primarily, those interviewed stated that it had great application for EOF procedures (prior to using lethal force) at checkpoints, Joint Security Station (JSS) entry control points and guard towers, FOB / Coalition Outpost (COP) entry control points and guard towers, within division-level detainee holding facilities, and for the purpose of crowd control. It also had the potential to contribute to "winning the hearts and minds" in COIN by not inflicting undue injury or death. MP leaders indicated that, while NL had great potential for use in Stability Operations, it was overridden by a fear of potentially misusing the weapon systems. There appeared to be a belief that it was easier to simply kill an individual through the use of lethal weapons than to accidentally fire NL munitions, injure the individual, and then have to risk liability for NL misuse or improper / inadequate training.

Other leaders indicated that they saw little application of NL in the OIF OE outside of the DO mission set. Specifically, some mentioned that a secure environment must exist before use of NL can become truly useful. To illustrate this point, one MP leader stated the following: "Why fire a NL round at a possible SVBIED when our current SOP is a lethal shot in safe direction at the vehicle. I believe our current use of NL with our gunners is ineffective. The gunner's ability to quickly transition from NL to lethal based on the current threat has been taken away with the incorporation of NL rounds. NL is just another step to slow down the EOF measures." This clearly depicted the challenges associated with the OIF OE and the concerns with NL use in an environment that remained kinetic and deadly.

Lessons / Insights:

- NL has well-known and proven application within theater-level DO; thereby proliferating its use in that mission set.

- Availability and employment of NL can be widely varied based on commander preferences and EOF / ROE restrictions and procedures, thereby restricting and hindering NL weapons and munitions employment.

- For it to be widely used and accepted, NL weapons and munitions must be incorporated into EOF / ROE procedures across the theater of operation.

- NL requisition and procurement procedures must be standardized in order to better enable units to acquire and employ NL weapons and munitions.

DOTMLPF Implications:

- **Doctrine:** Add detailed NL weapons and munitions characteristics, capabilities, employment, and tactics to overarching Army doctrinal manuals.

- **Organization:** Add NL weapons authorizations to unit TOEs within the Maneuver, Fires, and Effects field.

- **Training:** Increase available slots / expand course capacity in the Inter-Service Non-Lethal Individual Weapons Instructor Course (INIWIC).

- **Materiel:** Ensure adequate quantities and types of NL weapons and munitions are readily available for deployed units to procure and use.

- **Materiel:** Develop NL weapons sets at the SQD level.

- **Leader Development and Education:** Ensure OES and NCOES courses across the Army educate officer and NCO leaders on the capabilities and employment of NL weapons and munitions.

- **Personnel:** Add NL Instructor/Planner Skill Identifier (SI) and Additional Skill Identifier (ASI) to selected leader positions on the TOEs of MP units and maneuver units.

- **Facilities:** Ensure adequate arms room space is added for units to secure authorized NL weapons and munitions.

Topic 2.13: Up-Armored HMMWV (UAH) Equipment

Discussion:

Leaders emphasized the UAH improvements have been instrumental in mission capability and force protection. The system used to defeat IEDs has a power switch / control box that is bracketed above the visor on the team leader / squad leader (right front seat) of the vehicle. The switches are easy to operate but the control box hangs low enough that average to tall leaders to have to cock their heads forward or lean their body (in a seat belt with full Individual Body Armor (IBA) and weapon / ammo) the left so they can see out the full window. This leaning, coupled with the already cramped positioning of the front passenger seat have and will cause short and long term neck, leg, and back problems as the leaders keep these positions for long periods of time.

The electronic turret and protective glass are great enhancements to the UAH gunner's turret. It can rotate easily and the ballistic glass allowed the gunner to move and see more freely while maintaining a better protection posture.

Insights / Lessons:

It may be beneficial in future iterations of the UAH to increase the inside roof height by 2-3 inches. Leaders have adapted by either leaning to the right or some have drilled new holes for the seat and have moved the seat back a few inches to accommodate more room and allow for an improved angle of vision out the front window.

DOTMLPF Implications:

- **Materiel:** Look to raise the roof (interior height) of the UAH to allow better visibility.

- **Materiel:** Look to increase the passenger compartment by 3-4 inches in length.

- **Personnel:** Conduct a medical/physiological study of drivers, team leaders and gunners to get a baseline of these Soldiers prior to deployment and then have follow up studies immediately after deployment and 5, 10 and 15 years down the road to help determine mitigating actions (exercise, stretch, materiel solutions) that personnel can take to reduce the impact or possibility of long term injury or damage to vertebrae or other skeletal / muscle areas.

Topic 2.14: Integration of Host Nation Security Forces and Means

Discussion:

The MP brigade commander used one MP CPT to work Information Operations (IO) for the brigade. The MP brigade commander re-tasked an MP Captain in the S3 shop to work IO for the brigade and its PTT mission. With the tremendous access to the local police and the populace, and due to the lack of legitimacy of the police in the eyes of the populace, the IO effort was seen as key to successful PTT.

The brigade realized the importance of a good IO effort and the requirements. They knew IO must be connected into daily brigade operations. The brigade commander saw the need for an IO officer to feed division but needed division support. The efforts were paying dividends and as the division understood more and more how it could help the brigade, cooperation increased and effectiveness increased.

Each unit in CONUS has a "McGruff" and schools DARE and other type of liaison program. Police conduct a lot of information and public affairs operations yet in COIN operations only sporadic emphasis has been placed on this capability.

Insights / Lessons:

- An IO capability is essential when developing police and rule of law legitimacy in the eyes of the public.

- Continue to exploit and encourage positive Information Operations (IO) within the PTT mission.

DOTMLPF Implications:

- **Doctrine:** MP Doctrine should capture this IO effort and work with PYSOP and IO communities to expand the doctrinal application in COIN for developing police and establishing rule of law.

- **Training:** Integrate IO training into all USAMPS training courses to provide an overview of how IO coincides with COIN efforts.

Chapter 3: Police Intelligence Operations

Summary

Leaders reported that the law enforcement skill sets were critical to adequately support COIN operations. Police Intelligence Operations (PIO) and the associated law enforcement skill set were identified by maneuver commanders as being critical to the successful prosecution of all operations targeting insurgent and terrorist groups. This chapter will focus on how PIO and law enforcement skill sets have supported maneuver commanders and how these efforts can be improved in order to enhance operations and protect US interests and personnel. Until recently, Army doctrine and training regimens have prepared maneuver commanders for traditional linear combat operations, wherein one force can easily delineate opposing forces, and engage them on linear battlefields. However, current and foreseeable combat operations do not, and will not likely share these features.

Topic 3.1: Law Enforcement Support to Maneuver Commanders

Discussion:

In Iraq today, enemy forces and insurgents are not typically uniformed, lawful combatants, but rather are persons affiliated with extremist and terrorist groups or organized crime organizations, who easily blend into the civilian population and employ terrorist tactics. Combating these organizations cannot be fully or successfully accomplished using only current Knowledge, Skills, and Abilities (KSA) of our greater force.   The KSAs that are needed to augment historical combat capabilities are most akin to and can be derived from the Law Enforcement skill sets.

The organizational structure and design of extremist and terrorist groups are not similar to those of military units; however, they are identical to organized crime

groups because they are in fact such groups. Engaging these groups using traditional military strategies merely yields the lowest level operatives, who are typically the IED triggermen, snipers, or other individuals observed in an act of aggression. When compared to a criminal investigative model, this is tantamount to arresting the drug dealers on street corners day after day. Each day there are new street level dealers, who replaced the ones removed the previous day.

In order to effectively combat this type of group, there must first be an understanding of the group's intent, targets, motives, and organizational structure. Subsequently, methodical collection and analytical processes must be applied to exposing each layer of the organization, from the tactical operatives, to the planners, engineers / technicians (bomb makers, etc.), recruiters, organizers, financiers, and masterminds. The entire organization must be exposed and eradicated in order to prevent it from re-forming and returning to operational status. The KSAs associated with this capability are the same capabilities used by law enforcement organizations around the world to combat organized criminal activities.

One of the most effective collection and evidence producing tools has been the interview and interrogation of detained persons. This can serve as a starting point to understand and appreciate the nature of the opposing force, how it is structured and how it can be defeated. There are several critical features to the interview process that have to be solidified as a doctrinal practice, and expanded as a standard of practice in a broader more effective manner than it has been in tightly controlled and selective processes of the recent past.

One of the best practices identified to date was a combined tactical operator, military intelligence, and military police operation. In this scenario, tactical operators would capture high value targets (HVT), which were segregated and interviewed or interrogated for numerous days by military intelligence assets for battlefield intelligence information. If during the course of these interviews and interrogations information was identified that was potentially criminal, the detainees were referred to CID Agents who conducted follow up interviews specifically focused on the criminal offense. In these interviews all identifiable evidence was leveraged to as completely as possible expose the full extent of any criminal offenses. Upon the conclusion of these interviews, the detainees were asked to handwrite a statement pertaining to their criminal activities and were briefly videotaped as they attested to the validity of their handwritten statements.

Due to the immature nature of the Iraqi justice system, courts were slow to consider any types of physical or forensic evidence; rather, they strongly favored confessions made to Iraqi officials, and eye witness statements attested to and affirmed before Iraqi officials. In light of the fact that courts were not inclined to accept a confession given to foreign officials unless the accused individual affirmed that the confession was true in their presence. It is vital that this

affirmation process occur as soon after the confession is memorialized as possible; before the individual can be persuaded by internal or external influence to recant previous statements. In order to prevent such contamination, the detainees must remain segregated from other influences until they have appeared before an Iraqi court and affirmed their statement(s). This could be accomplished most effectively if a night court arraignment process were developed in order to get the detainees to an Iraqi official as quickly as possible after making their statements, before they can be contaminated by others, or pressured to retract their statements by other detainees.

Using the aforementioned interview / interrogation model the Iraqi courts have been holding some criminal trials 6-8 weeks after the interviews with an extremely high rate of convictions and severe sentences. This process accomplished several extremely meaningful objectives:

- The process helped the Iraqi judicial system establish credibility as it holds criminal offenders accountable for their crimes.

- It removed detainees from the coalition forces (CF) management responsibility, thus reducing the number of detainees held, housed, and cared for by CF.

- It removed insurgents from the battlefield for a definitive and in many cases prolonged or permanent period of time.

The persons being convicted in the Iraqi courts have been charged with a multitude of offenses such as murder, terrorism, kidnapping, manufacturing or transporting explosives, entering the country with the specific intent of engaging in attacks against the CF or Iraqi infrastructure, supporting, planning or financing such attacks, etc. Through the application of the Army Law Enforcement skill sets, offenses generated Iraqi Criminal Court convictions. Because these individuals were convicted of criminal offenses by the Iraqi judicial system, they have been removed from CF management responsibility and the battlefield.

In one particular case, an IED was discovered. An examination of its components identified latent fingerprint impressions, which were subsequently matched to an individual within the CF fingerprint database. Additionally, at the time this detainee was processed for intake, examinations revealed he had handled explosives preceding his detention. Although the Iraqi judicial system has not historically given much if any credibility to physical evidence as opposed to their strong proclivity for and weight in testimonial evidence, the court convicted this individual, who did not confess, and no other testimonial evidence was offered. He was subsequently sentenced to death. This incident is not only an example of the successes being realized through the application of Army Law Enforcement skill sets, but it is also a testament to the growth capacity of the Iraqi justice system.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Similarly Army Law Enforcement skill sets have been applied to numerous other IED attacks, murders, and related offenses, directed against CF and Iraqi infrastructure. Some of these attacks include the murder of three Office of Special Investigations (OSI) special agents, who were killed in an IED attack; and a sniper with over 20 self confirmed kills. In both cases, the individuals confessed to Army CID special agents, and affirmed their confessions to the Iraqi courts. Three have been tried convicted and sentenced and the other was pending trail as of the writing of this document. Such efforts virtually ensure these offenders will not re-engage on the battlefield.

It was clear that the application of these law enforcement skill sets has been tremendously successful, and should be expanded. The CID agents conducting these interviews and interrogations related that they needed five more agents, one more analyst, three more linguists (plus agents should be language qualified if possible), one more administrative support Soldier, eight more dedicated segregation cells, two more interview rooms, and four more concealed closed circuit TV systems with dual monitoring capability in order to operate at optimal effectiveness. It was also indicated that the command structure for this activity had proven effective and should be made a part of the program of record (POR) for future operational efficiency.

In developing this capability for large scale implementation within the battle space, specific attention must be given to understanding the construct, training and skill sets that have made previous models of this nature successful. It was paramount to this process that the personnel conducting these exploitation functions are highly skilled law enforcement personnel who are specifically trained to perform in this capacity. Additionally, the construct of these exploitation teams must be deliberately designed using the best and most effective practices as validated by previous lessons and the best means to collect evidence that is admissible in the host nation judicial system. The organizations must be embedded with military intelligence efforts to exploit battlefield intelligence and work together in an environment that creates synergy of effort, both of which are supported by internal analytical support and access to all available information and evidence that can guide the interview and interrogation processes. Further, this information and evidence must be incorporated into investigative case files when presented to the host nation judicial systems.

Perhaps the most significant component to the success of these interviews was the immediacy of the interviews and interrogations following their capture, followed by getting them to the Iraqi court to affirm their statements as soon as possible after they were rendered. These systems should be designed and overseen by the organization(s) that have effectively employed these practices at a smaller scale in order to replicate this process at a large scale.

Based on an assessment of the skill sets required in order to provide the law enforcement capabilities within battlefield operations, it was determined that the

only Army personnel who possessed the full array of these high-end investigative skills were USACIDC special agents. However, there were far too few of these personnel within the Army inventory to provide maneuver commanders with the capabilities sought from the law enforcement perspective and the investigative prowess associated with seasoned criminal investigators. As there was not an accessible Army inventory of these skill sets, a determination was made to obtain a contracted capability via the LEP Program. Through this program, retired law enforcement officers (predominantly from the federal investigative agencies), now serving as contractors, were assembled and placed with maneuver commanders.

LEP assets were amassed and fielded rapidly (OIF was the first operation these skill sets had been placed in the maneuver commander's tool box). There was little architectural or functional guidance provided with these assets. Essentially, each LEP was provided the autonomy to embed with the supported unit and ascertain what was important to the maneuver commander. As relationships built, missions were defined for each LEP individually. Based on initial assessments, maneuver commanders were generally pleased with the LEP model. Moreover, many desired additional law enforcement assets to aid them in disrupting and destroying enemy organizations using their expertise.

After examining what the different LEPs were doing for maneuver commanders, some best practices were identified and should be implemented throughout the program. Additionally, if the LEPs are to provide the value added that Army leadership envisioned when the contract was let, consideration must be given to formalizing the connectivity between the LEPs and other law enforcement organizations engaged in IED defeat operations and investigating criminal offenses committed against CF interests by insurgents. Commanders have been using LEP personnel to perform duties spanning from intelligence focused interviews, Sensitive Site Exploitation (SSE), Criminal Intelligence Analysts, Evidence Collection and Forensic Advisors, to that of IED Defeat Specialists. The primary duties described by the interviewed LEPs were that of an advisor on law enforcement perspective / insight and evidence management personnel who train Soldiers on how collect, safeguard, and account for evidence.

It was determined through the interview process that nearly a third of the LEPs had graduated from the military intelligence interrogator's course since being hired. Many were attempting to navigate their way through "the certification process" so they could conduct interviews of detainees. It should be noted that the certification process indicated, only requires members of the "intelligence community" to attain such certification, and law enforcement personnel do not require such certification when conducting law enforcement interviews.

By the mere nature of their title, "Law Enforcement Professionals", it would appear that they should not be conducting intelligence interviews, but rather criminal investigative interviews in pursuit of evidence related to the murders,

kidnapping, or otherwise targeting CF or Iraqi interests. Further, it did not seem logical, that LEPs should attend the military intelligence interrogator's course. This assessment was based on techniques they teach, advocate, and utilize were not the same ones practiced by law enforcement personnel. Indeed, it was viewed by many that attending the course caused a blurring of the line between what they were hired to do and what others perceived them as doing.

LEP interviews confirmed that none of the LEPs were analysts. A few of them did possess some analytical skills. One of the needs brought out in the interviews was for criminal intelligence analysts to be dedicated on looking at the criminal nature of the threat organizations. This would include assembling the fragmented information they have individually collected and sharing this information in the isolated databases. Focus must be on ongoing criminal activity associated with theater threats.

There should be centralized control of LEP activities just as there would be for any investigative task force. Conducting individually motivated investigative activity would be somewhat effective if the enemy was not so widespread and conducting operations within other areas of operation. Due to the widely spread networks and cells operating globally, it is absolutely essential that the LEPs and any other agencies engaging in similar missions designed to seek out, disrupt, and ultimately bring these offenders to justice, to share information seamlessly and without delay. These assets should serve as their advisors.   Many people stated that other investigative personnel should manage collection and other investigative actions so that synergy of effort can create a web-like effect and attack the targeted organizations with expert proficiency.

Battalion level assets within the BCT or other maneuver units should focus on the commander's intent, collecting on and following up information that identifies criminal threats as they relate to the maneuver commanders greatest concerns. At each level above battalion, the number of LEPs should decrease, as they will serve to consolidate the subordinate LEP products, present them to the senior commander, and re-focus efforts to exploit those issues the brigade through Corps deem most important and meaningful. At the top of the chain, LEP personnel should take their guidance from an investigative organization versed in these types of missions and capable of managing such a large task force. The United States Army Criminal Investigation Command (USACIDC)-managed Criminal Investigation Task Force (CITF), would be perfectly suited for managing such an organization.

Based primarily on input from maneuver commanders, it appeared that one of their primary concerns was having an advisor, who could serve as a subject matter expert relating to the collection and processing of physical / forensic evidence. This advisor best served as their embedded subject matter expert and primary force trainer for evidence related concerns as they applied to the battlefield. Additionally, it was strongly stated that they needed a network

designed to enable them to successfully disrupt and destroy asymmetric criminal like organizations on the battlefield.

A stated recommendation was to provide commanders with an evidence advisor and trainer and to develop a Criminalistics Technician skill set (MOS/ASI) within the Military Police Career Management Field. Recruiting could be conducted from anyone in the Army meeting predetermined qualifications (i.e. … GT score, College Education, Active Federal Service (AFS), Rank at the time of entry, etc.). Once selected for training, the Soldiers would receive extensive Crime Scene Management Training and then undergo an internship with a large metropolitan police department that employs Criminalistics Technicians. Subsequent to the completion of their training, they could be assigned to USACIDC Resident Agencies, where they would continually train special agents, respond to all crime scenes, and direct, the identification, memorialization, preservation, collection, and safeguarding of all physical evidence. This non-deployment utilization would ensure they stayed current and proficient within their expertise.

If a BCT or DIV CDR required more advanced guidance within the realm of forensics they could coordinate this assistance through the supported USACIDC Forensic Science Officer. Evidence training to tactical Soldiers needed to be at the most basic level. They did not require advanced training such as developing and lifting fingerprints. They merely needed to know how to maintain the chain of custody and collect evidence in a manner that does not destroy evidence.

When a supported BCT or maneuver element is identified to deploy, the Criminalistics Technician would be operationally attached to the deploying unit, and would serve as their advisor for all matters of forensics and evidence collection and processing. Upon redeployment, the Criminalistics Technician would be detached from the BCT or Maneuver element they were supporting and return to the USACIDC resident Agency, where they would maintain their proficiency. In addition to performing duties as the Criminalistics Technician, this Soldier could be assigned duties as the evidence custodian with the USACIDC resident agency (or MP Investigations Evidence Room) in which they are assigned, which would ensure a full utilization of their specialized training and skill sets.

It was also recommended that a specifically designed Criminal Investigative Organization or Task Force be assembled to consolidate, synthesize, analyze, develop actionable criminal intelligence, focus investigative efforts, and provide commanders with information that will guide measures to root out and eradicate complex organizations from top to bottom. Again, the CITF, would be the perfectly suited and equipped organization to oversee, direct and manage this effort. Further, as the nature of American adversaries does not appear will transition from the currently faced asymmetric composition, this organization should become a program of record, and be permanently adopted into the Military Police Corps Regiment as an enduring capability in all environments.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

It was specifically articulated numerous times, that the most effective practices currently being employed, should be expanded and adopted into doctrine for as long as they are effective and practical. Some comments recommended more training on how interviews should be conducted and proper use of linguists in current and foreseeable combat operations.

One of the specific observations acknowledged that interviewers and interrogators were only as good as their linguists. This projection was coupled with inflection on the great reliance placed on the linguist's ability to operate within this unique environment. It is important to note that there was a significant delineation between a translator and an interpreter. Translators literally translate one language into another; whereas, interpreters tend to capture intent of the speaker and translate what they believe to be the speaker's intent into the other language. It is vital within the interview and interrogation process that literal translations occur as opposed to interpretations. It was also strongly suggested that CID agents be trained as linguists to provide them with the ability to interview and interrogate more effectively. Many stressed this would be a huge benefit and would increase reliability and efficiency. However, even with these language skills, translators would still be required for both their language skills and the cultural awareness attributes that cannot be trained.

The number of linguists assigned to MP companies severely limits their capability to train and their overall contribution to the fight. Unlike other missions such as convoy security, route clearance, and even kinetic operations, having more linguists would multiply the training accomplished during PTT station visits. Also, the lack of linguists, with a clearance, makes planning missions with top HNP leaders and maintaining OPSEC impossible and potentially endangers Soldiers. Senior MPs interviewed recommended the MP Corps needs to increase the number of linguists allotted per company and also to have one interpreter with a clearance to use during priority operations.

The education and training regimens required these types of interview and interrogation capabilities be inculcated into CID special agents at a multitude of levels. It must be designed in a fluid educational package that allows the training to be tailored based on current lessons learned and projected skill sets required. This training should be conducted in an overview format at the basic agent entry level. Then, after a couple of years of interview and interrogation experience, be reintroduced in an advanced interview and interrogation training package, that is designed specifically for current and projected interview and interrogation needs.

The template for current operations might include background and education on the Arabic culture, Islamic culture, shame based versus guilt based societies, zealot or fanatical ideologies, and the requirements of the judicial process that will be used in the prosecution of offenders. It is essential that this training remain adaptive to an ever changing battlefield and that it is designed to be fluid and contemporary.

Further, personnel returning from deployments should be identified and cycled into the United States Military Police School (USAMPS) to bring their experiences to bear in updated training and doctrine. Care should be taken not to solely bring instructors in from the battlespace, in that agents at home, camp and station engage in real world application of their trade every day, and agents from these assignments are also required to maintain a balance in training and doctrine as well. USAMPS and the Reserve and National Guard components would do well to consider bringing reserve personnel onto temporary active duty, as they return from such assignments, to conduct Mobile Training Team (MTT) events, or as adjunct faculty members, to supplement instructor strength and experience. When developing lesson plans and Programs of Instruction, use the title "contemporary training" as a means of expediting training updates to the most current and relevant information and practices currently employed.

In many aspects of the law enforcement capability that have proven successful in the Global War on Terror, the CITF has been consistently the leader in attaining progress and defining / developing the skill sets necessary to combat this asymmetric adversary. The capabilities amassed within this organization, and its ability to adapt rapidly will be indispensable in all future operations both while at war and during times of peace. Strong consideration must be given as to how this organization can be permanently adopted into the USACIDC or Department of Defense (DoD) inventory. This organization is ideally suited for targeting complex and widely spread criminal threats such as terrorism, narcotic manufacturing and smuggling, gang activities, or other organized criminal enterprises. This high level and large scale ability to fuse and follow up on criminal intelligence will be a vital component in our nation's security and capability to thwart threats of many types.

One of the key recommendations was that we go back to the very basics of the career development cycle within the MP Corps and identify the skill sets any police officer should possess and embed them from MP Advanced Individual Training and Basic Officer Leadership Courses. Then identify the advanced skills police officers should possess after a few years of police officer service and embed them into the Basic Non-Commissioned Officer Course and the Captains Career Course. Interviewed personnel stated this would instill law enforcement capabilities back into the MP Corps. Also mentioned, was MP must practice their trade at home camp and station in order to possess and retain the competencies required in a deployed environment.

It was strongly recommended that a follow up CALL visit be conducted to collect on growth capabilities and utilization in six months to one year.

Insights / Lessons:

- Current doctrine has effectively prepared maneuver commanders to engage in symmetric combat operations; however, current and foreseeable

combat operations will engage asymmetric criminal networks of terrorist groups. Commanders must have the tools available to them that will enable effective operations designed to disrupt and destroy these groups, not merely the individuals operating at the tactical level.

- Use currently employed effective practices. Grow this capability from current small scale operations, to much larger, more robust efforts. Include interviews, interrogations, multi-discipline embedding, and use of host nation judicial system to maximize effectiveness.

- Connectivity of effort, data, criminal intelligence, and results must be centralized.

- Disjointed and individually managed efforts are ineffective against complex criminal organizations.

- In order to be effective, law enforcement personnel engaged in targeting these criminal groups must have centralized management and guidance from an experienced law enforcement body capable and versed in unveiling these types of organizations.

- Evidence training to tactical Soldiers needs to be at the most basic level. They do not require advanced training such as developing and lifting fingerprints, they merely need to know how to maintain the chain of custody and collect evidence in a manner that does not destroy evidence.

- Law Enforcement Professionals should not be conducting intelligence interviews, but rather criminal investigative interviews in pursuit of evidence related to the murders, kidnapping or otherwise targeting CF or Iraqi interests. Further, it does not seem logical, that LEPs should attend the military intelligence interrogator's course, in that the techniques they teach, advocate and utilize are not the same techniques practices by law enforcement personnel, and by attending the course are blurring the line between what they are hired to do, and what others perceive them as doing

- Assign a mix of personnel from recent field agent activities as well as recent deployment operations to USAMPS to keep doctrine and training up to date. Use contemporary training as a means of expediting training updates, and use reserve personnel with recent experience to conduct MTT events and as adjunct faculty members.

- Return Law Enforcement Skill Set to MP Corps personnel and stop relying on technology to fill a void created by changes in focus over the years.

DOTMLPF Implications:

- **Doctrine:** Update Army and MP doctrine to prepare maneuver commanders and supporting MP Commanders to effectively combat complex criminal organizations using law enforcement tools, personnel and skill sets.

