



INSIGHT



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New INSCOM Commanding General selected

FORT BELVOIR, Va. — Brig. Gen. John F. Kimmons has been named as the next commanding general of the U.S. Army Intelligence and Security Command. The announcement was made by the Department of the Army earlier this week. Kimmons, who has been selected for promotion to major general, is currently the director of intelligence, U.S. Central Command, MacDill Air Force Base, Fla. A date for the assumption of command has not yet been announced.

Kimmons has a long association with military intelligence, beginning with his commission as an intelligence corps second lieutenant in 1974 upon graduation from The Citadel, Charleston, S.C. His command and staff assignments include serving as company commander and operations officer in the 313th Military Intelligence Battalion, 82nd Airborne Division, Fort Bragg, N.C., and as deputy intelligence officer, 8th Infantry Division (Mechanized) Bad Kreuznach, Germany. He has also served as the director of intelligence, Joint Special Operations Command; commander, U.S. Army Security Coordination Detachment, Fort Belvoir, Va.; and deputy director for operations, Joint Staff, National Military Command Center, Washington, D.C.



DA photo

The New Jersey native's military education includes the Armor Basic and MI Advanced Courses, Post Graduate Intelligence Program, Army Command and General Staff College and the Army War College. His civilian studies include a Master of Business Administration degree from the University of Oklahoma.



photo by Bob Bills

SASC chairman visits INSCOM

Virginia Senator John Warner (right), chairman of the Senate Armed Services Committee, hears the latest information on the U.S. Army Intelligence and Security Command during a visit to Fort Belvoir April 21. Warner, who was hosted by INSCOM Commanding General Keith B. Alexander, toured both the Intelligence Operations Center and the 1st Information Operations Command (Land), and received an intelligence update on Operation Iraqi Freedom.

The long road ahead

The United States military made history in the last four weeks, as we embarked on Operation Iraqi Freedom and liberated the Iraqi people from the regime of a dictator. As you probably know from the unprecedented media coverage of this war—not to mention from your many efforts—military intelligence played a key role in its successful outcome. Those of you who directly participated have earned the admiration of your fellow Americans and the gratitude of the vast majority of the Iraqi people. One has only to look at the loss of some of America’s bravest to know that it took great courage and perseverance to do what had to be done. We also appreciate all those who supported our deployed soldiers and civilians. When we needed you, you were there.

The next chapter in this undertaking will be much more complicated and the road ahead much longer. It will be a time of rebuilding and establishing a democracy, under the direction of our senior leaders. INSCOM will play a vital role in post-war Iraq, and we will be there for the long haul. The many contributions made by our INSCOM work force made a real difference to saving lives and successfully executing this war. Many challenges and sacrifices lie ahead. I am certain that you will once again overcome any obstacles and make post-war Iraq as successful as Operation Iraqi Freedom.



DA photo

Maj. Gen. Keith B. Alexander

CRPC to become Army's new one-stop shop

Army is consolidating the resume and self-nomination processing to a central location, the Northeast Civilian Personnel Operations Center, located at Aberdeen Proving Ground, Maryland. It will be called The Central Resume Processing Center (CRPC). This will complete another phase of the Army’s staffing plan to standardize business processes and procedures and support the central-

The consolidation process is
The CRPC will be the site for
tions and customer inquiries for
base used by the Europe, North-
tral, Southwest and the West
Centers (CPOCs). The Pacific
the Central Resumix database in
cants wishing consideration for
will need to submit a separate re-
mental data sheet to the Pacific and/or



ization of the Army Resumix database. scheduled for 21 April 2003.

processing resumes, self-nomina-
the Centralized Resumix data-
east, North Central, South cen-
Civilian Personnel Operations
and Korea CPOCs will migrate to
the near future. Until then, appli-
positions in the Pacific and Korea
sume with the appropriate suppl-
Korea CPOC.

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Justice Department helps coalition intelligence effort

By Jim Garamone

WASHINGTON (Army News Service, April 18, 2003) – The U.S. Justice Department worked aggressively to both develop intelligence that the coalition against Saddam Hussein could use and to protect the United States from terrorist attack, said Attorney General John Ashcroft April 17.

At a news conference Ashcroft said the Justice Department's Iraqi Task Force had a three-prong strategy.

The first was to gather intelligence from Iraqis in the United States. The second was to eliminate the Iraqi Intelligence Service's presence in the United States, and the third was to disrupt potential attacks by other terrorists. Ashcroft said these attacks "might have been launched in conjunction with the elevated activity in Iraq."

The FBI, the investigative arm of the Justice Department, interviewed nearly 10,000 Iraqis living in the United States to develop intelligence to identify threats to America and to assist coalition forces. The Iraqi Task Force conducted voluntary interviews with U.S.-based Iraqis in order to obtain counterintelligence information and intelligence data, the attorney general said.

The task force also used the interview process to identify backlash threats to Iraqis in the United States.

"The cooperation of the Iraqi-American people was essential to our efforts to secure and safeguard our nation at this critical time," Ashcroft said. "The Department of Justice greatly appreciates the assistance and the cooperation of the Iraqi community here in the United States."