- **Organization:** Establish an enduring CITF; define how law enforcement personnel can be used in support of combat operations, yet still be employed to thwart crime at home, camp and station in support of Anti-Terrorism (AT), Police Intelligence Operations, and Global War on Terrorism (GWOT) efforts.

- **Training:** Send select USCIDC special Agents (31D/311A) to Arabic Language training (or language of populace in the theater of operations)

- **Training:** Develop detainee interview and interrogation overview training at CID entry level and advanced interview and interrogation training directed toward the criminal interview of detainees

- **Training**: Develop a training program for Military Police in how to use linguists in basic interview and collection efforts.

- **Leader Development and Education:** Train maneuver commanders on how to most effectively use Criminalistics Technicians within their units and how to feed evidence and information into the PIO construct, as well as how to extract pertinent information and intelligence from it.

- **Facilities:** Establish mock detention and interrogation facilities to teach the skills required for the police interrogations of detainees. Additionally, permanent facilities for the enduring CITF model have to be acquired and equipped.

Topic 3.2: Data Warehousing and Management

Discussion:

Leaders and law enforcement personnel stated that there is a definite need to develop a consolidated data management and warehousing capabilities in support of combat and stability operations. Currently, there is no centralized or consistent database wherein police or criminal information is being warehoused. Theater has viewed this as significantly undermining the ability of investigative resources to share, draw from, or otherwise develop a greater picture or any true synergy of effort. In addition to locally developed and completely isolated databases, there were larger scale, yet still disjointed databases that contained bits and pieces of information. Some organizations were using a web-based data storage system by the brand name of i2G. In this system, the database can

be tailored easily, and was akin to the primary database used by the Air Force Office of Special Investigation (AFOSI) (variation; i2MS, server based system), ICE and other law enforcement agencies. Data was entered into the system in packages that are linked together in a manner that facilitates some level of analysis within the system. It is established in such a way as to associate information from other investigative actions to one another. Thus, it was easier to determine links between individuals, groups, activities and evidence. The database was searchable to a very high degree which facilitated the use of data mining tools to ensure information can be recovered and used to develop extremely thorough analytical products. The database proved extremely user friendly; designed in a windows based point and click / pull down menu forum. The database allowed documents of multiple formats to be embedded into it where they could be searched, read, displayed and printed.

The United States Army Criminal Investigation Command (USACIDC) has been using the ACI2 database for many years. This system will not share information, allow for importing, exporting, or for any practical application facilitate targeted search ability and does not lend itself to police or criminal intelligence operations. The Military Police use the COPS database which is substantially more robust than the ACI2 program. However, it does not facilitate the exchange of data beyond its internal capabilities, but does allow some level of importing and exporting. Various databases can be linked together using "ibridges" that were created through permissions and programming solution. Using this technology, a criminal informational data warehouse can be connected to other databases to which there is access authority which can be developed with current technologies to create intuitive database operations and reduce the workload on analytical personnel.

Example: If a crime with a delineable modus operandi is committed at a particular installation, investigators or analysts could search the database for similar offenses committed using the same or similar modus operandi throughout the entire database. The database would be able to report any similar matches, such as there were similar offenses identified at two other military installations, with a particular match percentage and the details of the matches. A subsequent search of the Defense Eligibility Enrollment Records System (DEERS) and Defense Travel System (DTS), and Human Resources Center (HRC) databases could be conducted using an ibridge to identify any personnel who were assigned, previously assigned, or TDY to those areas at the times offenses were committed. Consequently, a suspect pool could be reduced from tens of thousands to anywhere from a handful of persons to potentially a single individual.

Units reported whatever the solution that is decided, it must allow authorized personnel to input access and share information with little to no redundancy of effort. Manually checking multiple databases to glean information pertaining to a single issue constitutes a vast waste of time and resources. In the best case

scenario, a single database would be used, but in less desirable models, multiple databases could be connected via ibridge technologies, and enable more effective use of data warehousing and management efforts. This should be a priority, because the longer it takes to resolve this issue, the more disjointed other aspects implemented to improve the level of law enforcement support to the commander's greatest concerns will be.

Additionally, it is vital that all criminal investigative elements have completely unrestricted access to all aspects of the internet, which may require access be granted via a separate LAN connection than that provided by DOIM. This requirement enables investigative personnel to access sites that range from anti-American groups, to chat rooms, drug paraphernalia, to child pornography and other sites as required by ongoing investigative operations. Currently, site restrictions and blocks prevented investigative personnel from accessing the sites indicated, which detracted from holistic investigative capabilities.

In order to conduct analysis of data, it is imperative that the ability to sort through volumes of information stored in separate databases, programs, and files. By using a combination of data mining programs like Orion Magic, Pathfinder, M3, and Net Owl, data can be reviewed for relevant data, which can be extrapolated, compared and placed into the analytical cycle. Orion Magic has been one of the most robust tools being used; however, it is primarily used to find data correlations within internal databases. As a database can and invariably will contain massive volumes of information, it is imperative to have tools that can search all locations within the database and pull all matching information into one place where links and associations can be identified and exploited. Whatever tools are used must have the capability to search and compare a multitude of documents simultaneously. This capability will facilitate the identification of evidence that otherwise may never be detected. Through this process modus operandi's can be searched against previously recorded data, thus identifying links between offenders, offenses, and victims.

The primary program being employed for organizing and charting was reported as being i2's Analyst Notebook. Most of the LEP personnel related that they were not comfortable with the program and did not employ it. LEP stressed they were not doing any type of structured analysis. They were police officers by trade and not analysts and did not have the skill sets required to conduct these operations. There were a few LEP that were using Analyst Notebook and were preparing basic link charts, such as toll analysis, which were reported as being very useful in targeting key planners and organizers of attacks. These efforts were localized and disconnected from strategic level planners, targeting participants, or other law enforcement efforts. Whatever the enduring program of record is, it should be at least as robust as the Analyst Notebook program, which allows the importation of externally warehoused data, which can be organized, correlated, linked / associated and manipulated into a multitude of charts that graphically represent the indentified associations. The technicians required to

conduct these processes will no doubt have to be separate from the police officer skill set.

Analysts should be able to produce and myriad of products, which include, but are not limited to Intelligence Summaries, Association / Link Charts, Commodity and Flow Charts, Event Charts, Timeline Charts, and other standard graphical depictions, used with specific focuses on organizing and simplifying complex organizations, focusing investigative efforts and resources, and predicting future actions and targets of adversary forces.

There should be analytical cells developed to support and assist investigative cells. In the most effective configuration, these cells would have limited focus, and would work together on the specific areas of focus. For example, in support of combat operations seeking to disrupt and destroy terrorist organizations, there should be cells of agents and analysts dedicated to one aspect of the operation, like financiers, planners, recruiters, bomb makers, bomb placers, and trigger pullers. In CONUS operations, these cells may focus on crimes such as narcotic violations, gang crime, juvenile crime, crimes against persons, fraud crime, and crimes against property.

During the interviews, it was articulated that the problems created by using so many stove piped or isolated databases, was that there is no capability to share data relating to any issue. One of the primary concerns articulated was that a new database would be created for OIF that would further exacerbate the current problem. It was recommended that any future databases be designed for worldwide application so they would alleviate historical short comings and increase connectivity and sharing of information on the battlefield. Interviews of multiple S-2 personnel, LEP, and USACIDC personnel revealed they needed one database capable of managing all criminal information and reports. This centralized data warehousing capability would be instrumental to ongoing efforts in rooting out networks of insurgents and other criminal elements operating within OIF. Specifically, information pertaining to IED would not be restricted to one localized area but would allow for analysis of incidents around the operational theater. Similarly, data about planners, recruiters, financiers, or other players within the criminal structure of insurgent operations would be available to everyone who has authorized access to the database.

Insights / Lessons:

- Currently, there is no centralized or consistent database wherein police or criminal information is being warehoused.

- Need a single data management and warehousing system, with ibridge technologies that provide for intuitive operations.

- Need standardized data mining capabilities and software packages.

- Need standardized analytical and charting software packages.

DOTMLPF Implications:

- **Training:** Train personnel, who will use, input, search, or otherwise manage data in each system acquired.

- **Materiel:** Develop a centralized law enforcement database and the servers dedicated to manage them. Select and acquire standardized data mining, analysis, and charting software packages.

Topic 3.3: Crime and Criminal Intelligence Analysis

Discussion:

Police Intelligence Operations capabilities of our MP provide a very basic capability for maneuver and MP commanders. To enhance operational success, theater leaders recommended development and utilization of an organic analytical capability, within the MP Corps Career Management Field (CMF).

Currently, the MP Corps Regiment does not possess an organic analytical capability. While in a deployed environment, assistance in this mission can be accomplished by leaning on the MI community, and their analytical personnel to aid in the development of criminal intelligence products. However, it is important to note that in order for criminal intelligence products to be standardized, sharable, and meaningful, they must become a part of the MP culture. The need to conduct police / criminal intelligence operations is a mission that has to be conducted both in deployed environments and at home stations. Based on observations, this organic analytical capability does not exist in Iraq.

Although MI assets can assist in this effort while focusing on non-US persons, such as in OIF, they are not authorized to collect on, or manage data that pertains to US persons. The vast majority of PIO during non-deployment operations directly targets and relates to US persons. When attempting to thwart, detect, investigate, or bring to justice criminal offenders, analytical operations are key to the identifying patterns, focusing investigative efforts, and predicting future criminal conduct. Consequently, an organic MP analytical capability is absolutely necessary and will be one of the most significant components of ensuring the MP Corps provides commanders, at all levels, with the policing capabilities required in protecting a force as large as the US Army. Ideally this should be an organic asset within the corps that will ultimately become a seamless component woven throughout the MP functions and mission that binds all other functions together. Stop-gap measures such as the LEP Program were initiated to temporarily fill the capability gap in OIF. Unfortunately, these personnel did not possess analyst skill sets but were retired police officers and federal agents. An enduring solution is direly needed to ensure a long-term

capability for the future and to prevent the capability gap from returning or growing.

Skill Set / Capability Requirement: The PIO function requires a robust analytical capability that offers a full array of crime and criminal intelligence analysis skills and capabilities. The analysis required will consist of every aspect of police and criminal intelligence. This includes traffic control, vandalism, larceny, juvenile crime, gang activity, narcotic offenses, fraud offenses, serial offences, violent crime, and terrorism. Most of the collection, analysis, and work product will directly involve US persons. The MI community is restricted from doing this unless it is done as part of a chartered law enforcement activity. The analyst will be able to provide statistical / crime analysis, trend analysis, investigative analysis, and predictive analysis.

Units reported these skill sets and capabilities are exactly what are required to successfully prosecute COIN operations. However, the combination of analytical assets with law enforcement skill sets was only being applied effectively in isolated locations. Organizations that employed these techniques experienced extraordinarily high levels of success in the identification and criminal prosecution of insurgents and IED cells. Conversely, units not employing this combination of assets experienced limited ability to identify insurgent activity and organizations, share information, or to gain insights into the complex organizations they were confronting.

Additionally, it was recommended that these assets remain assigned to law enforcement parent units, where they will be employed while not in a deployed environment, so that they maintain their skill sets, and provide constant value added. Decision makers need to determine how this can best be accomplished, and how these assets can best be managed.

During interviews with MP, CID, and maneuver commanders two courses of action were articulated that may provide the analytical capabilities.

The first course of action, is to embed 96B (MI All Source Analysts) in PIO Billets. Currently, units experiencing success, as indicated above, utilized the analytical expertise of the MI community's "All Source Analysts" to support COIN operations. Using this construct in a broader application as an enduring solution would require the growth of additional analyst personnel to fill the analytical skill set requirement at each level of PIO. Consideration would have to be given to the fact that these personnel would be conducting analyst operations pertaining to US persons as they relate to crime and criminal intelligence. This would require each of these assets to serve under a chartered law enforcement position and their focus must be directed in this realm to ensure no violations of intelligence oversight directives are created.

If this course of action is selected, it should be noted that the current skill sets possessed by MI all source analysts are not independently sufficient to conduct crime and criminal investigative analysis and additional training that focuses on this venue would have to be provided to each assigned analyst upon each non-consecutive law enforcement assignment.

This course of action would likely be the most expedient. Many conveyed it may or may not be the best long-term solution. Consequently, this course of action could be selected as an interim solution until another one is fully developed or both as a short and long-term solution. Should this be utilized as an interim solution, it would likely result in diminished capability as a growth in MI force structure would not likely occur and MP units are a low fill priority for the MI community.

This course of action would be the most expedient with the least training development requirements for USAMPS. This course of action would capitalize on existing skill sets to meet PIO needs. All source analysts do not possess the specific skill sets required to conduct crime and criminal investigative analysis but they do possess the general analytical skills that would be most easily converted to this purpose. Additional training would be required to provide these skills and to re-focus personnel on this venue of analysis and to redirect ingrained mental attitudes regarding intelligence oversight restrictions. This solution would create force structure within the MI community to meet the need; however, historically MP organizations have had low fill priority, which would not change in the foreseeable future. Combat and MI units would receive fills faster than MP organizations, which may result in lacking or diminished PIO manning and capabilities on a reoccurring basis.

Another possible course of action recommended was to create a new 311 series MOS. Due to the relatively low number of personnel required to fulfill this function, a low density enlisted MOS would not be practical. Soldiers in the grades of E-1 to E-5 / 6 would be able to perform the skills for which they were trained but NCOs in the grades of E-6 / 7 through E-9 would have to move out of the functional aspect of the MOS for career progression purposes. In a low density warrant officer MOS, analysts could perform analytical operations as a technical expert in that field from W1 to CW4 and would only have to move out of the functional aspect of the job upon selection to CW5. Candidates could be administered an ability battery, something akin to the Highlands Ability Battery, which would predict the applicant's aptitude to perform analytical operations. Using this construct would allow a wide recruitment pool, which would allow the recruitment from the MI analyst community, law enforcement personnel, and any other Soldiers possessing the requisite aptitude.

This solution would provide for a fully functional and dedicated analyst, who would be able to perform crime and criminal intelligence analysis for an entire career. It would produce analysts who could be trained to perform this function. They may or may not have previous analytical training to draw from; however,

once trained in crime and criminal intelligence analysis, they would be no transition between duty responsibilities from assignment to assignment, nor would they be inhibited by concerns pertaining to intelligence oversight restrictions, which have been strongly inculcated into all MI trained personnel. This solution would present a truly organic analytical capability to the MP Corps that eventually would be the cornerstone of PIO. This solution would produce a low density MOS which would have multiple management considerations.

Many in the MP TOCs stated the MP Company that is actively collecting information and pursuing intelligence in its area of operations can quickly become overwhelmed with data and mired with endless lists of names and locations. In the absence of a dedicated intelligence analyst, the value of some of this information is lost or not addressed with the urgency that it sometimes requires. Some maneuver organizations have pushed their intelligence specialists down to the company level to process, manage, and analyze the intelligence as it comes in. By the nature of the MP mission, the MP Company likely gathers exponentially more information than any other organization on the battlefield. A dedicated intelligence analyst, preferably of the appropriate MOS, or training individuals specifically for this purpose prior to deployment would be extremely beneficial.

Insights / Lessons:

- Currently, the MP Corps does not possess an organic analytical capability. There is a great need for this capability in both deployed and non-deployed MP operational environments.

- Although MI assets can assist in this effort while focusing on non-US persons, such as in deployment operations, they are not authorized to collect on, or manage data that pertains to US persons.

- Ideally this should be an organic asset within the MP Corps that will ultimately become a seamless component.

- As a stop-gap in deployed environment, use MI analytical personnel to gain this skill set.

- Develop an organic MP analytical capability. Implement a new warrant officer MOS to facilitate this capability.

DOTMLPF Implications:

- **Organization:** Determine at what levels MP Crime and Criminal Intelligence Analysts are required and how they will be used to support MP and Maneuver Commanders.

- **Training:** USAMPS needs to develop a curriculum designed specifically to produce Crime and Criminal Intelligence Analyst personnel.

- **Personnel:** Add MP Crime and Criminal Intelligence Analyst personnel to current MP inventory.

Topic 3.4: Forensic Support to Police Intelligence Operations

Discussion:

Mobile / deployable forensic laboratories are essential in attaining success in future combat operations and have demonstrated an enduring capability requirement. Historically, laboratory analysis in support of Operation Enduring Freedom/Operation Iraqi Freedom (OIF/OEF) combat operations has been accomplished by one of two means. Evidence was either sent back to the CONUS based United States Army Criminal Investigation Laboratory (USACIL), or was examined via secure means by Other Government Agency (OGA) laboratories.

Using USACIL for these examinations generally entailed long backlogs and delays in getting results to action commanders. Frequently, these delays precluded commanders from acting on the information obtained as a result of the forensic examination. However, should the evidence lead to criminal charges at some future point, the chain of custody, and results of the examination were beyond refute, and could easily be used as evidence in a criminal trial or tribunal.

Using OGA laboratory capabilities was typically much faster than the USACIL lab and more frequently provided Commanders with intelligence that they could act on in a timely manner. However, should the evidence lead to criminal charges at some future point, the chain of custody, and results of the examination were difficult for prosecutors to establish due to classification of processes and personnel involved. Thus, the evidence was often not used in the prosecution of these cases, or was very cumbersome if it was.

The mobile/deployable forensic laboratories presented a new tool in theater to rapidly evaluate and examine evidence and generate actionable intelligence that commanders used in planning future operations. These laboratories were managed similar to the USACIL laboratory which ensured a chain of custody, and also provided prosecutable application. Based on feedback from supported commanders, US Army Criminal Investigation Command (USACIDC) Special Agents and Intelligence Organizations, the mobile labs were absolutely imperative for all foreseeable future operations.

In order to maintain a future mobile/deployable laboratory capability, USACIL will need to create the architecture to enable this capability. Historically, USACIL

employed Active Duty USACIDC Special Agent laboratory examiners; however, they were phased out of the inventory over the past two decades.

The Forward Deployed USACIDC Forensic Science Officer recommended that the Active Duty Laboratory Examiners be added back into the USACIL inventory as additional / supplemental examiners, who are able to deploy and stand up mobile / deployable laboratories in forward deployed areas of operation. The historic configuration of Active Duty examiners only allowed for 311A warrant officer USACIDC special agent, but it is recommended that this be expanded to allow 31D and 311A special agents who possess an accredited bachelorette degree to apply for, be trained and employed in these billets with an Additional Skill Identifier (ASI) or new Military Occupational Specialty (MOS) identifying this skill set.

The mobile lab examination capabilities should at a minimum include the ability to accomplish the following:

- Nuclear DNA extraction, pattern development, and comparison.

- Latent Fingerprint Development.

- Input into Automated Fingerprint Identification Systems (AFIS) and conduct comparison with record fingerprints.

- Ballistic comparison capabilities (both projectile and shell casing) using a system equivalent to Integrated Ballistic Identification System (IBIS) 3D.

- Digital evidence exploitation capabilities.

Those in charge of the deployable lab set stated they should remain at the currently projected number at a minimum, but may require up to two additional mobile labs based on Army utilization and operational tempo as the deployable laboratory capabilities become better known by theater elements that begin to seek their support. It was emphasized that these labs should be maintained in future operations and should never be deactivated. Also, qualified personnel must be maintained who are capable of performing this function along with the required equipment required to do so.

Units recognized there was a need for the deployable lab to produce informational bulletins designed to provide tactical units, at the lowest level, with intelligence information that would help Soldiers on the ground to identify potential target locations which could be reported back for action. It was recommended these bulletins contain information pertaining to what an Improvised Explosive Device (IED) manufacturing or similar threat sites might look like. For example, the bulletin might provide descriptions and photographs

of what scraps or byproducts might be generated in the production process, what tools or machinery might be needed to manufacture or assemble such devices, odors that might be associated with these sites, etc.

Historically, USACIDC special agents have sent all evidence collected pertaining to criminal investigations to the main USACIL lab, but it was recommended that USACIDC Special Agents in Charge (SAC) must be allowed to make determinations as to whether or not there is potential for criminal prosecution. Should it be determined that laboratory examination is warranted, but there will not be criminal charges filed by the US or Government of Iraq (GOI), the SAC must be allowed to use the non-accredited deployable labs for the sake of expedience and support to the maneuver commander.

It is also important that these deployable lab capabilities be integrated within all intelligence and criminal intelligence operations within the area of operation to prevent the formation of seams and gaps between organizations with relation to forensic and or biometric evidence. This integration will support a critical gap for the maneuver commanders.

More efficient and effective evidence tracking and management systems are required to ensure accurate chain of custody control records, and to expedite the flow of evidence. A bar code system that is initiated by printing a bar code label at the point of collection, which is scanned at each point of transfer, to include within the mobile labs would be an ideal system that would meet all of the stated requirements and reduce administrative time otherwise expended in manually filling out chain of custody forms and signing them.

There was a stated need to ensure that there is a minimum of examiner redundancy within each area of examinations. Additionally, it was stated that there is an imperative need for off site data redundancy as well, which will protect archived and comparison records from natural disasters, combat operations, and system failures.

Further, it was recommended that a follow up Center for Army Lessons Learned (CALL) collection be conducted, in six months to one year from the original visit, in order to capture growth and additional lessons throughout that period.

According to the Multi National Corps – Iraq (MNC-I) Provost Marshal and current laboratory leadership the future laboratory Officers in Charge (OIC) must be a field grade MP Branch Officer. Ideally this officer should be a graduate of the Federal Bureau of Investigation (FBI) National Academy, and or graduate from the Armed Forces Institute of Pathology (AFIP) fellowship in conjunction with the Master of Forensic Science Program at The George Washington University; as well as a previous field grade assignment within the USACIDC. It was additionally recommended that attendance by MP Branch Officers at either of the aforementioned training venues would require a utilization assignment

either within USACIDC or a USACIL mobile / deployable lab. It was suggested that the deployable labs should fall under the architecture of the main USACIL lab in order to ensure lab accreditation and certification of the examiners are maintained. This architecture will also assist in the formation of the enduring requirements for utilization and training.

It was identified that the deployable labs were using a 31B40 / 50 to manage their evidence rooms when they were available; however, in some cases E-4 Soldiers were being used for this process, with no subject matter knowledge or expertise in the area. The recommended baseline for this position is a 31D40 / 50 as these Soldiers are the Army's subject matter experts in evidence room management and are familiar with strict evidence room guidelines required in both AR 195-5 and CIDR 195-1. It was stated that an evidence room in a deployable lab should be managed at least as effectively as an evidence room in a USACIDC resident agency.

Both MNC-I Provost Marshal and Deployable Lab leadership articulated a need for a temporary evidence repository that meets the minimum security standards of AR 195-5. It was also related that there is a need for a long-term storage warehouse, wherein, evidence indentified as potentially having future prosecutorial value would be cataloged and stored for an indefinite period of time until it was deemed to no longer have evidentiary value. A similar requirement was articulated for an investigative case file repository on police intelligence related case files that were not managed by USACIDC.

It is currently not necessary that the results obtained through this analysis meet laboratory accreditation standards, as the need for rapid turn around to support maneuver commanders operational needs may override the need for future courtroom presentation as long as the results can be confirmed by the USACIL main lab for such purposes. However, upon the conclusion of current combat operations, the deployed laboratory equipment and examiners could be redeployed to various locations around the world, where they could stand up satellite USACIL labs, and could assisted by USACIL main in attaining accreditations at that time. These labs could be filled by reactivating the active duty agent / examiner program of record.

According to the forward deployed USACIDC Forensic Science Officer (FSO), maneuver commanders have expressed a strong desire to have a Forensics Advisor and consequently have adopted the LEP contract members attached to their organizations to provide this service.

Based on a review of the LEP contract's Statement of Work (SOW), the LEP personnel were hired primarily to perform a criminal intelligence analysis function; however, have morphed into forensic and law enforcement advisors.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

According to persons associated to the LEP program, the vast majority of the individuals hired were prior local, state, or federal law enforcement officers. Most of these were retired from their agency prior to taking a LEP position. Hiring into a LEP position did not require a forensic or analyst background and none observed had one.

According to the forward deployed USACIDC FSO, the combatant and multiple maneuver commanders reported they find value added in the LEP and feel it is beneficial to have a law enforcement advisor on staff as they conduct stability operations. This includes seeking LEP advise on how to identify, preserve, collect, transport, safeguard, and store evidence.

Currently, the need for criminal analytical products does not appear to be a BCT or DIV commanders' primary or even secondary concern. The skill set sought in the LEP program may have been misplaced. The crime and criminal intelligence analysis should most likely be conducted in Provost Marshal (PM) and USACIDC organizations, then passed to the traditional intelligence channels, where it can be fused and used by commanders and decision makers as one combined product.

Consequently, it would be more viable to train personnel to be assigned to these billets with only the specific skill sets required of the advisor role. These advisors should be trained as "Criminalistics Technicians", which would give them the forensic and evidence collection background and expertise required, but would not waste other valuable skills that are associated with USACIDC Special Agents.

Several leaders recommended establishing the position of a Criminalistics Technician / Forensic Advisor would most likely best be configured as a new Military Occupational Specialty (MOS), under the MP Career Management Field (CMF). Recruiting could be conducted from anyone in the Army meeting predetermined qualifications (i.e. … GT score, College Education, Active Federal Service (AFS), Rank at the time of entry, etc.). Once selected for training, the Soldiers would receive extensive Crime Scene Management Training, and then could undergo an internship with a large metropolitan police department that employs Criminalistics Technicians within their inventory. Subsequent to the completion of their training regimen, they could be assigned to USACIDC Resident Agencies, where they would continually train special agents, respond to all crime scenes, and direct the identification, memorialization, preservation, collections, and safeguarding of all physical evidence. This non-deployment utilization would ensure they stayed current and proficient within their expertise. Theater personnel recommended that the Army should consider removing the 31D / 311A positions at division, BCT, Weapons Intelligence Teams (WIT) and Maneuver Support Brigades (MSB) and attach these Criminalistics Technicians to the maneuver units as METT-TC dictates.

If a BCT or Maneuver Commander requires more advanced guidance within the realm of forensics they could coordinate this assistance through the supported USACIDC FSO.

When a supported BCT or maneuver element is identified to deploy, the Criminalistics Technician would be operationally attached to the deploying unit, and would serve as their advisor for all matters of forensics and evidence collection and processing. Upon redeployment, the Criminalistics Technician would be detached from the BCT or maneuver element they were supporting and return to the USACIDC resident Agency, where they would maintain their proficiency. In addition to performing duties as the Criminalistics Technician, this Soldier could be assigned duties as the evidence custodian with the USACIDC resident agency in which they are assigned. Additionally, the Criminalistics Technicians within an MP Brigade Headquarters can support both the police training team missions (to develop host nation police capabilities) and the crime scene exploitation training the MP squads currently lack. This would ensure a full utilization of their specialized training and skill sets. Units reported that Criminalistics Technicians should only be attached to maneuver units when they are in a deployed environment and should be employed at USACIDC resident agencies when not deployed. This would ensure their ability to maintain and improve skill sets and to provide constant value added to the Army. In a non-deployed maneuver unit, these Soldiers would not have a mission, and their skills would atrophy.

Should these Soldiers later decide to apply to become CID Special Agents, it would be an ideal feeder MOS for USACIDC. Consequently, this would enhance USACIDC's operational capabilities, rather than detract from it, as it would take fully trained agents from the field in order to capitalize on only a portion of their knowledge, skills and abilities.

Insights / Lessons:

- Mobile labs have benefitted maneuver commanders and combat operations immensely. Employ mobile labs in future operations to both guide commanders in decision making process and facilitate prosecution of criminal offenders that meet both US and host nation evidentiary standards.

- Using USACIL for these examinations generally entailed long backlogs and delays in getting results to maneuver commanders.

- OGA laboratory capabilities were faster than the USACIL lab; however, the evidence was often not used in the prosecution of cases because of security classification requirements.

- Add Active Duty Laboratory Examiners back into the USACIL inventory as additional / supplemental examiners, who are able to deploy and stand up mobile/deployable laboratories in forward deployed areas of operation.

- Ensure mobile labs possess minimum capabilities of: Nuclear DNA extraction, pattern development and comparison, latent fingerprint development, inputs into Automated Fingerprint Identification Systems (AFIS), and have ballistic comparison capabilities.

DOTMLPF Implications:

- **Organization:** Define missions and capabilities and identify locations for satellite laboratories.

- **Training:** Develop laboratory training and internships for active duty laboratory examiners.

- **Materiel:** Include deployed laboratory equipment into USACIL inventory and submitted as a USACIL / USACIDC Joint Urgent Operations Needs Statement (JUONS) and as an eventual Program of Record (POR).

- **Personnel:** Increase number of USACIL / USACIDC agents supporting deployable laboratory operations.

- **Personnel:** Consider ASI development (reactivating ASI) for the laboratory examiner skill set.

- **Facilities:** Procure new regional labs or enhance capability of existing main USACIL lab.

Topic 3.5: Biometrics Support to Police Intelligence Operations

Discussion:

Biometrics supported commanders to achieve identity management during operations. Over time, units in OIF have been fielded much needed biometrics technology. Commanders now have the ability to look into the population and assess measurable physiological and behavioral characteristics that establish an individual's identity with certainty. The collection and exploitation of biometric modalities (i.e. fingerprints, facial images, voiceprints, iris scans, gait, etc.) has proven to be an effective and efficient tool, as well as, an evolving combat multiplier. The most successful units viewed biometrics as another "weapons system."

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Currently, the dominant biometric collection systems employed in Operation Iraqi Freedom (OIF) are the Biometric Automated Toolset (BAT), Handheld Interagency Identity Detection Equipment (HIIDE), Jump kit, and Biometric Identification for System Access (BISA).

Biometrics link individuals to past identities, criminal / terrorist acts, and information and is part of a detainee's individual detention records. Biometrics collection, analysis, and identification (match) provided a valuable capability to positively identify an individual and to place that individual within a certain relevant context. By collecting, storing, and accessing biometric data units shared authorized information to all levels of command and with Joint, Interagency, Intergovernmental, and Multinational (JIIM) partners. Biometric identification has led to the immediate detention of thousands of insurgents, terrorists, and criminals and numerous follow on detentions from evidence collected at IED, weapons cache, and other objective locations. More importantly, biometric collections have cumulative effects which influenced future actionable intelligence and target folder development. No longer can individuals claim one identity while secretly conducting activities using an alias.

Within the TIF, the keys to success were leader awareness of biometric capabilities and system proficiency to synchronize, through the JDIC, collected biometrics on detainees to biometrics being collected on the outside during current operations. Interviews with Soldiers confirmed that leveraging the power of biometrics can be the difference between detaining, retaining, or releasing an insurgent and preventing an incident or picking up the pieces. Indeed, biometrics has proven essential to conducting COIN operations both inside and outside the wire.

Military Police used biometric technologies as another source to validate entries in the Detainee Management System (DMS) and National Detainee Reporting System (NDRS) at the TIF. The challenge here is the lack of digital connectivity between DMS and BAT. Currently, you must manually update each system. The systems are stove-piped and do not interface / populate each other. This lack of connectivity and interoperability resulted in needed available data not being accessible, migrated, or shared between systems. This migration process was not automated which required units to manually upload and download data between systems. Connectivity would have accelerated criminal information reporting and intelligence sharing supporting both the MP and the maneuver commanders who own the battlespace.

Military Police used biometrics equipment not only for DO but across the spectrum of operations. How and how much it was used varied across the Multinational Divisions (MND). Biometrics integration was particular effective in enrolling personnel while on mounted and dismounted patrols, at access control / traffic control points, and to vet candidates seeking employment in the Iraq Police Services (IPS).

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

The United States Army Criminal Investigations Lab (USACIL) established forward deployed forensics labs and plans to set up even more in the future. Criminal Investigations Division (CID) was fusing biometrics database information with other intelligence and forensic collection systems at these sites in theater. Establishing this capability has enhanced identity management and accelerated response times to positively identify, locate, and target insurgents involved with IED / EFP, caches, and other insurgent or criminal activity to the warfighter.

A great initiative recently organized by the corps was the distribution of BAT and HIIDE down to subordinate tactical units (BAT down to company level and HIIDE down to squad level). According to the cell in charge of biometrics in the corps, providing biometrics capability to maneuver units, at company level and below, has proven to be the single most significant action in support of maneuver commanders to accelerate biometric match results.

Until this more composite distribution plan, biometrics remained mainly a MI and MP tool supporting only their warfighting functions. Now a majority of units across the force have biometrics enrollment and verification capability. Used properly, these biometric technologies have proven effective resulting in multiple insurgent and criminal matches. It appeared the more biometric equipment you have out in battle space- the more enrollments and roll ups you get. Indeed, Soldiers and NCOs get it and have produced a large number of biometric matches. Their efforts have resulted in detaining multiple insurgents.

Many units reported their biggest complaint was the inability to access the entire biometric repository while at the point of collection. Further, units wished they had more biometrics equipment to support their mission. Commanders and laboratory personnel stated an automated fingerprint identification system (AFIS) feature needs to be embedded into handheld collection devices providing immediate hold or release determination feedback to the collector based on previously collected latent fingerprint collections. Consequently, it is also imperative that the screening process during all collection efforts continue to collect on all 10 fingerprint images.

Based on more biometric equipment capacity, units have tailored biometrics to their mission and location. Units that have exploited biometrics include its capabilities in mission planning, routinely use it during missions, and have developed measures of effectiveness (MOE) / measures of performance (MOP) to assess its utility for different kinetic/non kinetic operations.

Example missions supported by biometrics in Iraq:

- Entry control point (ECP) operations at forward operating bases (FOB)- to manage who had authorized access or been approved to work on the base.

- Population management and control operations (included census operations) to determine who should and should not be in a given area and overall accountability.

- Local hire work programs- using HIIDE to validate workers on payday, etc.

- Raids and other kinetic operations- to find and terminate or detain predetermined targets and not unnecessarily extract others not associated with the target folder.

- Site Exploitation- to match insurgent biometrics left at blast or cache site (latent fingerprints on IED debris, etc.).

- Detainee operations supporting custody and control- supported in processing, daily accountability, and release programs.

- Actions on the objective- enrolling biometrics on personnel in event areas (IED / EFP blast sites, etc.) when combined with analytical processes is critical in identifying potentially involved parties.

- Numerous other applications.

Moreover, units in OIF are required to conduct extensive evidence collection at event areas. However, many have not received training on how to properly collect and preserve evidence at a level admissible in the Iraqi court system. Units stated they needed clear evidence collection doctrine and training. Biometrics collection has proven to be a great tool in site exploitation operations. Leaders stated there is also a lack of DOD, Joint, and Army biometrics doctrine to guide units and to standardize policies, procedures, and operations.

Leaders stated there are 3 components of biometric success in theater:

- Increased number of contact enrollments made by units.

- Increased command post (CP) enrollment verification reports.

- Increased biometrics data sharing with other intelligence and forensics data bases (digitally or manually). Such information is used for site exploitation and other missions- i.e. latent fingerprints into CEXI put on to watch lists in BAT and HIIDE.

This focus and hard work by Soldiers and Marines across Iraq have resulted in the following increase in the biometrics contribution to the warfighter:

- 2006: *8 major watch list matches / 66 latent IED matches.

- 2007: *231 major watch list matches / 282 latent IED matches.

(Latent impression matches are currently only possible using historic collection data in a laboratory setting)

Military Police leaders brought up the point that in order to conduct transition operations to the Iraqi Police a decision must be made on what biometrics collection and data base systems the Iraqis will be authorized given current operational security (OPSEC) and communications security (COMSEC) considerations. Currently, biometric and identity detection systems used in the International Zone in Iraq on non-US personnel and Iraqi governmental personnel:

- Iraqi Automated Fingerprint System (IAFIS)- Iraqi Ministry of Interior (MOI) system used to vet Iraqi Security Forces or other positions of trust.

- Multi-Purpose Access Card (MPAC)- biometrically based badging system involves searching of fingerprint data of Iraq enrollees against the Automated Biometrics Identification System (ABIS) and the FBI's Integrated Automated Fingerprint Identification System (IAFIS) and was used for identity vetting and access control.

- Personnel Identification System for Secure Evaluation Comparison System (PISCES) Immigration control system provided by US Department of State (DOS) to Government of Iraq (GOI) to scan passports and VISAs used for border control and other operations.

It is clear that biometrics integration has had a significant positive impact on operations. However, a current reality in theater is some commanders and staffs have embraced biometric technologies and others did not exploit its utility in operations. Commanders and staffs that knew biometrics used it routinely and effectively. Others appeared to see it only as another piece of pushed theater provided equipment (TPE). Equipment they had not seen before or trained with. Although they knew what it was, they really did not know what it could do for them. Some units sent Soldiers to conduct biometrics equipment training and later were not the ones assigned to operate it. Leaders in the corps stated training was and remained the biggest challenge. Provided are their comments:

- No HIIDE initial or sustainment training in Iraq (recently started initial new equipment training in Kuwait).

- More leader and staff training on BAT and HIIDE would enhance readiness- units reported most effective biometrics training occurred during collective training events integrating biometrics equipment in mission rehearsals and missions.

- Biometrics must be "operationalized"- employing it so it is clear what it can do for commanders.

- Police Transition Teams (PTT) were not using HIIDE.

- Theater is conducting mission analysis to determine what biometric equipment systems will be issued to the IA and IP and when.

- Units cannot scan photographs into BAT and HIIDE.

- Internment Serial Number (ISN) display field on the HIIDE is not found easily.
- Units needed more HIIDE maintenance support from the HIIDE proponent.

Insights / Lessons:

- Establishing forensic labs has enhanced identity management and accelerated response times to positively identify, locate, and target insurgents involved with IED/EFP, caches, and other insurgent or criminal activity.

- Developing biometrics leader, staff, and integration training would enable units to more effectively employ biometric capabilities.

- Units emphasized that biometrics must be "operationalized" and thought of as another "weapons system."

- Ensure leaders are aware of biometric capabilities in order to drive the staff process and integrate biometrics into operations.

- Senior Army leaders must determine what biometric collection and data base systems the IP will use, when it will be fielded, and how data will be shared.

DOTMLPF Implications:

- **Doctrine:** Develop Army and Joint biometrics doctrine that emphasizes the need to include biometrics in MDMP planning and integration into operations.

- **Doctrine:** Develop Army battlefield evidence collection and preservation doctrine.

- **Training:** DOD PM Biometrics and CALL are currently developing a Biometrics Master Gunner Course which will be vetted with both MNC-I and CJTF-82.

- **Training:** Provide evidence collection training to all deploying forces.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Sub Topic 3.5.1: Predeployment Training

Discussion:

Leaders indicated that the biometrics predeployment training received was focused on the equipment while users would have preferred its focus be on how biometrics equipment could be used in operations. Moreover, units wanted biometrics training earlier in their predeployment training cycle. All units interviewed emphasized that BAT and HIIDE must be taught as one complete system to support BAT to HIIDE and HIIDE to BAT data management. This was especially true in their concern for follow on units be taught on how best to manage watch lists in theater. Many confirmed biometrics training is best conducted during unit collective training events. Soldiers felt they retained more of the biometrics instruction when they had the opportunity to immediately use the equipment during mission training (STX / MRE, lanes training, etc.).

The majority of Military Police (MP) units who conducted operations at the TIF received biometrics operator level training on BAT and a few received it on the HIIDE before deploying. Priority during operator training was on learning how to receive, transmit, and archive data; upload and download data between BAT to HIIDE and HIIDE to BAT; and how to import and use data from system peripheral devices (digital camera, digital fingerprints, and iris scans). Comments by Soldiers indicated that additional biometrics training would have enhanced their ability to employ BAT capabilities as the software applications were not always intuitive or user friendly. This ability to establish positive identification (PID) proved fundamental in retaining positive control especially during heightened security operations.

However, many other MP units conducting Police Transition Training (PTT) and law and order operations did not receive biometrics equipment training. Leaders stated they and their staffs would have benefitted from training on ways to include biometric capabilities in the staff process and how to best integrate these technologies into operations.

Leaders emphasized this was not the approach at Mobilization Stations and at the Combat Training Centers (if trained at). If it were, it would have elevated their understanding and ability to more readily employ biometric systems in theater. Units believed that training received was too brief, was focused mainly on the "widgets", and did not go into how to use it operationally. Based on comments from units who had received biometrics leader, staff, and integration training, this methodology was best and facilitated an enhanced ability to exploit biometric capabilities.

Further, interviews confirmed a distinct perception by units there is insufficient training on how to leverage biometric technologies with other existing detainee reporting, intelligence collection, and Army Battle Command and Control systems

to exploit capabilities. While not all these systems talk to each other with automated interface, manual data work around procedures could be addressed in the instruction. Specifically, a significant problem voiced by many Soldiers is BAT did not have connectivity and interoperability with DIMS. These two systems, both critical assets, are stove piped and cannot talk to each other. This lack of connectivity and interoperability resulted in needed available data not being accessible, migrated, or shared between systems. At minimum information was delayed. This migration process is simply not automated yet requiring the unit to manually save needed entries and to standardize uploading and downloading data procedures between systems.

Insights / Lessons:

- Conduct biometrics predeployment training early to maximize exposure to new equipment.

- Expand biometrics predeployment training to include leader, staff, and biometrics integration.

- Include biometrics interoperability training with other detainee, intelligence collection, and Army Battle Command and Control (ABCS) systems.

- Biometric collection, repository, and database systems should have connectivity and interoperability with DMS to enhance detainee tracking.

DOTMLPF Implications:

- **Doctrine:** Develop DOD, Joint, and Army biometrics doctrine.

- **Doctrine:** Develop DOD, Joint, and Army deployed forces evidence collection doctrine.

- **Training:** Conduct BAT and HIIDE predeployment training together as one system and expand training to cover leader, staff, biometrics integration, and interoperability with other detainee, intelligence collection, and Army Battle Command and Control (ABCS) systems instruction and collective training.

- **Training:** Develop biometrics leader, staff, and integration training Programs of Instruction (POI) and Training Support Packages (TSP) and provide across institutional and operational Army.

- **Leader Development and Education:** Leaders, at all levels, should receive biometrics training in order to exploit its Army utility.

Sub Topic 3.5.2: Connectivity

Discussion:

Digital connectivity and interoperability between systems are fundamental to effective and efficient operations. In Iraq, connectivity and data sharing between biometrics equipment, although improving, remains stove piped between many systems. Specifically, manual uploads and down loads were required between BAT and HIIDE. To terminate this problem, there are plans in theater to field a wireless transmission capability from HIIDE to a mobile based receiver/transmitter (truck mounted), sending data to a BAT, then from BAT back to the HIIDE receiver / transmitter, finally back to the HIIDE operator on the ground.

Leaders stated connectivity between biometrics equipment and other command and control systems had improved, but again, many remained stove piped. For MP Internment/Resettlement (I / R) units, digital connectivity between MP Detainee Management System (DMS) and BAT would accelerate detainee records, criminal information, and intelligence sharing.

Provided are a few of the known biometrics program constraints and challenges facing the Corps. It should be noted, those in the Corps Biometrics Cell were well aware of the issues and were doing everything they could to get the biometrics program to the next level:

- Matching between theater and CONUS based servers in the Automated Biometrics Identification System (ABIS) can be slow due to ABIS contains a large number of high-value biometrics which is not in BAT, including latent prints, SOCOM and FBI records, and Iraqi records.

- Match results are not returned from ABIS in time to detain an enrollee. If there is no match in BAT, the enrollee will be gone before an ABIS result comes back indicating a derogatory match.

- There is no mechanism for BAT to ingest these "other" records.

Given these known constraints, corps leadership still had confidence in the biometrics architecture and recommended maintaining ABIS as the authoritative DoD biometrics database but to establish a duplicate ABIS forward for immediate checks (or) to enhance the current network to enable real-time matching between ABIS and the fiber ring in theater. Also, theater has required future systems must have flexibility to accept other records. The corps is continually improving biometrics connectivity or has instituted effective workarounds.

Leaders reported exploitable capability gaps are narrowing as DoD biometric sharing strategy matures in this multinational environment. According to those working the issue, biometric data sharing had improved significantly across Iraq's

extensive battle space in the last six months and sharing is forecast to improve further as integrated systems are developed.

Further, sharing biometrics information on insurgents outside of DoD was beginning to improve especially amongst coalition partners in Iraq. This is an exploitability security gap that hazards all participants in a COIN environment. Corps was very proactive and initiated a deliberate operations security (OPSEC) program to mitigate this potential. Long term biometric strategy in OIF will likely involve some exchange of biometric data as we help Iraq achieve self-sufficiency. This represents an opportunity to formalize desirable sharing arrangement between the US and the Government of Iraq (GOI).

The most prominent message received from leaders and technicians was the need for a single communications system and architecture design capable to enable the flow of information from BAT and HIIDE to come across the Army Ground Commander Communications network (AGCC) network and to have connectivity and interoperability with Command Post of the Future (CPOF) and FBCB2 for commander situational awareness. It is believed such an infrastructure would best support Military Police PIO, LE, and DO, as well as, MP support to maneuver commanders.

Insights / Lessons:

- Biometrics connectivity and data sharing was stove piped and demands a system that digitally connects all sources of information on potential insurgents.

- For MP Internment/Resettlement (I / R) units, digital connectivity between MP Detainee Management System (DMS) and BAT would accelerate detainee records, criminal information, and intelligence sharing.

DOTMLPF Implications:

- **Organization:** The Combatant Commander in Iraq would be well served with the development of a single communications system and architecture design capable to enable the flow of information from BAT and HIIDE to come across the Army Ground Commander Communications network (AGCC) network and to have connectivity and interoperability with Command Post of the Future (CPOF) and FBCB2 for commander situational awareness.

- **Materiel:** Develop ability to have wireless secure transmissions to transfer biometrics data between BAT to HIIDE and HIIDE to BAT.

- **Materiel:** Establish digital connectivity between DMS, NDRS, and BAT supporting PIO and intelligence requirements for maneuver commanders.

Topic 3.6: Forensic / Evidence Collection Kits

Discussion:

The deployed units did not have a standardized deployable evidence/forensic collection kit. In Iraq today, units are being tasked to collect physical evidence from a wide array of search locations supporting full spectrum combat operations. These organizations have collected evidence the best they could, with little expertise in the realm of evidence management, collection protocols, or adequate collection materials.

There was not only a need for a trained evidence or crime scene technician to advice these organizations but also for a uniform package of collection materials containerized in an easy to transport and use kit.

It was recommended that evidence collection kits provided to MP units should consist of the following items at a minimum:

- Evidence tracking and management Bar Coding System, with the ability to print, scan and track labels via a centralized server.

- Evidence collection bag assortment.

- Evidence collection canisters.

- Evidence photograph identification flags.

- 7 megapixel digital camera with GPS imprint and video capability.

- A minimum of two (2) two (2) gigabyte SD/XD or other memory expansion cards compatible with camera.

Evidence collection kits provided to USACIDC special agents should contain all of the items listed for military operational units, plus the following:

- Soil sifting system.

- Sensitive site exploitation (SSE) / mass grave excavation grid kit.

Insights / Lessons:

- Evidence collection kits need to be provided to military police units for identifying, collecting, and transporting battlefield evidence for exploitation. These kits will enhance the MP support provided to the maneuver commander.

DOTMLPF Implications:

- **Training:** Develop mobile training team (MTT) to train company level and below units in evidence collection and management during predeployment training, i.e. home stations, Mobilization Stations, Combat Training Centers (CTC), etc.

- **Materiel**: Provide items listed above to each military police and CID units.

Topic 3.7: Operational Security (OPSEC)

Discussion:

Leaders stated a need for a more meaningful and focused OPSEC training support package (TSP). Despite the vast efforts of the Department of Defense (DoD) and the Army to educate service members of all branches on OPSEC concerns and prevention methods, service members continue to engage in activities that place US interests in jeopardy.

One of the recently most identified sources of OPSEC compromise stems from service members posting data and photographs on the internet after returning from deployment or mission; on personal and public blogs, in patriotic and personal emails. Once the data or photographs are placed into the internet domain, they cannot be withdrawn, revoked, or otherwise recovered, as they are too easily forwarded, copied and stored.

In incidents wherein enemy media items were collected, they were searched for evidence and other significant data. One of the items repetitively identified were OIF related photographs that could only reasonably have been taken by US service members, and were in all likelihood down loaded to the internet. Some of these photographs depicted service members engaged in "recreational activities", others depicted wounded US personnel, Soldiers posing inside of security checkpoints, in vehicles, and other secured areas. These photographs and other data (stories, support forums, and other well intended releases of information), serve US enemies in multiple ways; however, they have two primary purposes. One is that the photographs, are used for intelligence purposes, to identify potential security weaknesses that they would not otherwise be able to see. Second, they are used as recruiting propaganda which presents a difficult to quantify and mitigate threat to US interests.

Leaders have stated there is a need to develop a more effective educational campaign that shows soldiers how damaging data and photos are to US interests. They suggest using specific examples of how these items assist adversaries in gaining intelligence and in their recruiting efforts. This will help get

buy-in from soldiers to take ownership of the issue rather than to comply out of fear of detection.

Insights / Lessons:

- Service members continue to engage in activities that place US interests in peril with regard to OPSEC complacency.

- OPSEC compromise stems from service members posting data and photographs on the internet.

- Need to develop a more effective educational campaign that shows Soldiers how damaging data and photos are to US interests.

- Use specific example of how these items assist adversaries in gaining intelligence and in their recruiting efforts.

- Get buy-in from service members to take ownership of the issue rather than to comply out of fear of detection.

DOTMLPF Implications:

- **Training:** Develop meaningful OPSEC training that includes techniques on how to mitigate adversary ability to use photographs and other data to gain friendly intelligence and aide in enemy recruiting efforts.

Chapter 4: Border Control and Customs Operations

Chapter Contents	Page

Summary

Border patrol and customs operations are proven important components in protecting US Forces and vital interests. Border control operations are an integral part in the overall success in prosecuting the Global War on Terrorism (GWOT). Effective border control operations can and are preventing potential Foreign Fighters (FF) from entering the battlefield and prolonging combat operations. Customs operations are designed to prevent the transport of Iraqi artifacts, weapons, munitions, and environmental hazards out of the Iraqi Theater of Operations (ITO). Through the appropriate implementation of these processes, using transition teams, training, and transitioning responsibility from CF to the GOI will be more rapidly and efficiently attained.

MP senior leaders interviewed stated that Military Police should attend a Customs and Border Protection training program prior to deployment, with Customs Officers that have agency specific training such as : Anti-Terrorism; detection of contraband; interviewing; cross-cultural communication; firearms handling and qualification; immigration and naturalization laws; export and import laws; defensive tactics; arrest techniques; baton techniques; examination of cargo, bags and merchandise; border search exception; entry and control procedures; passenger processing and officer safety and survival. These classes should have a SBCA that has had first hand operational experience.

Reported results from theater confirmed that during two hour shifts, customs clearance teams searched and cleared approximately twenty personnel. During twelve hour shifts, customs clearance teams searched and cleared approximately a Detachment or smaller sized unit. During a 2-3 day period, customs clearance teams searched and cleared approximately a Company size unit and a Battalion sized unit within a four to five day period.

The CAAT was reminded that all customs inspections are subject to weather which may delay the inspection two to three days due to lack of customs facilities. Searching of personnel and unit equipment is often very time consuming due to the lack of x-ray technologies. Military Working Dog (MWD) is a vital asset for facilities that lack technology support.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Leaders stressed that MND-N is adequately staffed with SBCAs to train CBCA personnel to conduct customs and General Officer #1 inspections to certify unit representatives. They recommended there should be at least two qualified personnel per BCT. MND-N has consistently used MWDs for customs inspections. Units are tasked to provide MWDs during the customs inspections. MWD has been a proven asset for customs operations by adding to a significant number of GO #1, prohibited and restricted finds. Units should be given the availability to access information for customs standard operational procedures and / or given a customs "read ahead" to prepare for customs inspections.

Personnel at MNC-I remarked that customs operations in Kuwait do not accurately reflect customs operations conducted in Iraq. Customs operations in Kuwait are conducted in a fully funded facility with ideal settings and equipment that facilitates the expedition of inspections. There is not a customs facility in MND-N, and there is no interest to fund a facility for customs inspections.