FBI Director Robert Mueller said the response of the Iraqi-American community was "overwhelmingly positive." He said FBI agents developed around 250 reports that the agency delivered to the Defense Department. These reports covered such items as locating weapons production and storage facilities, underground bunkers, fiber optic networks and Iraqi detention and interrogation facilities.

Mueller said DoD officials have corroborated the information the FBI provided them. He said DoD officials thought, "the information was timely, excellent, relevant and greatly assisted in bridging gaps in other intelligence."

The second prong of the Justice strategy was to expel or arrest all known Iraqi intelligence officials within the United States. "This included five Iraqi officials with diplomatic status who were declared persona non grata and expelled from the country," Ashcroft said. "One individual was arrested and charged with acting as an agent of the Iraqi Intelligence Service."

That individual was Raed Rokan al-Anbuke, the son of a former Iraqi diplomat. He was arrested April 14 and charged with working in New York as an agent of the Iraqi Intelligence Service, Ashcroft said. He noted the Justice Department has taken action "against all known officials" of that service.

Finally, the Justice Department countered potential counterterrorism threats during the Iraqi conflict. "Using all the tools at our disposal, including provisions of the USA Patriot Act, we have brought charges against 21 individuals as a result of our stepped-up efforts in the time period before and during the conflict with Iraq," Ashcroft said.

In addition to the three-pronged strategy of the task force, the FBI is also helping coalition forces deal with the looting that occurred in Iraq.

"Over the last week, we at the FBI have undertaken steps to address the reported widespread looting of Iraqi museums and other historical sites," Mueller said. "These steps include

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photo by Brian Murphy

Here she is, Miss America

Erika Harold, better known as Miss America 2003, took time out of her busy schedule to visit local soldiers and civilians at the Fort Belvoir dining facility April 9. The 23-year-old spent an hour and a half signing autographs, posing for photos and talking with both advanced individual training and active duty soldiers. Harold, who graduated from the University of Illinois, was crowned Miss America Sept. 21, 2002.

Justice Department, intel world use 3-prong strategy

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sending FBI agents to Iraq to assist with criminal investigations, issuing Interpol alerts to all member nations regarding the potential sale of stolen Iraqi art and artifacts on both the open and the black markets, and then assisting with the recovery of any such stolen items.”

FBI agents are also reviewing documents from Iraq to locate and extract any potentially valuable intelligence information, Mueller said. This review is to identify any future terrorist threats to the United States and its allies or for other links to Iraqi intelligence activities.

Senior leader profile

Col. Bill Antley

To anyone who might think Resource Management is all about the number-crunchers or bean-counters of the world, Col. Bill Antley, assistant chief of staff, Resource Management, U.S. Army Intelligence and Security Command, quickly puts those stereotypes to rest.

“Although fundamentally RM is about getting, using and controlling resources, we are also working on many programs to improve command resource functions and to update the tools we need to perform those functions,” he said.

Antley, who arrived at INSCOM last summer from Bad Aibling Station, Germany, brings some unique perspectives to the resource management business based on his previous Army positions. His five years as the installation comptroller at Bad Aibling gave him the major subordinate command view on the command’s resource programs.

“My coming here was a good fit,” he said. “It is not always the case to have a person in this position who has dealt with the intelligence community and its unique requirements. My five years at Bad Aibling made my transition here at INSCOM Headquarters much smoother.”

Antley also brings a bigger Army tactical perspective to his position, having served in both field artillery and as a helicopter pilot. Prior to entering the resource management field, he was a UH-1 instructor pilot and a UH-60 Blackhawk pilot. His background has given him a broad view of the role of resource management that is key to leading INSCOM’s RM in major initiatives today.

In fact, RM is involved in wide-ranging projects with significant impact on the command. Business Process Re-engineering, for example, will look at improving INSCOM work processes and relationships and will have a lasting effect on INSCOM. Antley is also pursuing software automation upgrades for budget execution and other automation tools to better streamline functions.

His number one priority, however, is increasing the funding baseline for the command. “In order to take the commanding general’s vision to fruition, we are looking at ways to increase the money the command has at our disposal,” he said.

Along with all these initiatives, there are others from Army or Department of Defense that fall within the RM’s purview. “We are working on reducing the late payments to vendors, which cause interest penalties that waste precious resources,” he said.

His goals for RM during his tenure include making sure that the organization is organized and capable of meeting the INSCOM mission with respect to resources. This includes Antley’s desire to provide the training and opportunity for all GS-12’s and above to become certified defense finance managers. Since Antley’s arrival to INSCOM, five resource managers in the INSCOM RM office have earned the CDFM, to include Antley himself.

He also wants to establish and follow better business practices to ensure that RM personnel are good stewards of INSCOM resources.

“The RM staff has demonstrated the highest levels of expertise and competence, as well as the moral courage to say no when it’s necessary,” he said. “Sometimes good intentions and the law conflict, and we must follow the law.”