Topic 4.1: Border Patrol Operations

Discussion:

Border control operations have proven to be a significant component in controlling and mitigating the flow of trans-regional / national insurgents, weapons / ordnance, and illegal money coming into and going out of Iraq. However, an identified lack of dedicated border control personnel and operations has significantly reduced the force protection potential that should and could be realized in the ITO. MP units reported that border enforcement must be synchronized with other policing functions (i.e. PIO, PTT, and L&O operations) in order to be fully effective. At the corps level, positive control of borders has both an internal ITO and broader strategic GWOT impact. Evidence has demonstrated multiple times, that components for IED, particularly EFP were manufactured in neighboring countries, and were smuggled into Iraq, where they were employed against CF and IP personnel. Effective border control operations could have denied entry into the ITO and saved an untold number of lives.

Recently a decision was made that required BTT be conducted by US contractors, augmented by non-military police military units, rather than trained MP personnel. These organizations have trained and worked daily with ISF, both IA and IPS, in conducting border control operations. However, individuals conducting these operations reported a lack of connectivity with PIO, PTT, and L&O operations. Without this connectivity, personnel performing border control operations were essentially in the dark as to what to look for and how to detect it.

Iraqi Assistance Group (IAG) contractors were previously trained and employed and employed as special agents of various US government agencies, primarily the US Border Patrol (USBP); Bureau of Alcohol, Tobacco and Fire Arms

(BATF); and the Federal Bureau of Investigations (FBI). The IAG were training IP officers to perform border control operations in conjunction with efforts to transfer responsibility of border control operations from the BTT to the IP.

BTTs established a 4-week border control operations training program designed to train IP Officers using the US Border Patrol Academy TSP. In an effort to enhance IP capabilities the BTTs employed state of the art biometrics collection and comparison equipment such as the BAT, HIIDE, as well as other related searching and inspection systems such as the Mobile Vehicle Cargo Inspection System (MVACIS).

BTTs introduced the use of Military Working Dogs (MWD) and other types of canine support provided by the Department of Homeland Security into the training of IP officers. BTT repeatedly demonstrated the effectiveness of MWD during vehicle searches and discovering contraband in personal belongings, resulting in the IP adopting them as a planned capability for the future.

All Services augmented the BTTs using multiple Military Occupational Specialties (MOS). But, commanders stated the need for MP personnel to perform this critical function, identifying their training and experience as irreplaceable when attempting to use conventional forces for this mission. It was specifically stated that law enforcement skill sets clearly enhanced the overall success of BTTs to both conduct border control operations and to train IP officers.

Senior MP leaders recommended that Military Police should attend a Customs and Border Protection training program prior to deployment, with Customs Officers that have agency specific training such as : Anti-Terrorism; detection of contraband; interviewing; cross-cultural communication; firearms handling and qualification; immigration and naturalization laws; export and import laws; defensive tactics; and powers of arrest.

Insights / Lessons:

- BTT training to IP was conducted by contractors but depended on the augmentation of the military to establish the teams. MP were continually sought out for the law enforcement aspect of questioning techniques, investigative skills, evidence collection and processing, and basic law enforcement skills attributed from their MOS.

- BTTs introduced the use of MWD into the training of IP Officers, highlighting the effectiveness and application of this asset to border patrol operations.

DOTMLPF Implications:

- **Doctrine:** Border Control Operations TSP should be established and available for units or designated individuals required to conduct Border Control Operations.

- **Training:** An ASI producing functional course should be established to ensure adequate training and force management of personnel fully capable of conducting and teaching these skill sets.

- **Organization:** Should have both Explosive and Narcotic detection MWD teams immediately available to every BTT established at all ports of entry or exit.

Topic 4.2: Customs Operations in Iraq

Discussion:

Customs operations have proven to be the first line of defense supporting maneuver commanders in preventing prohibited items from illegally getting into or out of theater (weapons, ordnance, alcohol, drugs, unauthorized artifacts, and other contraband). Also, customs operations prevented health risks and environmental hazards from getting in or out of theater (biological hazards that may contain contaminants, parasites, or other health threats). If left unchecked violations would have significant negative impact on force discipline and readiness.

Those interviewed conveyed in order to conduct customs operations effectively there must be sufficient personnel qualified to conduct a "train the trainer" customs course within the theater of operations. This would enable timely inspections with an adequate number of trained personnel deemed essential to meaningful inspections that accomplish intended goals and objectives. It was reported that there was an insufficient number of Customs Border Clearance Agent (CBCA) trainer qualified personnel at the corps with no redundancy or backfill capability.

Units deploying into theater are typically short of qualified SCBCA and CBCA certified Soldiers. Those working this issue in theater stressed that prior to redeploying units must send Soldiers TDY back to Kuwait in order to obtain the proper certifications required for the unit to get through the customs inspections required prior to movement.

To mitigate the lack of personnel trained and available to conduct inspections throughout the region, corps established an 8-hour pre-inspection training program to train Soldiers from units to conduct customs pre-inspections on their units as an additional duty. After certification, those Soldiers also assisted the corps inspector to conduct the formal inspections of their units. Establishing this training course enabled units to help expedite and streamline the customs

inspection process; however, potentially created vulnerabilities via personal relationships within the units. All of the Soldiers who were performing CBCA duties were unit-trained personnel with no real customs or law enforcement expertise. It was articulated that in order to have a viable and meaningful customs operation, law enforcement personnel with no affiliation to the units being inspected were essential.   Military Working Dogs (MWD) were not being used for customs operations in Iraq. Many unit leaders preparing for inspection stated using MWD proven capability would increase both effectiveness and efficiency for customs operations.

Insights / Lessons:

- Corps was inadequately staffed with CBCA personnel required to conduct customs inspections and capable of certifying unit representatives in support of the customs mission in Iraq. There should be at least twice as many CBCA train the trainer qualified personnel in theater to support training / inspection requirements and to ensure compliance with DoD policies / regulations.

- MWD were not being used for customs operations in Iraq. Using MWD proven capability would increase both effectiveness and efficiency for customs operations.

- Requesting units were encouraged to conduct a pre-inspection and were provided a customs guideline standard to follow. Units doing this generally expedited the formal customs inspection process.

DOTMLPF Implications:

- **Doctrine:** Add MWD to customs operations mission to enhance effectiveness and efficiency.

- **Organization:** At least double the current CBCA certified personnel to minimally staff and man corps customs operations.

- **Training**: Add (1) E-7 (Army/Navy) train the trainer-qualified noncommissioned officer to the JMD to support customs operations.

- **Training:** Implement the necessary customs training as an option for units as they move through Kuwait en route to their TAA. This will save the units time and is more cost-effective than sending Soldiers back to Kuwait when they are better served continuing the fight in their respective battlespace.

Topic 4.3: Customs Operations in Kuwait

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Discussion:
While the CAAT went through Kuwait there was an opportunity to collect on customs operations in Kuwait. The CAAT considered this observation critical to looking at overall customs standards, program, and compliance in CENTCOM AOR.

Customs operations at Ali Al Salem, Kuwait were conducted around the clock in support of commanders in Afghanistan and Iraq areas of operation. Naval Customs Clearance Agents (NCCA) established a thorough process to find and confiscate items subject to General Order #1, which prohibited ammunition, explosives, items embargoed by the US, and other contraband. During 12 hour shifts, customs clearance teams searched and cleared approximately 80 persons per hour.

The customs clearance process began with a 10 minute brief on prohibited items to not bring into the United States. The briefing included the inspection process prior to giving personnel an amnesty period to drop all items mentioned in the brief to avoid confiscation and potential criminal culpability. The next step in the process required 100% of bags be x-rayed. This process required a 100% layout of items, which were individually inspected by NCCA personnel. Once the inspections were complete, individual screenings were conducted, and personnel were placed in a lock down area until they departed theater control. This process was reported as being extremely thorough and efficient, and should be considered as a model for future operations.

Customs inspectors stated that units could streamline the inspection process and reduce the amount of time required for the inspections by:

- Obtaining the comprehensive - prohibited items list from customs inspectors prior to arrival at the customs inspection.

- Conducting unit pre-inspections prior to going through the formal customs inspection could preclude delays encountered through the discovery of prohibited items.

- Ensuring all personnel and baggage were present at the time indicated for the inspection to begin also prevented unnecessary delays.

- Ensure equipment, gear and all footwear were clean and free of soil or other particulate matter in order to pass agricultural inspection standards prior to arrival at the inspection site.

- Ensuring no ammunition was in individual possession (including on their person, in their weapons, magazines, and bags).

- Ensuring no classified materials were being transported without a courier card and appropriate security requirements in place.

Unit members were not able to assist in the search as additional man-power to expedite the process, which precluded the potential for reduced scrutiny based on personal relationships.

Insights / Lessons:

- Units conducting pre-inspections expedited the formal inspection process by reducing the delays encountered through the identification of prohibited items.

- Current prohibited and restricted items lists are vital in assisting units in the conduct of pre-inspections. The current list is located US Army Central Command (ARCENT) website.

- MWD are essential in the conduct of all customs operations, especially those at main points of embarkation/debarkation. The use of military working dogs expedites inspections and substantially increases thoroughness of searches, and must be added to the inventory of tools available at these inspection points.

DOTMLPF Implications:

- **Organization:** Add MWD teams to all custom inspection operation points.

- **Training:** Ensure the distribution of available comprehensive guidelines available for commanders to review prior to unit clearance.

Chapter 5

Military Working Dog (MWD) Program

Summary

Military Working Dog (MWD) operations are a key component in maneuver units' missions and are an integral part of the overall success in prosecuting the GWOT. Effective use of MWD teams cripple insurgent attempts through their detection of explosives and munitions such as vehicle borne improvised explosive devices (VBIED), house borne improvised explosive device (HBIED) and home made explosives (HME). Additionally, the attack capability of some of the MWD is key in alerting as to insurgents that are hiding in wait as well as attacking these enemies on command and providing an effective psychological deterrent. Through the appropriate and educated use of these teams, insurgent activities can be neutralized.

Theater is beginning to see BCTs deploy with their own organic MWD assets with non-MP handlers. MP leaders in Iraq have viewed this with some concern and have raised the issue to MWD program manager at USAMPS.

Topic 5.1: Initial Training of Military Working Dog Handler

Discussion:

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

The MWD courses that the MPs attend were taught at the 341st TRS at Lackland Air Force Base (LAFB), San Antonio, Texas. Currently there are three courses there that MPs may attend. The MWD handler course is a base course that is approximately eleven weeks and results in awarding of the additional skill identifier (ASI) Z6 and allows Soldier to handle patrol / explosive detector dogs (PEDD) and patrol / narcotic detector dogs (PNDD). Another course is the kennel master course, which is a four-week course that teaches the administrative aspects of kennel management. This course in particular lends itself to a very strong Air Force flavor since the Air Force is the executive agent for all MWDs. The last course that is taught at LAFB is the specialized search dog (SSD) course. It's approximately 18 weeks and results in the awarding of a project development skill identifier (PDSI) of E8B. This MWD is not yet a program of record.

Dog handlers in theater stated the MWD handler course at LAFB should have a review curriculum board to ensure that the latest TTPs from the field are shared with the student load going through the course. Many handlers, when interviewed, felt that the course provided them with a very basic skill level 1 knowledge base that, while relatively successful in garrison operations, lacked any contingency-type mission focus.

PEDD and PNDD handlers routinely conducted missions supporting the maneuver commander. These missions varied from cordon and search to open area searches. The PEDD handlers also conducted cache searches, route clearances, and raids. During raids PEDDs were used in a patrol capacity. In the school environment handlers did not wear ACH or IBA and they said that there was a considerable challenge when conducting missions in theater and getting the MWD used to the environment.

Another point to consider is that many of the PEDD finds in theater were subsurface. This is something not addressed or discussed at LAFB. While on mission supporting maneuver commanders, many PEDD teams were tasked to an open area search. While this is taught at LAFB, it's taught using lot-sized elements as opposed to theater, where a team can be tasked with searching an area several kilometers wide.

During the MWD handler course, Soldiers were not taught how to immediately switch from employment in a patrol capacity to a detection capacity. This is important to identify since current theater operations can cause a handler to readily employ his dog in an attack capacity and once the threat has been neutralized, immediately command his dog to then start detecting for explosives. Handlers said there needed to be a stronger emphasis placed on tactics and techniques as opposed to the pseudo-cop like "methodologies" that were taught.

The SSD course at LAFB taught handlers how to employ their dogs off leash and at greater distances away from the handler while searching for explosives. One

of the important things noted when interviewing SSD handlers was most said they were confident deploying into theater and knowing that they were trained and prepared for the missions they encountered. Many echoed the same sentiment as PEDD and PNDD handlers that some distracters wouldn't be practical to mimic in a training environment such as stray animals.

The SSD course varied considerably from the MWD course but it was explained to handlers why and how they were doing certain things in the course and how it would enhance their dog's performance. The MWD course taught handlers how to maintain a trained animal and offered little explanation of training. The SSD course culminated with a two-week exercise, a mission readiness exercise (MRX) of sorts at Yuma Proving Grounds (YPG), Arizona. While there, the SSD teams encountered training problems that were mirrored after actual missions that had been performed in theater. Currently, the MWD course does not conduct any type of MRX prior to graduation.

While enrolled in the MWD handler course, particular attention was placed on not allowing a dog to void in a problem. While this was definitely understood for building searches and the desire not to have furniture soiled, this attitude prevailed in open area searches as well. In theater some of the biggest distracters that MWD teams had to overcome and learn to work through were trash, scat, and stray animals. Introducing some of these distracters at the school level may be beneficial so those handlers learn to work around it.

Units reported the odors available for training outside of theater differs from the odors teams are finding on missions. All scent kits used in training, regardless of service, are not the same across the board. In theater, MWD teams find consist of home made explosives (HME) and foreign grade explosives. Subsurface training is not conducted at Lackland Air Force Base for PEDD teams. All odors are placed at the surface level or higher which also differs from missions conducted in theater.

MWD training scent kits should be uniform across the services. They should include odors that are being found in the theater of operations. This will allow MWD teams to train up on these odors before coming in to theater. Also, subsurface plants should be trained on from initial to advanced training.

Insights / Lessons Learned:

- A curriculum review would benefit the MWD handler course to ensure the latest TTPs are being taught to Soldiers going through the course.

- Introducing distracters (trash, scat, and stray animals) at the school level may better prepare handlers to deal with this reality in theater and to think about work arounds.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

DOTMLPF Implications:

- **Training:** Current MWD handler course (producing ASI Z6) needs to have a situational training exercise or mission readiness exercise prior to graduation in order to better assess the training capabilities and prepare Soldiers for operational missions.

- **Training:** Curriculum review is needed to ensure latest TTPs are being taught to students as well as introducing students to the "how and why" of manipulating and shaping behaviors within the MWD. This last step is especially important as DOD does not have any course that teaches Soldiers how to train MWDs, only how to handle a trained MWD.

Topic 5.2: Military Working Dog Information

Discussion:

Most maneuver commanders learn about the use of MWD teams through fellow maneuver commanders and what those fellow commanders used MWD teams for. Since the majority of health and welfare (H&W) inspection requests call for patrol/narcotic detector dogs (PNDD), commanders tend to know that these dogs have been trained to detect the odor of illicit narcotic substances. Most commanders also tend to know that patrol / explosive detector dogs (PEDD) are used to respond to bomb threats in garrison. Some maneuver commanders within the Engineer branch are also familiar with specialized search dogs (SSD) only because this is a dog that is handled by both military police and engineer handlers.

Through the success of demonstrations, information papers and handler brief validation reports (HBVR), more maneuver commanders were becoming familiar with the different capabilities that MWDs have and how they can assist commanders with mission accomplishment.

Most divisions supporting MWD Managers believed that if there was a baseline GTA tri-fold type card that explained the Army's entire MWD inventory and capabilities, it would definitely aid in information dissemination. Currently there is a GTA pamphlet that has a small diagram with a short explanation of the PEDD, SSD, and PNDD. Another point that was raised was of the feasibility of instructing maneuver leaders on the different uses for MWD in NCOES or OES.

Insights / Lessons:

- Instruction on MWD capabilities should be a staple of NCOES and OES.

- MWD GTA would assist maneuver leaders by providing a quick run down of the different capabilities and applications of dog teams to assist in mission accomplishment.

DOTMLPF Implications:

- **Training:** Develop a GTA that provides a summary of all types of MWD and how they can assist the maneuver commander. USAMPS should work with the Center for Army Lessons Learned to publish them.

- **Leader Development and Education:** Embed a block of training at all levels of NCOES and OES to make leaders aware of how MWD can aid in mission success.

Topic 5.3: Basis of Issue Plan for Military Working Dog

Discussion:

Currently there exists no basis of issue plan (BOIP) for MWDs to facilitate needs of maneuver commanders. In the regulatory guidance for MWDs, AR 190-12, there is something called a "law enforcement yardstick" that gives loose guidance on how many PNDD and PEDD that are needed per X amount of population given on a respective installation. Specialized Search Dogs (SSD) aren't mentioned within this yardstick due to this program is still considered as a "concept." This yardstick has remained a constant from prior publications of the regulatory guidance and is used for the garrison environment. However, it does not address current contingency operations requirements. Revision of this regulation and / or BOIP should be considered to ensure correct numbers of MWDs are available to support maneuver commanders in forward operations.

As requests for forces (RFF) have grown and increased the numbers of the MWD inventory in theater, corps has had the added challenge of accommodating the maneuver commanders' needs through successful staging of the varied specialties of MWDs throughout the different areas of responsibility (AOR).

It was apparent that the corps had effectively managed the different MWD assets (PEDD, PNDD, and SSD) and placed them under the various Division Provost Marshal (PM) in theater. Division PMs managed their inventory of MWDs by tasking them to various maneuver commanders within their battlespace. This proved particularly advantageous since it allowed the MWD Manager, at the Division PM, to reallocate MWD assets to best support maneuver commanders and the priority effort.

Insights / Lessons:

- BOIP should be reviewed to ensure correct numbers of MWDs are available to support maneuver commanders in forward operations.

- Allowing the MWD Manager, at the Division PMO, to reallocate MWD assets ensured best support to maneuver commanders and their priority of effort.

DOTMLPF Implications:

- **Doctrine:** Update doctrine to reflect the current utilizations of each of the MWD assets

- **Organization:** Review MWD BOIP and adjust organizational documents to meet requirements of COIN and stability operations.

Topic 5.4: Equipment Needed for Military Working Dog Missions

Discussion:

Army Military Police MWD teams operating in theater made up the majority of the joint inventory of MWDs (the rest of the inventory is made up of teams from the Air Force, Marine Corps and Navy). Those MP teams deployed to theater from a variety of different Army Commands, Army Service Component Commands (ASCC), and Direct Reporting Units (DRU). This array is important to acknowledge due to the uniqueness of the various MWD teams deploying under worldwide individual augmentee system (WIAS) taskers. What was found throughout the interviews was collectively the MWD teams that were deployed from Forces Command (FORSCOM) had the majority of their needed individual equipment, i.e. NVGs and complete IBA system with DAPS. MWD teams that deployed from other Army / ASCC / DRU commands tended to lack necessary individual equipment such as NVGs.

MWD teams conducting missions outside the wire (upwards of 80-85% of entire inventory in theater) required reflexive sights (M68) on their weapons but did not have them. Also, most MWD teams lacked required communications sets (Multiband Inter/Intra Team Radio IMBITR-headphone w/speakers). Additionally, MWD Soldiers had M16s as opposed to M4. The explanation given was they were instructed by home station commands that the team would be issued M4s at CRC, Fort Benning. Interestingly, the CRC had only M16s to issue out. As well, not all Soldiers arrived in theater with baseline Rapid Fielding Initiative (RFI) equipment such as fire-resistant gloves.

It should be noted, leaders within the Division PMO were proactive in obtaining necessary equipment for MWD handlers. It became commonly understood that overall equipment issue problem came from the Soldier's home station.

With regards to team and kennel equipment needed, most handlers arrived in theater by way of CRC, Fort Benning and had weight and amount restrictions on their luggage. The weight restrictions were important since typically the handler's MWD crate, a 90 day supply of dog food, first aid kit for MWD, two sets of equipment, and a bite suit for training weighed over 300 lbs. This figure does not include adding the Soldier's individual packing list or the weight of the MWD.

Many handlers and kennel masters brought up concerns on the lack of certain equipment items currently not in the inventory. Supporting this, many maneuver commanders have made queries as to the feasibility of the MWD having a "camera vest" mounted on its back with a remote screen so that the handler could send the dog into an area (i.e. home, tunnel) without the handler. Leaders on the ground believed this would help mitigate risk to the team should the dog alert to something such as a house borne improvised explosive device (HBIED). Maneuver commanders also asked for a communication system for the MWD to both enable the MWD to better respond to events and provide commanders the ability to direct an emergency recall. It is noteworthy to realize how effectively MWD handlers have learned to adapt with whatever equipment was available in theater.

An example of this is the ability of MWD handlers to keep their weapons at the ready while maintaining positive control of their dog. What some PEDD and PNDD handlers have done is keeping their dogs on a heavy-duty retractable lead that was connected to their IBA with a d-ring. They trained their dog to walk on this lead as opposed to a traditional six foot lead while dismounted and not involved in actual searches for its specialty (narcotics or explosives) or when employed in an attack capability. Additionally, during night operations, all handlers and kennel masters agreed that having an IR strobe for the MWD was essential for mission accomplishment as well as for keeping light discipline.

The Division MWD Managers expressed a strong desire for mandated packing lists for handlers and for kennels. Although the various TOE have tactical vehicle and communication requirements and authorizations, with all MWD team assets deployed as WIAS taskers, none of the larger equipment was sent with the teams when they deployed to support the multiple RFF or unit required fill (URF). Bite suits (heavily padded suit that is comprised of a top and bottom, weighing approximately 40 pounds) are essential and necessary to maintain the training of those MWD that are attack trained. Since the MWD assets do not deploy collectively, the only way to have access to bite suits in theater was through a handler signing for one from home station and bringing it with them or through private donation. The Division PMO could not purchase these suits using the internet due to IMPAC restrictions. Further, the suits or bite sleeves (heavily padded device fitting over the arm or leg of an individual to facilitate attack training) could not be ordered through normal supply channels because these items are not in the Army inventory.

Division MWD Managers were able to purchase dog food on IMPAC card by ordering through the PX system. Special diet food, however, could not be procured through the PX system. This resulted in should a veterinarian place a dog on special diet food, the Division MWD Manager had to coordinate with the individual handler's home station S4 and have the food mailed through the military mail system.

The Division PMO suggested the possibility of identified handlers loading a connex with needed kennel items and once done, shipping the container into theater so that it's there once the handler goes through CRC prior to deployment.

Insights / Lessons:

- Standardized baseline packing list is needed for handlers as well as a separate packing list for kennel operations.

- Review of current and future equipment needs for MWD needs to be considered since maneuver commanders are requiring equipment capabilities currently not in the inventory.

DOTMLPF Implications:

- **Doctrine:** Doctrine needs to be reviewed and adjusted to showcase how PEDD teams are being used in extended leash operations. One of the many ways that handlers are doing this is through the use of a D-ring attached to the IBA. On this D-ring is a heavy duty, 15-20 feet long retractable lead. Retractable lead allows Soldier to affect positive weapon control while still maintaining positive control of MWD.

- **Doctrine:** Review methods of search during contingency operations to showcase the MWD forward of the handler during detection operations. This technique is currently used in OIF.

- **Training:** The Executive Agency for MWD for the DoD is the Air Force. Curriculum review is essential to introduce extended leash operations during the MWD courses taught at Lackland Air Force Base.

- **Training:** Introduce camera pack operations during MWD utilization.

- **Materiel:** Develop a MWD kennel kit that would have larger items needed for a multiple dog operation (example 5+ dogs). This kit should include a bite suit for patrol trained MWD, first aid kits, additional kennel maintaining equipment and items for MWDs.

- **Materiel:** Develop an individual MWD packing set that includes the IMBITR communications device, MWD vest-mounted camera device, as well as, a leash-friendly flashlight device that is small and fits over the hand while still allowing the handler the freedom of manipulating both leash and weapon.

Topic 5.5: Military Working Dog Kenneling

Discussion:

MWD kenneling varied widely based on support, size, and mission load of respective kennel. A distinct challenge with kenneling is that the regulatory guidance governing MWD, AR 190-12, does not address kennel requirements in contingency operations. It references only a hard site (permanent structure) and states this needs to be in place if the facility will be in place in excess of a year. As FOBs shifted and changed, it was difficult to brief a hard site solution for the MWDs when the FOB was projected to shift in the upcoming months or years. Some enduring FOBs did have hard site kennels.

Several MWD kennels at various FOBs were not kennels at all. They were rather a series of trailers created into a small compound where the handlers billeted with their assigned MWD in their room. When they left without their dog for any reason (showering, DFAC, mailroom, etc.) the MWD was placed in its airline crate and kept in the room. They also passed this information on to the kennel master or a fellow handler so that they could monitor the dog.

Another challenge was that when a division would allocate the resources to build and improve upon existing kennel structure, the veterinarian would inspect the improved facility against the regulatory guidance, which listed garrison requirements and did not address contingency operations. It appeared that while the improved kennel facility was considerably better than what had previously existed, the regulatory guidance was such that the veterinarian still deemed the new structure as unsuitable to be a kennel facility. Division PM personnel were very motivated to research portable kennel facilities that could meet the enduring need of current operations. However, they knew the kennels needed to be more mobile than current portable MWD kennels that exceeded several thousand pounds. This weight in itself created a unique logistical challenge when attempting to shift them throughout the different FOBs that required MWD support.

Education proved essential when it came to identifying the reasons behind needing both space and resources for MWDs. Knowing that the MWD teams almost exclusively support maneuver commanders and that proper conditioning and exercise were key in keeping the animals at peak performance, most mayor cells and senior leaders were more inclined to shift areas to extend existing space for MWD kennels.

Insights / Lessons:

- Regulatory guidance needs to be revised to address kennel facility requirements for contingency operations.

DOTMLPF Implications:

- **Materiel:** Procure a lightweight, durable, and mobile kenneling solution for MWD. Current single dog "portable" structures for MWD exceed 3,500 pounds, which has created an undue logistical challenge when needing to be moved.

- **Leader Development and Education:** Leaders need to know the importance of kenneling, exercise space for MWDs, and long term billeting of MWDs with their Soldiers- all these factors elevates risk assessments and health concerns.

- **Facilities:** Mayor Cells need to look at space availability for MWDs in contingency operations. The demands for increased and different MWD capabilities supporting contingency operations have created a unique challenge for many garrison kennels. Many garrison kennel facilities are "hot-seating" kennel space due to not having total space for all MWDs that are assigned to that installation. This is important to note since the typical cost of a kennel, with 18-24 MWDs, is approximately $1.5-1.75 million.

Topic 5.6: Military Working Dog Statistics

Discussion:

MWD training and utilization was continually tracked and reported systematically. The MNC-I PMO established an effective reporting process to battle track MWD assets. The Kennel Master tasked respective PEDD, SSD, and PNDD based on requests received directly from maneuver commanders through the Division PMO MWD Manager.

When an MWD handler was tasked for a mission, the Soldier attended the requesting unit's mission brief as well as conducted rehearsals with the unit. The requesting maneuver commander also received a handler brief validation report (HBVR) which outlined support the requested MWD team will provide to the unit. The report also stipulated the support the unit was required to provide to the MWD team, such as transportation and a security element for the MWD team while it's conducting mission. The handler, in turn, briefed the maneuver commander, mission leader, and Soldiers involved on the MWD mission, capabilities, and limitations. This brief consisted of everything from how the team

searches for its specialty (narcotics or explosives) to the actions required of the mission element should the MWD (PEDD or PNDD) be released in an attack capacity.

Once the mission was completed, the MWD team reported back to the kennel master and that information was collected and consolidated with other missions that have been executed to the Division MWD Manager. The Division MWD Manager in turn collected all information on missions from the various kennel masters and forwarded it to the Corps MWD Manager. Once at corps, it was briefed to the Corps PM and the statistics were forwarded monthly to the DA Office of the Provost Marshal General (OPMG).

In theater, the collection was typically sent weekly. One of the few changes to the reporting system is if the MWD team had a positive find or bite. Should this occur, the handler reported it as soon as possible to the kennel master. The kennel master would report it to the Division MWD Manager, who would report it to the MNC-I MWD Manager. All MWD statistics were reported weekly at each respective level.

It's important to note that the PMO at both division and corps have set up this effective reporting system even though this type of structure does not exist in the garrison. In garrison, MWD teams are assigned to a MP Detachment.

Insights / Lessons:

● MWD reporting structure has proven effective and efficient. Although this type of reporting structure may be unorthodox in the garrison, MWD team missions are captured and reported in theater through an effective chain of information sharing from user level to corps.

● HBVR is essential in establishing what logistics the maneuver commander needs to provide to the MWD team in order to receive mission support.

DOTMLPF Implications:

● **Organization:** Develop more defined C2 relationship on how missions are battle tracked and reported from handler up to corps.

Topic 5.7: Command and Control for Military Working Dog

Discussion:

All MWD teams that were currently in contingency operations were all on temporary change of stations (TCS) orders and arrived in theater as single augmentees. MWD teams left CRC, Fort Benning and arrived to MNC-K and on to MNC-I. Once MNC-I was tracking the team upon arrival into Iraq, they

assigned the team appropriately based on specialty and where a replacement was needed.

Attaching PNDD, PEDD, and SSD teams to the Division PMO was critical to mission success. In division there is a Division Manager, normally a Sergeant First Class (SFC) that had kennel master experience. This Soldier received the inbound MWD teams and based on replacement and mission needs, would assign the team appropriately. Once the team was assigned to a FOB, within that division AOR that Soldier then became part of the MWD "section." The senior handler at the FOB also had the additional duty of being kennel master for the group and collecting, monitoring, and reporting all missions to the Division MWD Manager. The only time that gender was a deciding factor in MWD stationing was when there was a request from SOF for MWD support. Those requests came in specifically for a male Soldier and his dog.

The Division PMO believed one of the successes to attaching MWD to division, as opposed to a BCT, was it gave more latitude to shift MWD assets across battlespace to facilitate maneuver commanders' mission requirements. An example that was given was that one BCT requested MWD support three times in a one week period as opposed to another BCT requested MWD support eleven times in one week. Knowing this, the Division MWD Manager was able to shift MWD teams from FOB X to FOB Y to assist that maneuver commander.

Interviewed personnel stated the contracted civilian human remains detector dog (HRD) teams in theater were attached at corps for several reasons. First, as the only contracted handlers solicited by corps, C2 was best maintained at that level for this limited quantity of skill set. Secondly, attaching HRD teams at corps allowed for the latitude to accommodate requests from maneuver commanders that spanned the entire battlespace.

Outside of the C2 maintained through the PMO cells, almost all missions completed by MWD teams were exclusively with non-MP units as they had a higher priority and different mission set than the MP battalions and brigades. What few PEDD teams were occasionally requested by MP units were for VIP or President of the United States (POTUS)-type missions when needed.

Insights / Lessons:

- Attaching MWDs to division gave more latitude to shift MWD assets across the battlespace to facilitate maneuver commanders mission.

- A SFC that has kennel master experience should fill the Division MWD Manager position.

DOTMLPF Implications:

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

- **Doctrine:** Doctrine should reflect that MWDs, when not aligned with MP organizations, should be assigned at Division Provost Marshal level to ensure capability to cross level the skills of this limited asset to meet the varying needs of maneuver commanders.

- **Organization:** Assign E7 Kennel Masters to Division and Corps Provost Marshal Sections MTOEs.

- **Personnel:** Additional E7 Kennel Master and Program manager positions should be reviewed to support needs at the Division and MP Brigade levels.

Topic 5.8: Military Working Dog (MWD) in Detainee Operations

Discussion:

Of the entire inventory of MWD employed in contingency operations, a small number were assigned for duty within the TIF. Most MWD teams that performed duties within the TIF were PNDD teams. The predominant mission of those MWD was perimeter patrol and to provide a psychological deterrent to the detainees. It was clearly understood that the MWD were not to be used to facilitate interrogations. Although only a small number of MWDs were committed to these missions, MWDs continued to provide a solid psychological deterrent.

Insights / Lessons:

- Despite a small number of total inventory in theater, MWDs continue to provide a strong psychological deterrent for use in TIFs.

Topic 5.9: Military Working Dog (MWD) Support to Health and Welfare (H&W) Inspections

Discussion:

While the predominant number of MWD in theater detects explosives, a small number of the total theater inventory was PNDD. The PNDD were trained to detect a myriad of narcotics and are also trained in handler protection and attacking on command. These PNDD teams, in addition to their regular duties, were available to maneuver commanders for H&W inspections. The commanders were able to request these inspections through the Division PMO MWD Manager (this position is found in the S3) or through the Kennel Master (kennel master is the senior NCO in the kennel). Once the request was submitted, the commander received a brief that outlined the capabilities of the PNDD teams to include their projected actions upon a positive alert (such as

when the dog indicated to the odor of an illicit narcotic substance). The brief further explained to the commander the support that they needed to provide, such as senior NCOs securing exit areas and handling of suspected evidence if it was found. Additionally, the brief discussed safety precautions that were needed in the execution of the inspection since the PNDD were attack trained and non-MWD trained Soldiers may be in close proximity to the animals. Observations revealed there was no set or established battle rhythm for projected H&W missions. Anecdotally, there seemed to be a trend that once one maneuver commander identified a problem in his command, fellow commanders followed suit and likewise requested an H&W as a preventive measure despite not having an overtly identified problem.

The PNDD teams were almost exclusively used for H&W missions. If a maneuver commander were to request PEDD or SSD, it would be explained that the amounts of residue from Soldiers handling weapons and munitions may increase the positive responses given by these two types of MWD in alerting to the odor of an explosive substance.

Insights / Lessons:

- PNDD were an enabler available to the maneuver commander to promote good order and discipline in their unit.

- PNDD were almost exclusively used for H&W inspections versus the PEDD or SSD due to explosive residual that tends to be prevalent due to Soldiers handling of weapons and munitions.

DOTMLPF Implications:

- **Training:** Train leaders on the capabilities of each of the MWDs employed.

Topic 5.10: Military Working Dog (MWD) Mission Readiness Exercise (MRX)

Discussion:

All deploying units were required to conduct a mission readiness exercise (MRX) to validate their training and ensure that they were prepared to deploy. MWD deployed as individual units and were not required to undergo an MRX. The only MWD teams that attended an assessment of any kind were SSD teams that went through a two-week assessment at the end of their course at Lackland Air Force Base (LAFB), San Antonio, Texas. During this assessment, the SSD team was in full gear (ACH, full IBA, weapon, etc.) and conducted several missions daily that were scenario driven and based on the latest in theater TTPs. During this

assessment, teams encountered a variety of scenarios that also had distracters (trash, scat, wild animals, mortar round simulators, small arms fire simulator, etc.). SSD handlers said that attending the assessment at Yuma Proving Grounds (YPG), Arizona contributed immensely to their mission success.

All PEDD and PNDD handlers that were interviewed collectively agreed that if they had attended an MRX, they would have been better prepared to accomplish their mission once deployed. Most said they relied on the shared experience of other handlers past deployment experiences, as well as, their own to train at their home station prior to going to CRC en route to theater. At CRC, the handler received basic individual tasks training while the dog stayed at the Fort Benning kennel and received no mission specific training. All questioned stated this was unacceptable.

Several leaders discussed that MWD MRX would benefit maneuver commanders, as well as, the individual teams if coordination could be made to have MWD teams attend rotations at NTC, JRTC, and CMTC. These leaders stressed maneuver commanders should be more aware of MWD capabilities and its potential to help them accomplish their mission.

Hearing the consistent requests for a CTC like experience for dog handlers, by both kennel personnel and supported commanders, the Office of the Provost Marshal General (PMG) is looking at mandatory attendance for MWD handlers to a similar course that the USMC runs at Yuma.

Insights / Lessons:

- A standardized MWD MRX needed to ensure that MWD teams are prepared for missions that may be encountered during contingency operations.

DOTMLPF Implications:

- **Training:** USAMPS / CENTCOM should develop a standard desert phase training program, for MWD teams, such as the training provided at Yuma for SSD. This would ensure a CTC like experience for all MWD teams and would better prepare them to immediately and more effectively support maneuver commanders in theater.

Chapter 6

Foreign Security Force Building and Integration

Summary

Establishing Rule of Law and a self-sustaining police force, while operating in a COIN environment is a complex and challenging task for MP conducting the PTT mission. MP conducting PTT operations support maneuver commander's mission of ISF development and reform. This operation has shown that it is essential to assign the personnel with the correct skills against the PTT mission. Both MP and Iraqi Police Advisors (IPA) must have the technical expertise and training to achieve success in this mission. Commanders at all levels realized the way ahead for PTT is a parallel focus at each IP headquarter level operations and to ensure system development is synchronized. Leaders also identified several training requirements and capability gaps while conducting simultaneous and complex operations. This chapter addresses those issues and challenges associated with developing Host Nation (HN) Police. It will outline the functions and capabilities required to reach end state for IP becoming a quality and enduring police force capable of apprehending, processing and supporting investigations, adjudicating and incarcerating criminals in accordance with the Rule of Law, and providing civil order while sustaining public confidence and trust.

Unit leaders made a comparison to illustrate challenges of dealing with any foreign security force. They reminded CAAT team members that before efforts in Iraq, Egypt was the only country from the Middle East that has successfully implemented a western style police force. Most other Middle East police forces are paramilitary organizations. Therefore, continued attempts to develop the HNP into a western style police force will remain futile and extremely challenging; it is like trying to fit a square peg into a round hole. HNP systems are not similar to western style police systems; specifically, power in Middle Eastern

organizations (the IP is no exception) is centralized at the top. Currently, CPATT employs IPA (Iraqi Police Advisors) to assist the military police in PTT. IPAs are civilian police who are hired to train the IP on law enforcement skills. These individuals have a difficult time training the IP and establishing western style police policies and procedures into the Iraqi Police. From 2003 to 2007, new IP recruits were afforded the opportunity to train at the Jordan Police Academy as the program of instruction (POI) was similar to Iraqi Police Academies. This notion in itself shows that it may be feasible to have experts on Middle Eastern style of policing train the IPs. Having IPAs augmented by individuals from other Middle Eastern countries that understand the police style and culture would be extremely valuable at all levels of PTT. Not only could these individuals provide necessary expertise on Middle Eastern Policing policies and procedures but they could also help teach these cultural differences in policing to all PTTs making them more effective.

Host Nation Police Advisors (HNPA) and the Police Transition Teams (PTT) need to have the same objectives at the end of the day. MNC-I used the 728th MP BN as an example. At the 728th Military Police Battalion, the IPAs and battalion staff share an office space and work for a common goal. However, that is not the case at the company level.

Station Budget is a reoccurring issue for PTT. The HNP budget consists of fuel money and nothing else. The money that stations do receive is not even close to the amount needed to keep vehicles running for the month. In addition to not receiving enough money for fuel, it is very difficult for maintenance of vehicles, maintenance of stations, and administrative supplies without taking money directly from the HN Police officer on pay day. Budgeting is a technique that needs to be taught to be successful. Often times, neither the Iraqis nor the PTT understand the importance of receiving and maintaining receipts to be able to build a proper budget analysis.

The PTT needs to be providing RoL training. The HNP have asked PTT if they could provide RoL training in which they cannot. PTT has attempted on numerous occasions to coordinate to receive training from both the Coalition Forces and the HN side with no results. For the HNP to fully understand how to be proactive in community policing they need to better understand of their rights and responsibilities. PTT can teach the responsibilities, however, it is difficult to teach the HNP their rights when neither the PTT nor HNP understands the RoL. PTT has coordinated for the local judge to provide training to both the PTT and the HNP on the RoL. This judge has provided several hours of training, but not withstanding, this training has been just to a hand full of HNP who still do not understand their own RoL.

Unit MP leaders recommend that the provincial headquarters provide the district headquarters a staff assistance visit (SAV) consisting of members from training, operations, logistics, and administration sections. These individuals could then

provide the guidance and the needed mentorship to be able to facilitate better communication and reasoning for different aspects of their responsibilities to their district counterparts. Once this visit occurs, it would be the responsibility of the district section chiefs to conduct a similar visit to their local police stations ensuring their counterparts understand their role and responsibilities. This would also provide the PTTs a better understanding of how they can contribute to the overall readiness of these stations and districts because they themselves would participate in these SAVs.

Topic 6.1: Resourcing of PTT to Conduct HN Police Operations

Discussion:

Coalition Forces continue to apply western police training / tactics in a country that has never operated in a western manner, and likely never will. There have been some cultural factors which have played into not being able to impose a Western style of policing on the HNP. One example of a troubling trend is a widespread resistance to putting rules and laws into writing. The HNP do not know what actual Iraqi Law is (and there are cases where no IP in an entire district have a copy of an Iraqi Law Book) and they are selective in what they make arrests for and prosecute. An example is a refusal to make an arrest for a case of domestic violence, or a refusal to prosecute a murder if the murderer belongs to an influential tribe able to pay off the victim's family.

Senior leaders advocate we should be cautious in where we draw the line between respecting a different culture and condoning undemocratic policing. Likewise, bringing other Middle Eastern countries in as trainers will open us up to international criticism for potential non-democratic practices. Cultural differences are worthy of respect, but we were also given a mission to instruct democratic policing standards and should be wary of departing from that. Operations in Iraq continue to show that the U.S. DoD does not have the organic capability to effectively establish RoL and associated authorities; lack the required technical expertise to effectively "partner" with IP leaders and assist them in establishing functioning police operations; and are not resourced to partner with the administrative and logistics function of the Police Transition mission.

ORA levels can be improved and maintained through the use of proper application of available PTT, MTT, and IPAs to bridge the relationship between the Iraqi Police, the Iraqi Army and the Iraqi National Police. All in their own right are independently not fully trusted within their own societies. Unity of effort and mission in respect to the RoL will fuse intent and will provide economy of force / logistics.

Key comments from senior leaders stressed we have missed the mark with resourcing the Provincial level PTT teams. The Army has done a great job of

resourcing and training MiTT teams, pulling the necessary skill sets, sending them to school, and then providing them to their associated Iraqi unit. However, with Provincial PTTs, we have required BCTs to pull those teams out of hide. In many cases, this has caused BCTs to man those teams with their BCT PMs and a few NCOs, with little to no training ahead of time. As CF attempted to drill down into the myriad of issues associated with Iraqi Police across the provinces many issues surfaced: budget, logistics, hiring, and training. The Provincial PTT are ill-prepared to be able to do these functions today. Many recommend a relook on how we are manning these teams, using the MiTT model, and provide the proper training and resourcing at that level.

The station level PTTs are very effective at training the IP on 10/20 level tasks, conducting patrols, and providing oversight, yet in the Iraqi system of centralized, top down management, it is the provincial level that must be resourced in order to train, coach, and mentor their Iraqi counterparts at the level that is required.

Many senior MP leaders conveyed that today's MP Soldier does have the basic skills training to conduct L&O. But it is a valid point that most MP units that deploy stop working the road months prior to deployment if they work the road at all. It is the PMO Soldiers and NCOs that PCS every year to a non-deployable unit that have the L&O experience for the most part. Some Soldiers don't even get the chance to work the road before they deploy. Officers and NCOs, at the platoon level, learn how the HN police force work when they arrive at the stations.

There was no formal training for the platoons observed on HN police before deployment. Even the partnership that the MPs have with the HNPA doesn't start until the MP unit hits the ground. HNPA have the skills necessary to help the HN police force infrastructure because they are civilian cops that work law enforcement everyday. But MPs on the ground confirm that the HNPA don't have a specific mission or do not understand what it is that they need to do at the stations. MP units should have the opportunity to meet with and train with those HNPA that will be attached to them prior to deployment. It may take outside Middle East Police agencies to also take part in the training of the HN police. They have similar laws and police management skills.

Leaders interviewed feel that MP Soldiers are capable of providing basic elements of police operations and training effectiveness. Leaders also mentioned that, generally, military officers are capable of training police station and / or police district chiefs on how to be effective leaders (read platoon leaders and / or company commanders), but do not have the technical experience necessary to train their IP counterpart on how to serve as an effective police chief.

One MP leader provided the following vignette and took it one step further, and addressed the administrative functions of an IP Station. A (CF) human resource

(HR) specialist, may understand CF military processes for HR actions, but has very limited, if any, knowledge on how Iraqi HR divisions function. Another interviewee said it is important to have a civilian who understands the dynamics of logistics and requirements for a civilian police force, and have them work these admin / log issues for the IP, than having a CF (CPT / MAJ) logistician attempt to work through this.

Many leaders interviewed believe to get beyond this; additional "plugs" are required to transition the policing of Iraq solely to the IP.

For example, leaders interviewed recommend these additional "plugs" must have the requisite skill sets and experience with managing and operating police stations and leadership expertise. The skill sets required for oversight of such a large police operation should, at a minimum, be a team that consists of several members of a large Middle Eastern Metropolitan City (or Government) Police Agency.

MP leaders consistently stated that the way-ahead for transitioning the policing mission over to the Iraqis was to incorporate a Middle Eastern Arabic country police forces evaluation system and trainers into the PTT evaluation program. Law and Order Training:

MP leaders, across the board, felt that the operational tempo severely limited MP exposure to the garrison law enforcement mission prior to deployment. Leaders also felt additional L&O training would increase MP ability to accomplish the mission of HN Police Partnership while deployed ISO OIF.

MP NCOs mentioned the need for additional MP squads to meet the PSD / PTT requirement for the BDE and BN staff.

Insights / Lessons:

- CF must determine the correct, organic, civilian "plugs" and authorities required to conduct HN police building operations.

- CPATT and MP must continue to work at mitigating the lack of technical expertise to affect the business management processes and systems required of an effective police department in a COIN environment.

- Ensure all units conducting the PTT mission receive training / additional training on Iraqi Law – these units must also understand Iraqi culture and get past the "western bias" of how we do things.

- Incorporate a Middle Eastern Arabic country police forces evaluation system and trainers into the PTT evaluation program. (Jordan, Saudi Arabia, Kuwait, etc.)

- If a Middle Eastern country, such as Jordan is able to provide a police assistance team to the MOI that could teach policing with a Middle Eastern approach, this would be the best approach in establishing an effective HN Police Training Team.

- Incorporate the appropriate personnel "plugs" that have experience with managing and operating police stations. Retired police chiefs from a large police force have proven successful in the past due to their managerial and leadership expertise.

- MP must conduct law and order operations while in Garrison. Additionally, an internship / training with local police departments are essential during pre-deployment training. This training should focus on police station operations.

- Conduct a thorough review of Military Police MTOE to ensure MP units have the correct organizational structure to accomplish their mission (current and future operations), including looking at the need for the following:

  o Secure cell phones would have helped as MPs traveled several hours outside of radio range from any other CF element and had difficulty with FIPR.

  o MP retrains equipment has been used in several places and has helped to cover dead spots.

  o MP have used the X-Spray kits before but those are something that should be considered to field to the HNP. They are a relatively inexpensive way for them to narrow down suspects after a blast occurs and to begin learning to collect and preserve evidence.

  o EOF equipment was useful, but standard, hand-held lasers were hard to come by.

  o Some MP units had one experimental robot which the assigned Squad used many times to confirm IEDs. A simple surveillance robot can be manufactured at a low cost and the MP Corps should field more.

  o An unsecure, local cell phone to talk to local leaders would enhance operations. This was one of the most important pieces of equipment when conducting PTT and it took most MP units many months to get authorization.

o PTT at the Provincial level must have an acute awareness of the budget and budgeting process. Budget planning and budget execution drive much of the success or failure of the Provincial PHQ in terms of a "holistic station management." IPAs that work in these positions should be familiar with the issues that are faced by metropolitan police forces. The civilians that assist CF with mentoring the HNP, at the provincial level, don't necessarily need to have been police. Civilians who were public sector comptrollers, logistic experts, or HR managers might be more useful than civilians with a law enforcement background to this mission. HNPA with law enforcement experience are more useful at the district level in order to assess progress towards HNP professionalization.

DOTMLPF Implications:

- **Doctrine:** Develop an MP doctrinal manual that provides specific guidance on how MP units will conduct / support HN police building and establishing Rule of Law.

- **Organization:** Conduct analysis to determine the correct ROA for MP Command, Combat Support (CS) MP BDE, CS MP BN, and CS MP CO.

- **Training:** Add or enhance Law Enforcement Training in MP OES and NCOES to increase the technical proficiency of MP leaders.

- **Training:** Expose PTT to as much law enforcement training as possible prior to deploying.

- **Training:** PTT require both MP specialty skills and survivability skills. Often PTT focus has been on force protection.

- **Training:** Incorporate other Middle Eastern methods into the PTT program to further enhance and learn about their processes and procedures. IP could potentially see their neighboring countries' methods and attempt to mirror them.

- **Materiel**: Continue fielding equipment that significantly contributes to the mission. Every leader needs a local cell phone in order to talk to their counterparts quickly following a significant event.

- **Leader Development and Education:** Develop Interagency and police station internships for senior NCOs / Junior Officers to broaden their experience level with civilian agencies.

- **Personnel:** Determine what additional civilian "plugs" and authorities are required to effectively establish Rule of Law.

Topic 6.2: Iraqi Police (IP) Partnership Standardization
Discussion:

The strategy for IP was focused much more on "tactical" level matters such as force generation, equipping, and station operations rather than a parallel approach that captures functions and responsibilities at the district / directorate and provincial levels.

Many units commented that the HNP DHQ and local police stations need to synchronize their efforts. They stated that sometimes the LPS commanders don't have a clue what the DHQ commanders are doing, at their level, and they don't care. They see PTT and want and expect to go through them to get what they need. More pointedly, interviewed personnel stated the MOI needs to be quicker with responding to IP DHQ requests so that the LPS commanders can see progress and trust in their DHQ. That will be the only way LPS commanders begin to have faith in their own Iraqi system.

PTT Way Ahead:

MP leaders believed that to effectively hand the policing mission over to the Government of Iraq, there must be a deliberate plan that synchronizes efforts of Iraqi policing at all levels.

Additionally, both MP Leaders and PTT identified that turning the IP training mission over to the Iraqis requires a parallel focus at the stations / Shurta and at Provincial Director of Police / District level and development of international performance measures, to include measures for assessing law enforcement effectiveness (i.e. crime reduction).

Leaders at Multi National Corps – Iraq (MNC-I), Multi National Division (MND), and the MP Brigade developed their own assessments of IP management systems for the levels they were partnered with. Each had a different set of metrics, and most interviewees agree that it would be difficult if not impossible to compare, track, or manage common concerns in any large scale or significant way.

Some of the leaders interviewed felt there appeared to be a lack of deliberate synchronization, between MNC-I and Multi National Security Transition Corps – Iraq (MNSTC-I), in order to attain any future level of standardization.

Most leaders stated that MNC-I had the ability to establish standards for all units executing PTT operations at the HQ level and MNSTC-I possessed the insight into what processes that IP provincial HQs were required to execute.

However, most leaders also stated the Iraqi police lack a way-ahead for themselves (or are unable to articulate one) resulting in CF creating the way ahead for them. A few specifically remarked that the CF repeatedly makes this mistake and we continue to attempt to force a solution that simply will not work for the HN. Many in theater stressed the way-ahead needs to start with allowing the HNP to determine what the HN police force should look like and then helping them get there. This process of standardizing operations and systems should start at MOI and filter down to the individual station. However, when the flow of information through the HN system is hazy even to CF (despite our partnerships and multiple means of communication via phones, internet, and radios) it is hard to imagine how standards and guidance are relayed to the HNP station commander.

The training of a local police force should be individualized by location. This emphasis on localized efforts based upon Commander's intent and battlefield conditions grants local Commanders the discretion they need to be effective. This should continue to be encouraged. The local community leadership must be engaged for select locations of new HNP stations or the community will not support them, and may even target them. This goes hand and hand with synchronizing PTT with local stations boundaries and areas of responsibilities.

Insights / Lessons:

- Future planning should include development of a synchronized plan for IP station / Headquarters which is essential to transitioning this mission over to the HN government.

- Synchronize and communicate IP efforts at all levels, and ensure all police operations and management systems are nested with higher headquarters requirements.

- Develop forums, such as at the MNSTC-I level, is key to sharing Ministry of Interior (MOI), Iraq processes with Provincial PTTs. These forums should focus on specific systems and development of assessment metrics (i.e. a forum that focuses on 2008-2009 budget execution and development processes).

- Determine and publish through operational orders what data MOI require in order to provide the Provincial PTTs the specific tasks / requirements they should mentor their respective Provincial IP chiefs and comptrollers on.

- There must be orders generated by the DIV HQ's to the BCT's in each province to pull information on demand to include analysis of supplies needed by the PTTs as well as on budget priorities in order to help the Iraqis plan at the MOI level. There must be a concerted effort on the part of CF to use its chain of command to help synchronize IPS planning on the part of the MOI.

- Parallel focus and coordination of effort is vital to PTT success in developing and expanding the Iraqi Police force. Provincial Directors from all over Iraq need to meet in a summit forum regularly to discuss issues pertinent to their areas and allow maximum exposure to MOI and CPATT authorities.

Topic 6.3: Iraqi Police Advisors (IPA) Skill Sets

Discussion:

The IP training program was designed to provide a basic police academy that introduced the knowledge, skill, and abilities of international policing standards. It strived to introduce and improve acquisition of human rights knowledge, democratic policing principles, modern policing techniques, applicable Iraqi criminal laws and procedures, laws of arrest and detention, and firearms proficiency.

MP leaders interviewed agreed that a vast majority of the IPAs did not have the required skill sets to teach and / or train IP at levels above the basic "beat-cop". Additionally, those interviewed believe that too many IPAs lack the administrative and leadership skills necessary to operate an effective police station, and they do not have experience in managing people and resources. Additionally, MP leaders (from the MP SL to Corps level) consistently agreed if MP were technically trained, we would not need IPAs and share concern with the limited in-depth training IPAs receive on the Iraqi culture.

Some in key MP leadership positions stated either the HNPA program needs to provide better oversight of the HNPA and the MP and HNPA visions need to be integrated by a higher authority, or the MP Commander needs more access to counseling and firing of sub-standard HNPA. Standards also need to be higher. Most of the HNPA have little experience as a police person at all, and very few of them bring any special skill set to the table. The HNPA should continue to serve as a continuity tool between local IP leadership and RIP units.

While conceptually the HN police advisors provide a useful tool for improving basic policing skills and station operations they do not have the skill set necessary to do so in this fight. Many MP Officers and NCOs stated the HNPA is best leveraged at the basic recruit academies where they can best focus on ensuring that critical police skills and civilian techniques are taught properly.

Those interviewed had strong opinions on HNPA hiring. They stated it should be geared to those with more experience and education. Raise the salaries and hire those with the most applicable management skill sets and metropolitan police experience. At the same time cut their numbers. Less is more. Also, look at hiring civilians with public sector management experience (Budgeting, HR, and

Logistics) to assist with HNPS development at the Provincial and Ministerial Levels.

On the contrary, the Law Enforcement Professionals (LEPs) seem to be vastly more experienced and specialize in forensics and investigations are proving far more valuable in theater. Perhaps, this is because it is an area in which most MP do not have a great deal of personal experience to draw from.

Many interviewees believe to increase success requires assigning the right person with the right skill sets to this mission. For example, leaders recommended re-looking the KSAs for the IPAs. This would ensure the applicants possessed the requisite skill sets commensurate to the position they were applying for. PTT leaders said this would ensure IPAs hired would have more than 2 years of experience as a patrolman at a small town police station.

PTTs leaders at the MP CO and MP BN level said the some of their IPAs were great, and some were not. Interviewees also stated that a more specific hiring process would help ensure the right people were brought on board.
MP leaders stated IPAs normally have anywhere from two to 25+ years of state-side police training / experience and that most IPAs are skilled in one or two specialties of police work. Those interviewed also stated that those IPAs with fewer skills had limited abilities to effectively train HN police and those with greater experience and education were tailored to partner at district, directorate, and even the provincial level.

MP Leaders all agree that Provincial level IPAs must have a higher level of systems education and have experience from large metropolitan departments or state level policing agencies.

MP Leaders at the MND level leverage their organic personnel to increase IPA effectiveness. For example, one technique used to increase IPA effectiveness is aligning one MP CPT and one IPA per province to handle all issues and serve as the single point of information flow between BCTs and the division. To do this, the IPA would require mid-level organizational management experience. This arrangement also sets the conditions for IPA led teams at the district and provincial levels, as well as, providing systems development and synchronization expertise when these capabilities become the priority as the security situation stabilizes.

MP Senior leaders consistently cited the need for incorporating other Middle Eastern Arabic country police trainers into the PTT program.

Although challenging, MP leaders agree, there is a need to integrate IPAs at the MP CO prior to deployment. Those interviewed also recommended a single IPA chain of command under the senior MP Commander for a given area.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Insights / Lessons:

- Ensure IPAs have experience with managing and operating police stations. Seek out retired police chiefs for managerial and leadership expertise (avoid those who wish to teach the IP only special weapons and tactics techniques).

- Re-look the KSAs for the IPA contract and ensure IPAs possess the required skill sets to conduct the specific police training mission they will be assigned against.

- Expand the search from just the US to other Middle Eastern Arabic country police trainers into the PTT program.

- Ensure IPAs receive extensive training on Iraqi Law, and ensure IPAs understand Iraqi culture and get past the "western bias" of how we do things.

- HNPA do not have the skills to help with the infrastructure of HNP local police stations.

DOTMLPF Implications:

- **Training:** Add and / or enhance blocks of instruction to MP OES and NCOES courses to ensure that MP leaders can function as a part of a Multi-National or Interagency Team building / establishing Host Nation Police (Rule of Law).

- **Training:** Evaluate skill sets of IPAs and assign them to PTTs based on their proficiency and expertise. IPAs should be a strong force multiplier and an asset to each PTT. The more specialized, the more productive they can be in advising HN police forces.

- **Training:** Moving IPAs away from the "western mindset" involving police procedures is extremely important. Prior to deployment, ensure they receive maximum exposure to HN culture.

- **Leader Development and Education:** Continue to improve current leader courses (PTT) to prepare officer and NCO leaders to assume duties within a Host Nation building team.

Topic 6.4: Iraqi Security Force (ISF) Synchronization

Discussion:

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

COIN operations must evolve to the point where the IA can transition from controlling areas of the city to their role in defense of the borders and the IP and MOI are looked upon by the Government of Iraq as the primary agency providing security in Baghdad.

MP Leaders also indicated that in order to be successful in the COIN operation, the HN government must progress to the point where the MOI can properly resource and sustain the IP without CF assistance. If properly resourced, the IP can focus on conducting law enforcement operations. The IA must ensure the area is secure so that the IP can operate without fear of exposure to IEDs, RPG, and other forms of attack they are not equipped to defend themselves against.

Some MP leaders believe there is a rush to move the IP to the front, before they are capable of a leading role in COIN, while the Army migrates back to their primary mission of national defense. There is concern that with many police only have eight weeks of police training and others receiving only two weeks of police related training, that the IP will fail. The push to put IP out front is a good goal as it will portray the country as being capable of establishing security with its own police forces and not with the Army.

MP Leaders also stated that as long as the security situation remains volatile, IP will have limited capability to police. Such is the current situation that the IA and NP in some areas have restricted the IP from patrolling.

MP senior leaders stipulated that coordination between the IP, IA, and the NP are fractured, at best, and when this limited coordination did take place between the three members of the ISF it occurred at a local Joint Security Station (JSS). MP Leaders at the BCT and division level stated the IA and NP were linked operationally, however, those interviewed believed that, beyond that, there was no connection between the IP and the rest of the ISF as the IP were not recognized as a viable professional public service.

One BCT MP leader stated, in their AO, a Joint Operations Center (JOC) was established and led by IA and NP Brigades. The synchronization of the security and intelligence within their AOR took place at these command posts (JOC and JSS) but in reality, the IP remained on the outside looking in while efforts to synchronize security and law enforcement operations were taking place.

Insights / Lessons:

- CF must leverage MiTTs, NPTTs and PTTs to build and foster a better relationship between the IA, NP, and IP and not allow the IP to be subjugated to a standby or secondary role in the security and Rule of Law efforts.

- Link the BCT PM / DIV PM with the ISF cell to ensure information / synchronization with the IA BN / BDE and NP.

- MOI must take ownership of the JOC in order to synchronize ISF. This synchronization must come from the Iraqis themselves. There must also be local government buy-in as to how the ISF are structured in each province / district.

DOTMLPF Implications:

- **Doctrine:** Establish standardized guidance for MP / PM cells regarding duties, responsibilities, and functions in JSS / JOC.

Topic 6.5: Training for units conducting (PTT)

Discussion:

The Iraqi Police (IP) are frequently viewed as subordinate to the Iraqi Army and National Police. This is perpetuated by Iraqi Army leadership influence within the community and lack of coordination of effort on the part of ISF as a whole. BCTs and BNs must integrate and synch efforts with MiTTs, NPTTs, and PTTs to foster improved relationships to all HN security forces. Corps recommends that units develop COAs to allow for more MiTT and PTT coordination of efforts.

MP received the basics in PTT training prior to deployment. The leaders indicated that more could be done in training to better enhance mission success. While predeployment training cannot fully replicate the daily engagements required with senior IP officials to develop policies and procedures, a MRX or CTC rotation can replicate the constant coordination required between MP assets and supported combat units. The more that can be focused at squad level the more the predeployment training will be beneficial as much of the success of the PTT mission was dependent on the MP to influence IP counterparts and coordinated with parent and supported units in the conduct of their mission.

In order to assist MP units partner and train HNP at station operations, we need to first train our leaders (down to the squad leader) on HN Law Enforcement standards. The garrison law enforcement training and or hands on experience that MP Soldiers receive at most bases does not prepare them to serve as a police officer or set up police operations in the U.S. much less in Iraq.

Key Mp leaders emphasized that the MP Corps needs to quit setting our junior leaders up for failure and train them properly. Stating that we need to utilize current established relationships with Jordan and Saudi Arabia in order to find individuals in this Law Enforcement community to come and assist us with establishing effective training programs for our leaders (similar to the cultural awareness program). One of those interviewed most pointed comments was if units could get Jordanian or Saudi Arabians to come to the U.S. and teach junior

leaders cultural awareness and engagement training prior to deploying our MP units would be more successful.

Consistently, MP leaders stated that training for units conducting the PTT mission must include engagement training- specifically how to get police to engage with the populace, the role of police in an Arab culture, the IP functions in pre-OIF Iraq, current Iraqi law, and police operations in neighboring Middle Eastern countries. Senior NCOs absolutely agreed that a greater level of cultural awareness is required for predeployment training. They offered as an example: trainers should expand the current Arabic culture overview and look to see what other Arab countries have done in terms of policing their populace (Jordan, Saudi Arabia, and Egypt).

Leaders stressed Soldiers also needed to familiarize themselves with other aspects of police operations and management systems to better prepare themselves for meeting the challenges of the police development efforts.

The OPTEMPO has been particularly high the past seven years. Conducting law enforcement or policing operations is a skill and experience based profession, current MP must rely more on skills or classroom training and less on experience because they are not getting enough time in policing duties back at home station. All leaders interviewed stipulated that with the limited amount of law enforcement training our leaders receive, and even less garrison L&O missions our leaders (SL, PSG, PL, and commanders) have limited technical expertise to establish, operate and validate civilian police stations systems.

BCT MP leaders added that they had limited training on detention operations which typically was over 70% of their mission (operating a Division Collection Point). Two of the major skills and experience based missions the MP Corps conducts are the two areas the MPs are having less time to train on and less opportunities to get experience based skills and training.

MP Leaders unanimously agree that the following list is required predeployment training:

- Engagement Training. Leaders understand the importance of positive interaction with the HN leaders (Sheiks, Mullahs, and IP Commanders). To ensure our leaders understand and are comfortable conducting this mission, a deliberate Engagement Training plan is essential. Unfortunately, many units did not conduct / receive any engagement training prior to deployment. Units recognize this shortfall and some have been collecting lessons learned and will incorporate engagement training into squad lanes.

- Integrate MP Companies with supported maneuver units at CTCs. It is not as important to train with the unit they will support in theater as it is to train with maneuver units in a CTC setting. This training provides the opportunity to

work through systems and issues associated with supporting a maneuver commander in a COIN operation.

- Continue to update the PTT Leader Course and at a minimum, primary staff officers and squad leaders should attend the PTT course prior to deployment (in a perfect world, send an MTT to the unit missioned with PTT).

- All Battle Staff (BDE and BN level) attend Command Post of the Future (CPoF) and Blue Force Tracker (BFT) training. It would benefit the Army if these two blocks of instruction were included in NCOES and OES as well.

- PSMR training – For all squad leaders, platoon leaders, Operations NCOs and company commanders (keep the PTT TSP updated).

Insights / Lessons:

- To improve pre-deployment training for PTT for DIV IPS development the staff there needs to have in depth training on the systems that drive MOI.

- Focus predeployment training on the tasks that support the mission while deployed (PTT = L/O, and I / R = Detention Operations training). Also, train on the survivability tasks inherent with deploying in a combat environment.

- With the current mission set (PTT Operations) MP units desperately need to conduct training with civilian law enforcement prior to deploying and conduct garrison style L&O while at home station.

- Capture the two week, introduction to Iraq, training MiTTs and NPTTs receive and provide to deploying MP units.

- Capture the five-day COIN class BCT leaders go through and have MP CO Commanders thru MP BDE Commanders attend.

- MP leadership interviewed considers the following as necessary elements of a PTT and the right skill sets required to effectively conduct PTT operations. This team should consist of a minimum:

    (1) 1 NCOIC (SSG) for security

    (2) 4 Drivers qualified to operate HMMWV / MRAP / ASV

    (3) 4 Gunners qualified to operate .50 cal / M240 / MK19

    (4) PTT Chief (LT or CPT for District and SSG or above for Substations)

        (5) 1 Logistics SME (Trained on Iraqi Logistics system – Army or Civilian)

        (6) 1 Investigations Trainer (Trained on Iraqi Investigative techniques – Army or Civilian)

        (7) 1 Eastern Culture Policing SME

        (8) 3 Interpreters

        (9) 1 Medic

DOTMLPF Implications:

- **Training:** Add or enhance blocks of instruction on Engagement Training in OES, NCOES, and OSUT to familiarize Soldiers with interacting with HN leaders.

- **Training:** Incorporate law enforcement training / operations into the company training plan while MP units are in garrison. Include MP duty Officer (MPDO) for senior NCOs and officers.

- **Training:** Add and / or enhance blocks of instruction to MP OES and NCOES courses to ensure that MP leaders can function as productive members.

- **Training:** Incorporate CPoF and BFT training into NCOES.

- **Training:** PTT training in OSUT should be familiarization only. Privates are not (or at least should not be) conducting engagements. They are providing force protection for the NCOs and officers who are conducting the engagements.

- **Training:** During predeployment phases, PTT leaders and subordinates need additional training on how to engage HN authorities. This will allow them to immediately impact their Iraqi Police counterparts and have enhanced situational awareness prior to entering the theater of operations.

- **Training:** Continue to update and provide trainers to the PTT course at USAMPS. Require at a minimum, the PTT NCOIC / OIC, squad leaders, and platoon leaders to attend the course prior to deploying for the PTT mission.

- **Training:** Ensure PTT leadership is proficient in completing the PSMR and Commander Comment requirements. These are the two tools that are used to assess the progress of each District / Directorate / Provincial HQs and the leadership must be knowledgeable on their use prior to deployment.

- **Leader Development and Education**: Develop / incorporate internship for officers and senior NCOs, with law enforcement agencies and local police stations to prepare MP Leaders to assume responsibilities on a HN Building Team.

- **Leader Development and Education:** Leaders must be allotted time to develop their own engagement style prior to deployment. Increasing the opportunities for leaders to conduct missions and engagements using interpreters, will further increase their skill set when dealing with a HN populace.

Topic 6.6: Police Station Monthly Report (PSMR) and Operational Readiness Assessment (ORA)

Discussion:

The PSMR and Operational Readiness Assessments (ORA) were effective tools for reporting IP progress such as force generation, equipping, and station operations. Leaders continued to work with their IP counterparts to resolve issues identified in this report.

MP Leaders conducting the PTT mission agreed that the PSMR was an effective tool when used properly. They consistently stated that the PSMR is a living document and to get it right required constant revision. For example, PTT and IP leaders continued work to migrate away from CF requirements to the IP (or MOI) requirements that improved systems for both IP training and resourcing.

Those interviewed also agreed that some questions on the PSMR required more clarification so as to get to the "so what" due to the fact that some questions were ambiguously written. For example, one question was in reference to an "FTO Program" and evaluation, but no one could answer the PTT question on what a FTO was.

Additionally, PTT leaders translated the report from English to Arabic reviewed it with their IP counterparts, and also captured the strengths and areas where the IP could improve.

Insights / Lessons:

- CF must continue to work with the IP to effectively hand over all reporting requirements, support requests, and training issues.

- PTT leaders need to work with IP leaders to establish and sustain the functioning systems that track personnel, intelligence, operations, and logistics.

DOTMLPF Implications:
- **Doctrine:** Doctrine needs to capture the PSMR and the process of assessing operational and logistical capabilities as we discussed.

Topic 6.7: Materiel Requirements

Discussion:

When OIF kicked off, MP units lost most of their equipment in order to support the war effort such as M1114s, M4s, and night vision devices. Units also could not order more equipment due to shortages of funds unless you were a deploying unit. Units now find that they do not have enough assets at home station to conduct proper training. Another issue is once they arrive into theater they are given all new equipment that they are not trained on. While impossible to give each unit an up to date equipment fill to train with, it is possible to give MP BDEs and BNs training equipment sets so they can at get their Soldiers trained on the equipment. The first time a Soldier sees or operates a piece of equipment should not be in combat. A good example is the MRAP / CFOF and BFT.

Operations in Iraq identified additional capabilities and resource requirements for MP at all levels. As current equipment improves, new equipment is developed and technologies are created. This will improve the Soldiers' ability to effectively operate on the battlefield and leaders must continue to analyze and determine what those gaps are. MP Leaders agree that the following is the list of required equipment / capability for MP to support the Maneuver Commander in a COIN environment:

- **Shoot:**

    - Common Remote Operating Weapons Station (CROWS) – Provide additional Survivability (Sniper Defeat / IED) while effectively engaging targets.

    - New / improved pistol - More compact weapon with greater stopping capability. The call for improved pistols for PTT is well-founded. Unlike many units in the corps, a PTT spends a great deal of time outside the wire working in the crowded confines of a police station. Given the close quarters, the primary weapon of the PTT while inside the police station is the pistol.

    - 9mm/M4 magazines - Upgrade so the springs function longer.

- **Move**:

- ASV. Increase lethality and must have capability to shoot while moving; and hit a moving target.   Also must have better sights with Thermal/FLIR capability.

- Increase the size of the ASV seats.

- If MPs cannot get the ASV, the unanimous choice for the best vehicle is MRAP version RG 31 Mk 5 (multiple doors).

- There are some concerns with using the MRAP and ASV in urban areas as they are too big to ingress / egress from IP Stations and travel safely through the Muhallas.

- Water Jell Fire Blanket-Plus. For use as an emergency first-aid blanket and for the extinguishment of fires (size 6'x5').

- Personal Locator Beacon. Sends distress signal via satellite and radio frequencies providing GPS location of personnel in distress. Used primarily for kidnapping situations or certain combat related situations.

- Fire Resistant Bib Over-Garment. Kevlar lined suit with steel plated shin guards to absorb shrapnel and coupled with NOMEX advanced combat uniforms resists fire.

- Turret Sniper Mitigation Screening System. System developed in theater to decrease target identification from sniper fire and also prevents grenades or debris from accessing the turret opening.

- Turret Gunners Seat Strap. Strap is equipped with quick release connections on each end of strap to assist gunner down from the turret in vehicle roll over situations.

- Duke II. A counter radio electronic warfare used to jam radio and electronic frequencies. Disables cell phones and hand held radios, preventing improvised explosive device initiations.

- Rhino. Used to deter EFP through heat signature to pre-maturely set of EFP. The Rhino is attached to the front of the vehicle approximately 3 to 10 feet with a 2-foot chain hanging from the front of the rhino to set off trip wires and motion censored explosive devices.

- Armored Security Vehicle Crewman Course / Maintenance. Provide additional familiarization and training on the ASV for all MP squad leaders, drivers, and mechanics.

- **Communicate**:

- Secure cell phone capability for out-lying removed squads / platoons. Thurya, MCI are options. The BFT Fiber Internet Protocol Router (FIPR) communication package is not reliable.

- Multi-Band Inter / Intra Team Radio (MBITR) radio system. Add an additional radio to current system. Issue three radios vice 2 (one each for the TC, driver and Gunner). Pop out function of IMBITR is handy, but not very fast if quick dismount is needed.

- Multiple RETRANS equipment due to ASIP limitation in urban operations.

- Enhanced Blue Force Tracker. Satellite imagery is outdated and the refresh rate is too slow. Also needs capability to track dismounted forces on BFT. Field an enhanced Blue Force Tracker (BFT) imagery, secure cell phone (or SAT-phone) with capability down to Squad level, improved pistol, voice stress analyzer, magazine upgrades, and more holster configurations

- **See:**

- Enhanced / Improved TVS / PVS 4 / 5. The current systems are weak, unreliable, and do not maintain bore sight.   CF must continue to own the night.

- **General:**

- Wireless Handheld Device (similar to HIIDE) that can rapidly query multiple databases (watch lists) and transfer data in a real-time mode. This device must be interoperable (DOD and OGAs).

- Bar Coding Scanner capable of printing labels and scanning and tracking items of evidence.

- Evidence Collection Kits (Basic Collector and CID Agent).

- Evidence repository of evidence for historical / future use (CONUS Warehouse).

- Data back up for evidence (Sanctuary / Warehouse).

- Field Investigative Equipment (MPI / CID / LEP / WIT).

- Alternate light sources (for collecting serological fluids i.e. blood, semen, tears, sweat, and trace evidence)

- Voice Stress Analyzer. Has application in both DO and CS MP missions to determine truthfulness of the individual (moderate / extremist / potential insurgent).

- Simultaneous Voice Trainer.

- Software for Release Board. Leverage technology to electronically staff detainee release board files.

- Detainee Software Package. Incorporate transponder and recorder capability to track detainee locations within a TIF and who that detainee talks to. This data would then be used to build a profile and intelligence picture in support of COIN inside the wire.

- Data Mining. This capability allows users to analyze data from many different dimensions or angles, categorize it, and summarize the relationships identified. Applicable for detention operations and will assist in the process of finding correlations or patterns among dozens of fields in large relational databases.

- Ground Robotics capable of searching for IEDs and clearing areas where Soldiers cannot see.

- Driver Visual Enhancement (DVE): A thermal system for use in combat and tactical wheeled vehicles.

- X-spray Kits: Provides on-site detection for explosives.

- Gyro Cam: Mounts on moving vehicles to provide early warning.

- Cameras (still / video) with zoom capability for guards, towers, must have capability of traversing across a compound (on a wire).

- Closed Circuit TV for TIF "dead space".

- Extended range NL weapons / rounds.

- Radios with "911" capability linked into the TOC and QRF.

Insights and Lessons:

- There are shortages and capability gaps with equipment that leaders must continue to analyze and determine what those gaps are.

DOTMLPF Implications:

- **Materiel:** Combat developers must review and analyze the capability gap requirements and ensure those gaps are filled.

- **Materiel:** Allocate on MTOE additional CROW systems for PTT platforms. PTT mission require engagements at police stations in which patrols are susceptible to small arms fire attacks, most importantly, Precision Small Arms Fire (PSAF). The acquisition system, within the CROW, would allow those teams to immediately identify the direction of fire from the static PTT position and would allow those PTTs to engage the Iraqi Police to take immediate action.

- **Materiel:** Provide MRAPs to MPs, depending on terrain, which have proven extremely useful in the PTT mission. Main reason is they allow for a greater number of dismounts. They also provide an easy solution to a CASEVAC situation.

- **Materiel:** Provide TACSAT or satellite phones to MPs as a force multiplier for PTT. Often, PTT conduct joint operations outside of regular COMMS range with their home-base. The FBCB2 system is simply not quick enough to relay urgent information while operating outside of communication range. These systems would be another solution to that problem and would be able to acquire immediate support for those type operations.

Chapter 7

Law and Order Operations

Chapter Contents   **Page**

Summary

Law enforcement on the bases played a significant role in the efforts of MNC-I. Law and Order Detachments (L&O DET) established Provost Marshal Offices (PMO) on selected bases. They protected, assisted, and defended deployed personnel allowing them to focus on their mission. This chapter addresses five specific areas of the L&O Detachment: Law enforcement on bases, PMO facilities and equipment, law enforcement training, crime reporting procedures, and support given to the PMO.

Topic 7.1: Law Enforcement on Bases

Discussion:

L&O DETs had established law enforcement (LE) on selected bases. However, out of all the bases in Iraq, there were only 10 with L&O DETs performing LE. L&O DETs on these bases provided L&O support to CF, Department of the Army Civilians (DAC), contractors, and third country nationals (TCN) at levels equivalent to Continental United States (CONUS) based installations. L&O DETs were typically comprised of Army National Guard (ARNG) MP Detachments or Air Force Security Forces (AFSF). The ARNG MP DET was deployed as an organic unit while the AFSF were ad hoc organizations resourced from throughout the Air Force.

L&O DETs were tasked and organized very similar to L&O DETs in CONUS. They had different sections responsible for specific functional police areas (i.e. desk operations, Military Police Investigations (MPI), traffic accident investigations (TAI), administration, and records). MPI conducted investigations within their purview with the support of CID to investigate the major crimes. TAI investigated all traffic accidents. L&O DETs Modified Table of Organization and

Equipment (MOT&E) did not include a patrol section. Other MP Companies provided this capability on a rotating basis. Due to the other MP Companies' mission when deployed, this backfill was unavailable. Therefore L&O DETs had to reorganize their personnel by shifting them from other sections to build a patrol section. This reorganization allowed L&O DETs to complete its mission but at a minimum manning status. It appeared that any increase in case load would have deteriorated their ability to perform their current mission.

L&O DETs enforced rules and regulations and investigated violations. This included enforcing speeding, larceny, breaking and entering, assaults, violations of General Order #1 (alcohol use, prescription drug abuse, etc.), theft of government property as the typical offenses. Speeding was a safety concern due to several vehicle to pedestrian and vehicle roll over fatalities / injuries have occurred in Iraq. Interviews confirmed L&O DETs conducted a myriad of typical law enforcement duties on the FOB:

- Radar enforcement.

- Portable "breathalyzer" tests.

- Proactive mounted and dismounted patrolling.

- Investigations.

- First responders to the base defense plan for indirect fire (IDF) attacks.

Leaders in the Mayor's Cell stated the L&O DET was well suited as first responders to IDF attacks due their quick response, observation, and communications skills. MPs were always on patrol which allowed them to respond immediately to any IDF attacks. MPs are trained to observe and respond to criminal activity. In the OIF environment, these skills were then used once they arrived on scene by searching for possible enemy spotters. MPs then cordoned off the area, reported any battle damage, and rendered first aid if needed. With vehicle-mounted radios and all emergency agencies' frequencies, MPs could immediately call other agencies to respond appropriately (fire department, medical, crisis response unit, etc.).

L&O DETs also had the unique ability to detain and charge personnel not subject to the UCMJ. DACs, contractors, and TCNs when charged with lesser crimes were recorded in the blotter and referred back to their local supervisor / employer. The MP unit reported that most cases resulted in the offender being barred from the base and fired. More severe crimes were transferred to the CID for further investigation. While under investigation, the subject was detained in the detentions cell (D-cell) or restricted to base. In severe cases, the subject was placed in the D-cell for extended periods of time (months) while awaiting the

decision on where and who would try the case. The Garrison Commander with concurrence of the military magistrate was the approval authority for detention.

L&O DETs did not provide the following capabilities:

- Customs operations- Customs were performed by other units in theater using additional duty Soldiers.

- Special Reaction Teams (SRT) - There was no school trained SRT personnel. Fortunately, to date, it was reported there had not been a recorded incident demanding this specialization. If the need presented itself the only capability were selected personnel identified to employ as a quick reaction force (QRF).

- Military Working Dogs (MWD) - L&O DETs could request MWD support from the local kennel master. The kennel master would support these requests as dog teams were made available. Both PEDD and PNDD had proven effective during health and welfare checks. Priority of effort, however, was to the maneuver commander.

Bases without LE support have seen an increase in crime and other violations. CID was only conducting investigations on felony crimes when available. The leadership on one base stated that some of the crimes they had to deal with were extortion, prostitution, drugs, larcenies, and General Order (GO) #1 violations. They further stated that after some initial findings, CID did come to investigate a possible prostitution ring. CID investigated and several TCN were barred from the base. Investigators alluded to no further action was taken. On other violations, CID was unavailable due to their caseloads.

Other bases complained of assaults, larcenies, and GO #1 violations. A noted problem was that parts of the base did not fall under the control of a maneuver commander, leaving somewhat of a jurisdictional "no man's land," where anything could happen. At least at this location, crime remained a problem without any apparent lasting measure enacted to prevent further incidents.

Insights / Lessons:

- Law and Order Detachments (L&O DET) had established law enforcement on selected bases. These L&O DETs supported the commanders by conducting proactive patrols and investigating crime.

- L&O DETs had the unique ability to detain and charge personnel not subject to the UCMJ. This allowed for the prosecution of US civilians.

- L&O DETs lacked, SRT, customs, and MWD sections, limiting the amount of support that the unit could provide.
- Bases without L&O DETs were experiencing greater levels of crime.

DOTMLPF Implications:

- **Doctrine:** Develop first responder requirements for MP units conducting L&O Operations.

- **Organization:** Assign the different PMOs an AOR for enhanced synchronization and better support to the corps. Then establish satellite MP sub-stations on the outlying bases; man with a few MPs that would service that base and report directly to the PMO.

- **Organization:** Add Patrol, SRT, Customs, and MWD capabilities to L&O DETs.

Topic 7.2: Provost Marshal Office Facilities and Equipment

Discussion:

The facilities of the deployed PMO consisted of a stand alone complex with controlled access. All visitors entered a waiting area where they were met by a Desk Sergeant (DSGT). The DSGT sat behind a protected area with controlled access. The divider was not bullet proof glass, but functioned as a physical barrier for lesser hazards. Some of the facilities had rear access control points that were not controlled (work orders were submitted).

There was enough space for the PMO to function efficiently accordingly to interviews and personal observation. Separate offices or buildings within the PMO complex accommodated patrol rooms, investigation rooms, and a detention cell (D-Cell). However, the PMO was not in compliance with physical security regulations. The facilities have proven adequate for a combat theater but would serve force protection and physical security requirements better if upgraded over time. An example of this was the customer service area needed to be hardened to protect the DSGT and prevent potential forced entry into the PMO. The D-cell also needed to be fixed up to meet regulatory requirements. Two noted deficiencies were the lack of drains in the D-Cell latrines and no security cameras to monitor D-Cells by the DSGT. Both requirements were submitted to higher headquarters but not as yet resourced.

The L&O DET did not deploy with MP station equipment (patrol vehicles, radar trailers, radios, radar sets, automation, riot control gear, fingerprinting machines, digital cameras, etc.). They signed for this equipment in theater. Additionally,

some L&O DETs purchased more equipment (portable breathalyzer tests, cameras, automation equipment, etc.) and added these to the leave behind property books. Equipment was comparable to that used in CONUS.   Patrol vehicles consisted of medium sized SUVs (Chevy Tahoes and Ford Explorers) equipped with vehicle mounted radios, MP decals, and emergency light sets. There were sufficient numbers of patrol vehicles to outfit the patrol section with a maintenance rotation included. Radar and laser radar, both moving and stationary units, were used for traffic enforcement. The only noticeable missing piece of equipment was an intoxilyzer for more accurate measurements of blood alcohol content (BAC). However, a subject could be taken to the hospital for blood draw to determine BAC.

Insights / Lessons:

- The facilities have proven adequate for a combat theater but would serve force protection and physical security requirements better if upgraded over time.

- Some L&O DETs purchased more equipment (portable breathalyzer tests, cameras, automation equipment, etc.) and added these to the leave behind property books.

Topic 7.3: Law Enforcement Training

Discussion:

The L&O DETs that deployed into theater were either ARNG MP or AFSF. Experience and training varied between these organizations. The amount of notification time before deployment also varied. The ARNG MP were generally notified six months prior to deployment while the AFSF were given even shorter notice.

Further, the experience level varied significantly with each L&O DET. The ARNG MP L&O DET was organic and had some limited time to train prior to their deployment. The AFSF deployed ad-hoc and had not worked or trained as a unit. The ARNG MP L&O DET had some civilian back ground police officers in their ranks and some members had conducted LE missions during their annual training. The AFSF had limited LE experience. Some only had the skills from initial entry training. Another compounding problem was the lack of ASI trained personnel in their ranks; usually only filling 10% of their required allocations. However, if the unit had enough time before deployment, they conducted additional training and received some priority fills at ASI producing schools. Nonetheless, leaders stated this was not enough to adequately prepare the unit for their mission.

Conversely, some units were fortunate enough to have arranged some specific LE training at MOBSTATION. They were able to reprogram their training schedule and consolidated the mandatory 41 / 11 training (41 individual and 11 collective training tasks). Additionally, these units were fortunate to have the flex to add several weeks of LE training that was coordinated locally with the Department of Defense (DOD) police. According to those interviewed, this training plan took extreme effort and a long time to get approved at the First Army level. Leaders recommended these type programs of instruction (POI) be incorporated for all units identified to conduct LE missions in Iraq.

The majority of LE training for the L&O DETs was conducted during the RIP / TOA. The outgoing unit trained their replacement as much as possible prior to departure. This training was especially vital to the AFSF in an attempt to get them familiar with Army forms and systems they had never been exposed to. Due to constant mission requirements after RIP / TOA, there was very limited opportunity to conduct organized training. A work around that seemed to partially fill the training gap was conducting training at guard mount.

Almost all interviewed stated a noted deficiency was lack of training on the Centralized Operating Policing Suite (COPS) and other Army systems being used in Iraq at the MOBSTATION. Thus, this training had to wait until the unit arrived in theater. However, theater specific systems and equipment being utilized were the HIIDE and the BAT.

Insights / Lessons:

- Training prior to deployment was limited.

- LE training at MOBSTATION would greatly enhance the L&O DET's ability to accomplish their mission once they arrive in theater.

- AFSF were not trained on Army forms or equipment prior to deployment.

- Once RIP/ TOA was completed, training in theater was very limited

DOTMLPF Implications:

- **Doctrine:** Develop Joint Doctrine to standardize law and order forms and law enforcement reporting systems DOD wide.

- **Organization:** Deploy L&O DETs as distinct units to ensure cohesion and to enhance mission accomplishment.

- **Training:** Develop and implement a standard POI for L&O DETs prior to deployment.

- **Material:** Resource MOBSTATION HIIDE and BAT training sets so units can become proficient on system during predeployment training.

Topic 7.4: Crime Reporting Procedures

Discussion:

The US Army tracks and reports crime using the COPS. All Army installations have the ability to enter and look up information in COPS to determine suspects' prior offenses. This greatly assists MP in knowing the background of possible offenders. It also allows for accurate data collection of crimes by the Criminal Records Center (CRC).

In theater, the ten primary bases, which have a PMO, are using COPS and were linked to all PMOs worldwide. Unfortunately, many other bases in Iraq had no LE support. Adding to this problem, many MP leaders stated that often MP units did not provide LE support to the bases they were on due to other mission requirements. Although a few MP units did assist maneuver commanders with a few LE specific issues, they did not generate MP reports or forward them to a PMO for COPS entry. When a Soldier committed an offense on a base with no LE support not requiring CID attention, the command handled the incident in-house. They did not report violators to a PMO. Thus, the incident and the subject did not get recorded into COPS. When an incident required CID, a report was generated and the crime was recorded.

It was further discovered that the different Services used incompatible reporting databases. The Army used COPS while the Air Force used Security Forces Management Information System (SFMIS). AFSF in theater used the Army system, COPS. This meant that PMOs could not look up prior incidents involving Airmen and inform the patrols of these. Also, any airmen that were processed were not reported in the SFMIS database.

There was no system to report and research crime data on US civilian personnel in Iraq. PMOs could not dig for prior incidents or report new ones on US civilians. Typically, civilian personnel who had committed misdemeanor crimes were terminated by their employer and subsequently shipped back to the US with no further action taken.

BAT and HIIDE verified identity of TCNs. The HIIDE had the capability to take digital photos, iris scans, and digital fingerprints.   Additional information was then entered under the TCN's name. This was uploaded into the BAT database, which was used by battalions and above to vet a TCN before hiring or granting access to the base. Anytime a TCN was stopped and questioned, instant access to their database was available. This biometrics technology enhanced base

force protection by enforcing bans and preventing unauthorized access. It also allowed for accelerated identification of TCNs.

Insights / Lessons:

- When a crime occurred on bases without LE support and did not warrant CID involvement, it was not being reported to the PMO for entry into the COPS.

- There were no databases in theater to lookup US civilian criminal data, therefore PMOs could not alert patrols to previous offenses committed by civilians.

- BAT and HIIDE enhanced force protection measures by making it easier to identify TCNs and record any pertinent information regarding them.

DOTMLPF Implications:

- **Organization:** Assign PMOs areas of responsibilities (AOR) that allow the capability to respond to crime and record the incidents into COPS on all bases.

- **Materiel:** Develop crime reporting software that interfaces across DOD.

- **Materiel:** Develop a system to enable deployed PMOs to lookup and record US civilian crimes

- **Leader Development and Education:** Educate commanders, at all levels, on how reporting crimes to the PMO enhances mission accomplishment

Topic 7.5: Support Given to the Provost Marshal Office

Discussion:

Support given to the PMO included the return of Commander's Action Reports and addressing LE issues brought up in meetings. After MP reports (MPR) were generated, they were forwarded to the commander / supervisor for action. The commander / supervisor then completed the DA FM 4833 (Commander's Action Report) and returned it to the PMO. Minor violations, not requiring a MPR, were recorded on a DD FM 1408. A copy was forwarded to the individual's commander / supervisor where they filled out what actions they took and returned it to the PMO. For the most part, actions taken were appropriate to the violation. To better address the timely return of the forms, the PMO appointed a person in the organization to track commander action reports and help units to complete and return the reports. Once the DA FM 4833 or DD FM1408 were

returned to the PMO, they were attached to the MPR (if used) and archived at the PMO.

Further support was derived from the command structure of the PMO. The PMO was under the command and control of the Garrison Commander. The Garrison Commander played a significant role in ensuring the PMO was allowed to focus on LE and not other taskings. However, taskings for MP to work outside their expertise did exist. For example, at one base the higher command directed the PMO to check for reflective belts at the dining facility. The Garrison Commander knowing this would waste valuable MP resources stepped in and facilitated termination of this requirement.

To ensure that LE issues were presented post wide to all maneuver commanders and civilian supervisors, a representative from the PMO attended all Garrison Commanders' briefings, S2 / Base Defense Operations Centers' (BDOC) briefings, base mayors' meetings, and contractors' meetings. The PM briefed at all of these meetings. Information shared included current crime trends, crime statistics, and any outstanding LE issues. All attendees seemed very supportive of the PM and worked together to solve LE issues. The PM attendance at meetings to stress LE no doubt contributed to the support received by maneuver commanders and civilian supervisors.

Support from the other MP PMO Cells in theater was limited to a loose affiliation with the MNC-I PM section. PMOs would coordinate with an Operations (OPS) Non-Commissioned Officer (NCO). The MNC-I PM OPS NCO would consolidate crime statistics and issues from all PMOs. Requests for Information (RFI) were also sent to the MNC-I PM OPS NCO. However, there was no command relationship between the PMOs and the MNC-I PM section.

The CAAT was also briefed there was no formal liaison between the PMOs and BCT PMs. Established liaison could have potentially mitigated LE issues and clarified roles and responsibilities between the PMOs and the BCT PM. Many stated it would have also furthered the ability to record and track crime which had occurred in the BCTs and transparent to the PMO.

Insights / Lessons:

- Maneuver commanders supported the PMO by filling out required commander's action reports and addressing any LE issues at meetings regarding the base.

- PMO was represented at all meetings regarding the base and provided LE trends, statistics, and issues to maneuver commanders. This allowed the commanders to address any LE issues and ensure their subordinate commanders were supporting the PMO.

- There was interaction with the MNC-I PM OPS NCO, which synchronized the efforts of all PMOs in theater. However, there was no interaction between the PMOs and BCT PMs.

DOTMLPF Implications:

- **Organization:** Add a PMO LNO to the Law and Order Detachment

- **Leader Development and Education:** MP leaders need to be educated at the CO / BN level on the importance of interaction between the base Provost Marshal Office and the BCT Provost Marshal.

Chapter 8

Training and Leader Development

Chapter Contents	Page

Summary

Training and leader development is important for an Army to continue to learn and grow. This chapter will address the challenges as related by the various levels of organization from MP squads to Division Provost Marshal Staff. Each unit addressed faced different challenges and training shortfalls that directly affected their mission. The better-prepared units quickly make an impact on mission success and built on previous unit's foundations. Poorly prepared units faced serious mission challenges and possibly degraded the level of previous unit's achievement. The Army needs to develop training plans that support the current fight and mission set and then ensures that deploying units receive the appropriate training. The variety of missions performed by MP units at different levels requires a tiered approach to deployment mission preparation. This chapter will cover those requirements and recommend plans for success in the future.

Topic 8.1: MP Platoon and Squad Level Training and Leader Development

Discussion:

Training was a major issue that affected Soldiers and leaders at the platoon level and below. Leaders felt their Soldiers are not being given enough training on the five MP battlefield functions that they must become proficient with in order to lead accomplish the variety of missions on the battlefield. Their training cycles focus

for the past several years has been limited to predeployment battle tasks, PTT, and re-deployment and integration. If we continue this trend, leaders felt our skills in other MP functions (Area Security, Maneuver and Mobility Support Operations, and Law and Order) will decline drastically and could cause mission failure in major combat operations.

PTT is the primary mission for Combat Support MP Platoons and Squads. The MP Squad with an IPA assigned comprises the actual PTT. PTT relies on the MP function of L&O as a critical skill set to enable MP Soldiers to coach, teach, and mentor the IP. OPTEMPO for the past several years has caused the Combat Support MP units multiple deployments and limited dwell time. Normally home station time is when the MP Soldier performs installation L&O and hones and develops their law enforcement skills. Currently, that exposure is limited due to back to back deployments and the requisite train up and reset for those missions. Units are noting that fewer and fewer of their Soldiers possess the required law enforcement experience to fully train the IP.

USAMPS has developed a one-week PTT train the trainer course for units to attend prior to deployment. This course has been available both resident and Mobile Training Team (MTT). Most units that the CAAT spoke with had personnel who attended this training. Most found it very valuable in assisting and developing their unit predeployment training program and to understand the mission requirements. However, several units had not attended and learned of the course upon deployment. USAREUR, USARPAC, and FORSCOM have a responsibility to get units properly trained for deployment and the PTT course at USAMPS is critical.

During the deployment period leaders complained that there was little scheduled training at the platoon and squad level. Most training was opportunity training or a mandatory task pushed down from higher HQ such as weapons clearing procedures after a negligent discharge. Soldiers were conducting unit training on what was mandated by higher level echelons, but there was no push for specific time to conduct this training due to day to day missions.

Another critical gap noted was cultural awareness. Units had completed the basic classes for deployment but needed more for their daily interaction with the Iraqi people. Leaders have had a hard time with learning basic language and customs in Iraq. They feel there needs to be a push with not only customs but also politics and policing in theater. MP squad leaders asked if they could receive more when they attend NCOES that focuses on more than just basic cultural awareness. The training needs to focus on how to act and what to say to specific people in order to better guide them to understand and execute their mission.

There was also a big push from young leaders who lacked the required experience to learn the basics of station operations and administration, setting up

an arms room, running a detention cell, and how to conduct training to better prepare them and their squads for the PTT mission.

At the platoon and squad level, leaders made a big push for Soldiers to conduct correspondence courses and college classes when in theater to promote professional and personal development was noted. One unit had a huge advantage with their company commander being a certified teacher for Central Texas University. This seemed to be very valuable to Soldiers as it allowed them to progress professionally and personally even during deployment.

Insights / Lessons:

- The most critical shortfall all MP leaders identified was the basic law enforcement experience needed to be a police trainer.

- Current OPTEMPO limits home station opportunities and this trend will continue as long as deployment OPTEMPO remains high. Leaders and units need to seek creative way to conduct advance law enforcement skills training.

- Deployment training needs to include extensive law enforcement focus for units to be successful in the PTT mission.

- Human Resources Command (HRC) needs to provide MP Soldiers and leaders a variety of assignments that expose them to more than just our combat support MP Companies, Battalions, and Brigades. Assignments to PMOs and Garrison Law Enforcement Detachments will create a more well rounded MP leader and Soldier.

- USAMPS needs to add more law enforcement training to all levels of training from OSUT to NCOES and OES. Future operations will continue to call on the MP Soldiers to be police trainers and this knowledge and experience will remain crucial to mission success.

- USAMPS needs to address current mission training shortfalls and assist units train their leaders and Soldiers. By conducting critical task selection boards with input from current and recently deployed MP leaders all pertinent courses can be updated to meet the changing demands of the battlefield. USAMPS then needs to ensure that this training is conducted to standard with current operating equipment and procedures that will be used in day to day theater operations.

- Update MP OES and NCOES classes to better reflect what is needed from leaders on today's battlefield. Adding PTT to these courses will better prepare leaders to conduct PTT in theater and later in their careers. The establishment and training of a host nation police services will continue to challenge the MP Corps in the future.

- The 12-15 month deployments have created lengths of time where our Soldiers are only focused on mission. There needs to be a big push for not only required military training but also for professional and personal growth from Soldiers while on deployment. This is playing a big role in not only Soldiers seeking promotion to the next level but overall morale of units. We must continue to learn and grow as an Army if we desire to improve.

DOTMLPF Implications:

- **Training:** MP training at all levels (OSUT, NCOES, and OES) needs to increase the amount of law enforcement training to better prepare MP Soldiers for missions around the globe.

- **Training:** USAMPS needs to develop battle drills and exercises that focus on law enforcement related skills. Currently the MP Corps does not have any battle drills that focus solely on law enforcement.

- **Training:** Add PTT training to NCOES and OES to better reflect what is needed from leaders on today's battlefield. The training of HN police will continue to be a critical mission for the MP now and in future COIN operations.

- **Personnel:** HRC needs to provide MP Soldiers and leaders a variety of assignments that expose them to more than just our combat support MP Companies. Assignments to L&O Detachments and PMOs will enhance required law enforcement skills.

Topic 8.2: MP Company and Battalion Level Training and Leader Development

Discussion:

Company and battalion level leaders also noted significant training issues that impacted their mission. There was little or no effective training conducted directly with units that fell under the battalion's organizational structure prior to deployment. Battalion HHDs deployed and fell into command of units that were not organic to them. Each unit was trained differently and therefore possessed certain strengths and weaknesses. As a basic rule the companies training programs were focused on how to conduct continuous operations, battle tracking, marksmanship, convoy operations, and responding to unexploded ordinance (UXO) and IED. There was not enough training conducted on training local national police, or how to build, manage, and operate a police department.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Many units deployed without attending or knowing about the USAMPS PTT course. Those that had their Soldiers attend stated the USAMPS PTT course was focused at the squad level and that it did not address the specifics of a higher headquarters role in the PTT mission. Units that did not know about the prospective training until the last minute found that they did not have enough time to send Soldiers through the course, or that they did not get approval for the course materials to be sent to them to train themselves prior to deployment.

To meet the requirements for PTT, MNC-I had 50 PTT that were non-MPs. A PTT leader conference in theater revealed that stations trained by the 50 non-MP PTTs lagged behind in capabilities of the MP PTT police and stations. Non-MP PTTs were not fully and properly trained on how to conduct police tasks and operations. MPs were also lacking in some law enforcement training but they possessed the foundation that is needed to train the basics to the local national police.

The majority of MP combat support organizations were conducting PTT. Training for PTT missions at BN level is a very important piece that MP units provide to assist the development of rule of law in support of stability operations. MP Soldiers were typically lacking in the basic aspects of L&O. Because MP Soldiers train as combat support, the focus of OSUT, BOLC, and NCOES has been heavily weighed with the battlefield mission. The core competency of law enforcement has not been the priority for the recent past. MP Soldiers need more advanced law enforcement skills if they are to train and assist local national police with skills ranging from police operations to investigations. The training and growth of these skills should not come at a cost of the combat support skills needed to perform all five MP battlefield functions.

Battalion and Company level MP leaders were involved with the IP at the station and district levels. Their law enforcement experience and diplomatic skills needed to be more advanced than the basics that all MP Soldiers receive.

Senior MP leaders stated that there was very little training done to prepare their leaders and staffs for their current roles. Skills such as contracting, budget officer, and school and station administration were learned on the job. More effort needs to go in to the development of training packages for this target audience. The MP Officer Education System (OES) was seen as not productive with teaching the skills that a young officer needed to know on the current COIN battlefield. Battalion Commanders felt that the MP Corps needed to be teaching the officers the contracting process that the Military uses on the battlefield. This includes both the legal system and the Army requirements that must be met in order to get them the assistance that they need at the local nation police stations. They also need to learn how they can train and teach the local nation police chiefs the Iraqi process so that they can develop a system to get contracting needs at their stations.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Platoon Leaders (PL) were working at station and district levels of local national police stations along with their respective squads. Units reported that Officers and NCOs were lacking skills in police administration and law enforcement skills that are needed in order to effectively train local national police and provide oversight to Soldiers and policing operations under there command and responsibility. There was an overwhelming feeling from Battalion Commanders that their PLs needed to be more thoroughly trained on law enforcement operations.

The Basic Officer Leader Course (BOLC III) and the Captain Career Course (CCC) need to add additional classes to better prepare platoon leaders and company commanders for operating their platoons and companies on the battlefield during stability operations. It has been recommended that the MP Corps add courses like physical security, special reaction team, police internship (with local civilian police departments), and a junior leaders law enforcement certification course to the class instruction to better prepare officers for their duties.

In order to conduct enhanced LE training at home stations, Battalion Commanders felt that it may be necessary for USAMPS to develop and coordinate a written authorization that will allow them to conduct police training and internship with local police departments in there prospective areas prior to and after deployment. Leaders stressed this would allow them to better develop and maintain their L&O abilities. Similar to the Training with Industry (TWI) program the Army currently has, this internship program can be awarded for a period of no more than 12 months and could be focused on police station operations. Recognizing this need, senior MP leaders interviewed stated that those engaged with HNP leadership need to know how a civilian police station operates and how to manage one.

Battalion Commanders recommended a bigger push on not just teaching the skills but finding a way to ensure that officers are trained on their abilities to react to situations that they may find themselves in. Adaptive thinking is needed to handle the variety of challenges that our officers face. Battalion Commanders are also having a problem with their junior officers due a lack of tactical proficiency as demonstrated on the battlefield. The officers seemed to have the technical skills but lacked the tactical ability to actually execute the mission based on the training they have received. We need to put focus on having leaders think on there own (outside of the box) in order to be more proficient leaders.

Battalion Commanders also stated that all field grade officers need to take the Senior Officer Legal Orientation (SOLO) in order to understand the legal requirements and procedures that they must know in order to properly operate their battalion staffs while on a deployment.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Battalion Commanders felt that the Noncommissioned Officers are the backbone of the MP Battalions. They possess very good technical and tactical skills. What they feel NCOs are lacking are the administrative and leadership skills needed to properly counsel their Soldiers and write NCOERs and awards properly while on a deployment. Commanders recommended that NCOES take this task on as they see it as a declining skill set in the NCO Corps.

Soldiers were conducting mandatory training in theater that is related to daily issues that battalions identified such as negligent discharges, sexual misconduct, and other illegal acts and immoral acts. Too many times NCOs were directly involved in these incidents. Commanders urged there needs to be added vignette training in NCOES to the daily classes on what is considered moral and immoral in order to open leaders eyes as to what they need to be doing instead of what they are doing while on a deployment.

MP Soldier's inter-personal communications (IPC) skills are critical in this COE. By applying tactical patience and diplomacy, MP Soldiers can better mentor and train HN police. Units reported adequate skills in this area but would like additional training that focuses on cultural differences and HN laws.

Although battalions recognized a need for continuing in theater leader development (LD) programs, the execution of it was challenging. The HHDs of the battalions had sufficient programs in place due to their mission requirements and close proximity of their Soldiers. Most subordinate units conducted limited if any leader development. The OPTEMPO of mission and the dispersion of troops to many locations made the LD task difficult to achieve. The focus on training typically included pre-combat checks (PCC), pre-combat inspections (PCI), negligent discharge training, promotion boards and SGT 'Audie Murphy boards' related training, and PT on a daily basis. There seemed to be very little emphasis on leader development on the other MP tasks that MP must know to perform all five battlefield functions. Units seemed to be one sided and were failing to learn and become knowledgeable about full spectrum MP operations.

The need for advanced police skills arose as basic skills were trained and the HN police infrastructure developed. Experienced MPI, MOS 31D (CID enlisted special agents) and 311A (CID Warrant Officers) were needed to assist the local national police above the station level on investigation techniques. The focus of the MPI and CID would be to train and over watch the major crime units and other investigative agencies such as the investigative judges. Additionally, as MP Soldiers developed the basic police skills at the station level, others must focus training at the headquarters level in order to build a department that can sustain itself.

MP leaders in theater emphasized that a Military Police Company does not have the organic assets necessary to conduct quality investigations training for HNPS Districts due to lack of training among the Soldiers. There was a reported

shortage of expert investigations guidance in theater based on the lack of civilian contractors' lack of knowledge and experience.

Many interviewed recommended training additional CID Soldiers and locating them throughout theater as advisors when not actively investigating a case. Further, those interviewed stated that CID could visit Companies to instruct senior leaders and work with them on creating or enhancing existing investigations training in their Districts, or have the CID Soldiers visit Provincial Investigations Centers and learn what methods are being used, what equipment is available at that level (DNA testing, fingerprint analysis, etc.) and push that information down to the Companies advising HNP on evidence preservation.

The bottom line by MP senior leaders at corps was the expertise of CID Soldiers is needed beyond their traditional scope in theater.

Insights / Lessons:

- There needs to be more focus on building a well rounded unit prior to deployment. Units need to have personnel that will assist them in many aspects of building, managing, and operating a police department. We also need to ensure that we have specialty skills within the MP Corps that will assist units in investigations, traffic, drug suppression, fights, juvenile crimes, murders, crime scene investigations, etc.

- Make it mandatory for all units to attend the USAMPS PTT course resident or MTT prior to deployment. Update course to address CO / BN level responsibilities with the PTT mission.

- Understand the basic structure of PTT and how they assist units on the battlefield. Non-MP PTTs will not yield the same results and can cause significant issues in the future. We need to ensure that MPs are being resourced properly so they can conduct PTT operations. If we fail to have MP conduct PTT and allow other units to do it, we may lose the ability to properly train local national police to a set standard to properly conduct law enforcement operations in their environment.

- Ensure that Company Commanders understand MP special skills (MPI, Traffic Investigator, and Physical Security), and how to utilize them to best support mission accomplishment. Commanders need to identify all Soldiers within their command who possess these special skill sets so that he / she can call upon them when needed.

- Units need more Soldiers with the special skills of a Garrison Law and Order Detachment. Adding additional ASI positions on unit MTOEs will better distribute the skills needed throughout the MP Corps.

- Focus on getting back to the basics of policing for our MPs. Ensure that we are not just teaching how to perform garrison law enforcement, but also training our Soldiers, at all levels, on how these skills apply in environments such as OIF and OEF.

- Develop PTTs that can have a make-up of MP and CID Soldiers. If we develop a well rounded PTT utilizing all the specialties that MP possess we can develop a more in depth training and mentoring program at the station and district level. This provides growth of skills and capabilities in the IP system.

DOTMLPF Implications:

- **Doctrine / Organization:** Nowhere in current templates do we account for establishing a HN police station in a COIN environment. This is significant and ought to be captured in modeling templates as the MP Corps will continue to be called on to establish rule of law.

- **Training:** Add training to BOLC and CCC on contract training in both the legal and Army requirements that go along with it.

- **Training:** Add a requirement for MP field grade officers to take the Senior Officer Legal Orientation (SOLO) course at the Staff Judge Advocate School.

- **Training:** Revamp BOLC and CCC to ensure that we are adding additional law enforcement training that will better prepare them for PTT operations; include physical security, special reaction team, police internship (with local civilian police departments) and a junior leaders law enforcement certification course.

- **Training:** Revamp WLC, BNCOC, and ANCOC to better train our noncommissioned officers on the counseling system, NCOERs, and awards to ensure they are better rounded as leaders on deployments.

- **Training:** Add additional training within WLC, BNCOC, and ANCOC on the moral and ethical decision making process focusing on the challenges of deployments to help our NCOs understand what is expected from leaders in the MP Corps.

- **Training:** Add specific L&O training (MPI, SRT, Traffic, and Less than Lethal) at WLC, BNCOC, and ANCOC which will enhance MP Soldiers' ability to do their job and to assist the other troops on the battlefield.

- **Personnel:** USAMPS should develop and submit a written recommendation signed by the Provost Marshal General (PMG) that will allow MP Soldiers and leaders to conduct police internship programs at their home

station. When resourced, will allow BN CDRs to set up a program, at home stations, to plan and conduct training for their MPs with local (civilian) police agencies.

Topic 8.3: MP Brigade Level Training and Leader Development

Discussion:

MP Brigades must work within a complex task organization of OPCON and ADCON responsibilities. This and the nature of their dispersed mission challenged their ability to schedule and conduct valuable training in theater. Scheduled training and leader development was limited. Some training was pushed down from brigade level, as the need arose, but these were limited to mandatory tasks (AR 350-1 type tasks such as EO and POSH) and mission related lessons. Training was not given a specific time period to be conducted due to the OPTEMPO of tactical operations; however it was conducted on a continual basis. Normally, it was directed to be completed in a given time frame such as by the end of the month. This allowed Soldiers to actually focus on the training that they received and not try to cram it in just to meet suspense.

Other MP brigade's mandatory training included weapons qualification conducted twice a year and the Army physical fitness test (APFT). This ensured that Soldiers remained competitive for promotions, physically fit / involved in PT programs, and remained proficient on their assigned weapon systems.

Continuous leader development is a major challenge that a brigade must face when in a continuous combat environment. Limited development was conducted at both the noncommissioned and commissioned levels. Leader development is considered a stepping stone to not only keep Soldiers focused on key aspects of their job as a leader but also on things that may save a Soldier's life. Examples that were being trained on, included, but were not limited to pre-combat checks (PCC), pre-combat inspections (PCI), Soldier readiness, safety issues, and overall basic Soldier discipline. Most leader development was geared towards mission specific tasks or AR 350-1 requirements (EO, POSH etc.).

Standards and safety were trained and enforced constantly. Shortcomings were addressed in theater with training. Training focused on shortcomings and actions / skills that had a major effect on combat readiness and overall performance of units in the COE. However, leaders stated some Soldiers had become complacent with weapon systems. This has resulted in either negligent discharges or misplacing weapons. Actions were taken to ensure training was conducted to mitigate injury or even death to individuals who were on continuous combat operations. Training the wear and proper use of personal protective equipment (PPE), to include ear plugs, seat belts, NOMEX uniforms and gloves was constant. Escalation of force training was also constantly reinforced.

Military Police and Counterinsurgency Operations, Initial Impressions Report (IIR)

Brigade leaders confirmed the USAMPS PTT course was a great tool to assist efforts in the PTT mission. Ensuring that leaders are trained in PTT prior to deployment proved the key to success. Moreover, brigade leaders felt their Soldiers' training readiness level was accelerated at home station if they were exposed to the USAMPS course. And, that this training level transferred to mission readiness and enhanced individual initial performance capability in country.

Soldiers need to be very versatile in their ability to not only conduct daily patrols in the L&O environment but also must possess the necessary skills to conduct administrative aspects of L&O. Many MP leaders interviewed stated MP Soldiers lacked the ability to train local national police on how to run an L&O station properly and that our Soldiers typically did not have the expertise to train the Iraqi local national police in advance police skills. To mitigate this, they recommended station administration, dispatching procedures, and other critical operating system processes are considered as part of future predeployment training.

The issue was raised that we are not properly training our junior leaders (CPL and SGT) on the proper skills needed to operate FBCB2. Observations revealed there were not enough Soldiers properly trained on how to send reports, contact their tactical operation center (TOC), or properly send required messages to units operating in their battlespace. NCOES and OES are teaching this but our junior enlisted and team leaders need it also. Several units felt that Kuwait theater training was helpful with this but limited in time and class seats.

New Soldiers may be missing pertinent training when moving as an individual deployer from the states to the COE. When a Soldier conducts training at a CRC location, then moved to theater, they must conduct follow on training. However, the training conducted at CRC is common core skill level one tasks and not specific to the theater of deployment. It should be noted, at CRC there is no attempt to train MOS or mission specific training. Units must understand this and exercise caution when receiving replacement Soldiers and placing them on mission.

Insights / Lessons:

- From talking directly to the brigade command team, one of the lessons learned is that Soldiers have a great ability to become complacent in the COE and fail to do the right things if they are not continuously trained on standards.

- Leaders will not only fall short on their specific duties but also leading their Soldiers if they are not directly trained through leader development programs on more than a quarterly basis. It is recommended that units make the time to develop their subordinates whenever they can.

- Several Battalion Command teams have rotating teaching points that they cover as they maneuver through their battlespace. Tasks are selected based on current trends but are normally reactive in nature.

- The length of current deployments requires leaders to find alternatives to the normal home station leader development programs (OPD, NCODP) conducted in the garrison environment.

- The majority of replacement Soldiers arriving in theater have completed only the theater required individual tasks either at home station or at a CRC. Units need to be prepared to conduct MOS and mission specific training for these Soldiers immediately upon their arrival and prior to mission utilization

- Even at this point in continuous operations it seems to be crucial that standards are set by leaders at all levels and then enforced from the headquarters down. Safety and standards continue to be the areas that continue to cause units and Soldiers to fail.

- The MP Corps must deepen our basic abilities in the L&O aspect of being an MP. To support this, training and leader development should focus more on specific L&O operations (i.e. fingerprinting, investigations, swabbing, rape kits, supply systems, administrators, running a data base, etc.) to better prepare MPs as police trainers and mentors. We have gotten the IP this far with basics; the next level requires more developed law enforcement skill sets.

- USAMPS should consider changing the FBCB2 POI by deleting FBCB2 map and overlay training during BNCOC, ANCOC, and BOLC. Replace this course time with what has proven fundamental for FBCB2 in theater for Skill Level Three and Four Soldiers to complete there missions which include sending reports, contacting units, retrieving pertinent information from other units, and how to train this down to the Skill Level 1 Soldier.

DOTMLPF Implications:

- **Training:** Leaders need to develop a training program to support individual replacement Soldiers that arrive at mid-tour. The individual task training that Soldiers receive prior to deployment is not sufficient for most missions. Critical MOS and unit mission specific training need to be provided before these Soldiers assume mission in theater.

- **Training:** Relook MP L&O abilities. Emphasize more L&O training and leader development for L&O specific operations (i.e. fingerprinting, investigations, swabbing, rape kits, supply systems, administrators, running a database, etc.) to better prepare MPs as police trainers and mentors.

- **Leader Development and Education:** PME training for NCOs and Officers should include more detailed law enforcement training. FBCB2 training (maps and overlays) is one area that can be reduced to incorporate more law enforcement training.

- **Leader Development and Education:** Leaders need to ensure that leader and professional development continue throughout the deployment period. This training should focus not just on mission specific and theater concerns but also on neglected MOS skills, administrative duties such as awards, NCOERs, and counseling, and promotion requirements.

Topic 8.4: Division Provost Marshal Office and BCT MP Platoon Level Training and Leader Development

Discussion:

The MP Soldiers operating in the Division and BCT structure faced their own unique challenges with training and mission support. The Division PMO mission priorities included Detainee Operations and MWD support to the Division. BCT MP Platoon missions included Division and Brigade Holding Area support, Protective Security Detail (PSD) Security Squad for BCT or Brigade Support Troops Battalion (BSTB) Command Teams, Quick Reaction Force (QRF) to support the Explosive Ordnance Detachment (EOD) mission, and convoy support (logistics convoys, EOD, and CMO teams). The BCT MPs were not involved in the HN PTT mission and the Division PM role was limited to supporting the MP Battalion or MP Brigade PTT mission within the footprint of the Division. The Division Provost Marshal did not directly work PTT missions, nor did they have any direct influence on the units conducting these missions. The missions were directed and overseen by the MP Brigade elements that were assigned to the BCT Commanders for PTT.

To facilitate the management of the increasing number of MWD Teams allocated to the Division, the Division PM cells acquired MWD program managers by redirecting other sourced RFF and re-missioned them as program managers. The Division PMs were not authorized a MWD program manager and were therefore lacking in the ability to control their MWD program. There was also a problem with leaders, at all levels, not knowing the abilities that MWD can offer on the battlefield. This often resulted in improper utilization of MDW handlers and dogs. A wide variety of capabilities exist within the PEDD, PNDD, SSD, Combat Tracker Dog (CTD), and Cadaver dogs. Experienced MWD program managers were best suited to support the Division fight in appropriately allocating resources.

An emerging need for MP Platoons and the Division PM cells is for more detailed investigator skills, similar to MPI. This knowledge was needed to assist the BCT

and the PM cell on evidence collection efforts and site exploitation efforts. It should be noted; the MP Platoons and the PM cell did not have enough technical or tactical law enforcement skill sets to assist units inside of the BCT with evidence collection.

MPs assigned to a BCT felt that they did not receive adequate predeployment training on skills needed in their mission set. Their predeployment training was limited and not enough time was spent on detainee operations that became a critical task in theater. There was also no focus at the Division level to train their subordinates on Point of Capture detainee operations or on evidence collection which hindered the ability of the Division to prosecute cases against those they captured and caused administrative challenges for the DHA staff with processing captured personnel. Maneuver Commanders acknowledged that MP Soldiers are best suited to train these tasks to all Division Soldiers and need to be utilized in this role.

Division PMOs reported several concerns about their allocated MOS 31E (Internment / Resettlement) NCO. The first issue concerned the authorized rank of Staff Sergeant. This NCO handles detainee operations across the Division and must direct BCT level MOS 31E NCOs who are Sergeant First Class (SFC) on mission requirements. The rank imbalance created problems with a junior NCO at a higher headquarters tasking and inspecting a more senior NCO. This hindered the ability of the Division PM 31E to get his job accomplished. There was also no formal training for the 31E that prepared him / her to work in a Division or BCT PM cell. Leaders recommended that the 31E at Division and BCT level needed additional Non-Lethal training and further recommended that this NCO be Inter-Service Non-lethal Weapons Instructor Course (INWIC) trained in order to be an instructor for Soldiers working in a Detainee Collection Point (DCP) or Detainee Holding Area (DHA). Finally, the Division and BCT level 31E NCOs need to be versed in all USAMPS Detainee Operations Training Support Packages (TSPs).

Insights / Lessons:

- Leaders recommended that Division and BCT PM cells need to remain involved in the PTT training mission even if MP elements are not assigned to the Division are conducting them. The BCTs are still the responsible landowners and the Division leadership expects their MPs to understand the mission and the current MP related issues. Simple liaison coordination with the MP Combat Support Brigade and Battalions will ensure that the Soldiers inside of the cells are situationally aware and trained to take on parts of the mission as required in the future.

- Division PM Cells need to have a qualified MDW program manager assigned so they can ensure that the MWD handlers and dogs are being taken care of and used for the missions where they can best assist the BCT. As the

use of SSD and CTD grows in the Division footprint, consideration needs to be given for dedicated program managers at the Division level.

- With the BCT MP Platoons being called on to assist with evidence collection on the battlefield, increased evidence collection training and school seats for MPI should be given to them. Consider placing ASI V5 in to the BCT MP Platoon Squad structure. One BCT was using their MPs as evidence collectors for all sensitive site exploitation missions with much success. Each Platoon should possess this capability. Look closer at the predeployment training that Divisions are conducting and develop a program that will allow PM cells and MP Platoons to better assist a BCT by providing all Soldiers with quality training on detainee operations and evidence collection. BCTs then need to use this expertise by allowing BCT MP Platoon Soldiers to train the remainder of the brigade on these critical skills magnifying the ability to capture detainees and collect evidence that will assist with the processing, holding, and sentencing of those detainees.

- The Army look should consider sourcing the Division PMO 31E NCO as a Master Sergeant or Sergeant First Class to better facilitate their role as the Division level senior 31E and remove rank imbalance issues when dealing with BCT level Sergeants First Class.

- All Division and BCT 31Es should receive INWIC training prior to assignment or deployment to better support and train DHA and DCP missions.

- USAMPS needs to ensure all updated training packages are in deploying element hands to best support mission. Two Divisions were unaware of recently published All Army Evidence Awareness TSP.

DOTMLPF Implications:

- **Doctrine:** Address BCT MP Platoon support to sensitive site exploitation. This law enforcement centric task provides a critical link between capturing and prosecuting enemy combatants.

- **Organization:** Expand the number of ASI V5 in the BCT MP Platoon to better support sensitive site exploitation and evidence collection.

- **Organization:** Change current MTOE authorization for a SSG 31E to a MSG 31E in a Division PM cell to allow better supervision and development of the BCT level SFC 31E.

- **Organization:** Assign an MWD Program Manager in the Division PM Cell to ensure that MWD handlers and dogs are being taken care of and used on missions best suited to support maneuver commanders.

- **Training:** Division and BCT 31Es should receive INWIC training prior to assignment or deployment to better support and train DHA and DCP missions.

- **Training:** Authorize additional MP ASIs such as MPI and PSD to the BCT MP Platoon in order to better support the BCT mission.

Topic 8.5: Predeployment Training for Police Transition Teams

Discussion:

The Police Transition Team (PTT) training conducted by the US Army Military Police (USAMPS) was beneficial one MP CO that was interviewed, but more training in certain areas is still needed. The unit sent platoon leaders and three noncommissioned officers (NCOs) (two squad leaders and one platoon sergeant) to Fort Leonard Wood to attend the course. The course taught the NCOs the right pieces of the PTT program that allowed them to reduce their acclimation and familiarization timeline once in theater.

During the external evaluation of the company, the unit received great assistance from the Fort Carson senior leadership. The Puerto Rico National Guard MP company at Fort Carson provided law and order support was tasked to provide role players to the MP Company EXEVAL. These role players spoke in Spanish and caused the MP Company to have to learn how to get information through interpreters. It was the best role playing and exercise the unit Soldiers had experienced and benefited them greatly in working with interpreters in theater. Currently, the Captain Career Course (CCC) teaches students the basics of MCS-Light when everything in use is the Command Post of the Future (CPOF) and its supporting systems. Other topics that are missing from the CCC include training on Iraqi law, Iraqi and US detention / jail procedures, and training on how to provide MP support to maneuver commanders. What leaders are stating is that operating TACON and OPCON and reporting through several different chains of command and technical support can be confusing. The leadership training scenarios should address providing support to several BCTs. The Field Grade level is also void of training in support of BCTs or operating within a BCT. There is currently no class or course that trains folks on how to be Division or BCT Provost Marshals or Provost Marshal Operations officers.

CAAT members discovered that units felt it is vitally important for Soldiers to have L&O training and experience prior to deployment. Additionally, they stated it is equally essential that Soldiers continue to train on and hone their warfighting skills prior to deployment. To limit the warfighting capabilities of our skill level 10 Soldiers will expose all MP Soldiers to significant risk. The MP leaders that interact with IPs (Squad Leader, Platoon Leader, and Company Commander) need training in investigations and RoL. Being simply trained on "western" law and processes is not beneficial in this theater. Often, those interviewed stated we continue to try to put a "western" spin on everything because we have no

other frame of reference and try to gauge success by U.S. standards. Bottom line is that PTT and HNPA don't know what right looks like. The HNPA that are on the PTT should be subject matter experts and the primary trainers in RoL, investigations, and HNP systems as it pertains to logistics, admin, maintenance, budget, etc. MP leaders that engage with HNP should have a working knowledge of those areas as well. If the way ahead is for HNPA to take the lead, then it is absolutely imperative that PTTs get partnered with HNPA with the right skill sets for the job. Those interviewed strongly suggest we do not need another civilian contractor who can teach an HNP how to fire a weapon, put on hand irons, or other basic MP skills. They stated we already have NCOs that can do that. We are hiring Iraqi Police Advisors, not another Skill Level 10 / 20 position. Conversely, many MPs stated having an eastern culture SME in investigations would be a great asset to the team.

Insights / Lessons:

- There are many ways to incorporate language training and interpreter training into our predeployment training plan. Use of dual language local population or assets on the installation can be instrumental in understanding the dynamics and being able to work through the challenges of using a HN linguist to get at our predeployment training needs.

- The only way we have seemingly mitigated the training gap of BCT and Division PMs and operation officers were by hand-down SOPs. There is currently no synchronization of efforts to provide this training and support to the maneuver commanders. Each BCT and Division PM staff officer / NCO spoken to described a need to have a class or course in their job / skill requirements and capabilities.

DOTMLPF Implications:

- **Training:** Continue to update the PTT TSP. The train the trainer course provides the right type of information the unit needs to reduce the transfer of authority process and make the unit more effective once they assume the mission. Ensure relevancy of the information. Ensure units send train the trainer leaders who can take back the information and training package to their units and train them accordingly.

- **Training:** Incorporate language and interpreter training into our professional development courses and unit training in order to capture the difficulties associated with using interpreters to get and give information.

- **Training:** USAMPS should develop classes / course in Division and BCT PM operations.

- **Training:** USAMPS should develop classes that also use CPOF and other systems used in theater vice MCS-Light only.

- **Training:** USAMPS should develop a class or include information / classes in the PTT TSPs that describe the various new police elements and learn about the structure and systems of police departments and how they interface and synchronize efforts etc. Included in this instruction should be a class to Lieutenants on how to train police (basics of developing a training program from beginning to end).

Topic 8.6: Equipment Training Issues that MP Soldiers may face on Deployments in the COE

Discussion:

MP units currently lack equipment at home station to properly train themselves on the equipment set they will utilize in theater. Units are identifying equipment capability and related training gaps in support of the COE. There was a lot of new equipment that Soldiers were not properly trained on prior to arriving to their units. Leaders felt that Soldiers should prepare more during basic or advanced individual training on equipment that they will be using in theater and in the future as an MP. Examples include M240B, M249, M-4, M-2, M1114, M1151, M1117 (ASV), and soon, the MRAP family of vehicles. The ability to properly train these systems prior to deployment is limited based on equipment availability.

There has been discussion on MP Companies receiving UAV assets to assist them with their missions. Leaders felt that this may be beneficial at times based on certain factors of mission, enemy, time, terrain, troops, civilians on the battlefield (METT-TC). Many felt that in the COE of Iraq, MP Squads would be better equipped if they had a ground robotic asset. This will allow them a safer and more effective way to conduct military operations in urban terrain (MOUT), maneuver and mobility support operations (MMSO), detect and identify IEDs, and conduct joint L&O operations with local national police.

There has been an operation needs statement (ONS) for driver visual enhancement (DVE) thermal imaging system to be added to all Military vehicles that MP Soldiers operate. This will allow drivers, team leaders, and squad leaders with better visibility of the roads and areas they are operating on. TMs and equipment exposure needs to happen before arrival in theater. Leaders stressed they could have better prepared Soldiers on the equipment that they operated on day to day missions in theater.

Due to the growing motor vehicle fleet equipment changes (M1114, M1151, M1117, and MRAPs) that the Army and MP Corps has seen in the last couple of years, MP leaders feel there needs to be a Sergeant First Class (SFC / E-7) as

the company motor sergeant. This will allow the motor pool to properly train their personnel and correctly request the equipment and parts that a MP Company needs to continue their missions without having to worry about having vehicles that are down due to lack of resourced maintenance and parts. The current diversity of equipment assigned to one company and the required tool sets, and repair skills can overwhelm less experienced maintenance personnel.

Insights / Lessons:

- Develop a better training program prior to Soldiers arriving in theater that will allow them to be properly trained on a piece of equipment prior to leaving the wire. New Soldiers and leaders both need to know the capabilities on each assigned piece of equipment and how it can assist or hinder them on a mission. This effort needs to take place between USAMPS (OSUT, NCOES, and OES), home station facilities, and as a last resort training facilities in Kuwait. We are still licensing operators and training Soldiers on equipment one day and sending them out on combat missions the next. This is unsafe, unnecessary, and demands immediate leader and institutional Army attention.

- Look at the current UAV distribution plan and how ground robotics can supplement or complement the UAV assets for MP Companies. All company level leaders requested a ground robotic capability. The multiple purposes of use and easy operation better supported the training and load plan challenges faced in the COE. Do not phase out the ability to put a UAV asset in MP MTOE, however, take a closer look at the way a ground robotic system would complement a MP squad on the battlefield. Develop a program that would train leaders on how effective the additional capabilities of a ground robot would assist leaders on the battlefield.

- Recommend that the Army look at sourcing the MP Company motor sergeant position with a Sergeant First Class. The variety and amount of equipment is immense and a Staff Sergeant and sometimes Sergeant cannot adequately handle the scope of responsibilities required. Logistical challenges continue to hamper company level operations and this request was made by numerous units. Proper level leadership will better enable MP Companies to conduct and complete their missions on the battlefield.

DOTMLPF Implications:

- **Organization:** Recommend that the Army look at sourcing the MP Company motor sergeant position with a Sergeant First Class. The current authorization is for a SSG.

- **Training:** Develop a better training program prior to Soldiers arriving in theater that will allow them to be properly trained on a piece of equipment. The

amount of new equipment that Soldiers are unfamiliar with prior to deployment is growing. The Army needs to develop training plans instead of relying on, On the Job Training (OJT) in a combat zone.

- **Materiel:** Look at the current UAV distribution plan and how ground robotics can supplement or complement the UAV assets for MP Companies. This combination will best support the five MP battlefield functions. The availability of both systems will cover most if not all differences in METT-TCW.