The strength of the INSCOM RM community is the people. “RM is great people doing the right thing. There is a lot of synergy in RM. We have wonderful people working together well,” he said. “Without reservation, I think I have the best organization in INSCOM and I’m very proud of them.”



photo by Bob Bills

Civilian ATLDP study recommends Civilian Advisory Board

by Joe Burlas

WASHINGTON (Army News Service, April 21, 2003) — Creating a Civilian Advisory Board to be an advocate for today's more than 270,000+ Army civilian workers will help level the training and leader development playing field with the uniformed component of the Army, according to one finding of a recent study.

The Army Training and Leader Development Panel Civilian study, released March 13th, mirrored earlier panels that examined the Army culture, and training and leader development views of the officer, warrant officer and NCO corps during the past two years.

The studies were conducted as part of Army Transformation in order to shape the Army's workforce for future requirements, officials said. The civilian study was the last planned ATLDP, yet work continues to resolve issues identified from all the studies.

"We knew going in what most of the issues were concerning civilian training and leader development — the study just confirmed them and provided us with the necessary data to validate the need for change," said Maureen Viall, Civilian ATLDP study director.

Through the use of written and online surveys, focus groups, and one-on-one interviews with Army civilians, garrison commanders, General Officers and Senior Executive Service members, the panel got feedback from over 40,000 respondents.

Viall said the study confirmed that Army civilians were aware that the Army is undergoing profound change as it transforms into the future Objective Force and that they didn't want to be left behind. What that means, she said, is that the future civilian workforce needs to be multi-skilled, multi-faceted — not tied down to doing just one job under a civil service position classification system that is more than 50 years old.

Most General Officer and SES respondents agreed that the current education system is inadequate to develop civilian leaders capable of managing the change Transformation requires.

The study confirmed there are no sequential civilian leader development plans like soldiers have. In fact, only 45 of 444 employees in study focus groups could name a specific leader development course offered to civilians — 223 of the group were unaware of any core leader development courses. However, 80 percent of the respondents who had attended a leader development course indicated such courses were beneficial.

Another issue from the study is the failure of many civilian supervisors and managers to attend required leader development courses. Reasons for failure to attend include low command priority for civilian training, lack of time due to mission requirements, lack of money and no consequences for failing to attend mandatory courses or any meaningful recognition for attending.

Training opportunities, whether for professional or leader development, vary widely from major command to major command, according to respondents. The issue here is that most civilian training is currently funded out of each MACOM budget. A few exceptions to that rule include centrally funded leadership training at the Center for Army Leadership and the Army Management Staff College.

"It is a case of the haves versus the have nots," Viall said. "There are generally more training opportunities in better funded MACOMS than in the poorer ones."

Respondents used words like "meaningful, challenging, interesting, exciting, fun and rewarding" to describe their jobs. Almost 90 percent said they plan to make the Army a career, with only 2 percent stating they planned to leave Army service before retirement. More than 70 percent said they would recommend working for the Army to others.

However, many respondents said they would like more recognition for being productive members of the Army team.

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Changes made to ensure level playing field

Like the earlier studies that looked at the uniformed side of the Army, the civilian study found that Army civilians' commitment to the Army is not perceived as being reciprocated by the Army; performance evaluations and counseling are inadequate; and current education and career development models are lacking.

Following work by the Implementation Process Action Team which met on April 15-17, 2003, the Army is currently considering a number of recommendations to address issues the study identified. Those recommendations also include: creating a Civilian Education System that mirrors those of the NCO, Warrant and Officer Corps; placing civilian leader development responsibilities — including funding — under one Army organization; increasing formal developmental assignment, self-development and mentoring opportunities; and establishing an Army Civilian Creed.

The recommended Civilian Advisory Board comprised of Senior Executive Service members and General Officers serving on a rotating basis would help implement other approved recommendations, with the board president acting as a civilian workforce advocate to the Chief of Staff.

A summary of the panel's findings is posted on the Army Homepage at <http://www.army.mil/features/ATLDPCIV/default.htm>.

Troop support mail policy stressed

To bolster force protection, the general public is urged not to send unsolicited mail, care packages or donations to service members forward deployed unless you are a family member, loved one or personal friend.

On Oct. 30, 2001, the Department of Defense (DoD) suspended the "Operation Dear Abby" and "Any Servicemember" mail programs due to force protection concerns. Although these programs provide an excellent means of support to friends and loved ones stationed overseas, they also provide an avenue to introduce hazardous substances or materials into the mail system from unknown sources. Unsolicited mail, packages and donations from organizations and individuals also compete for limited airlift space used to transport supplies, war-fighting materiel and mail from family and loved ones.

Recently, DoD has become aware of organizations and individuals who continue to support some form of the "Any Servicemember" program by using the names and addresses of individual servicemembers and unit addresses. These programs are usually supported by well-intentioned, thoughtful and patriotic groups who are simply unaware of the new risks facing deployed military forces. Some individuals and groups publicize the names and addresses of service members, ships or units on Web sites, with good intentions. The result, however, is a potential danger to the troops they wish to support.

DoD cannot support creative and well-intentioned efforts that defeat force protection measures, but can instead recommend alternatives to mail and donation programs. To show support to troops overseas, the following are recommended:

* Log on to the following Web sites to show support, to include greeting cards, virtual Thank You cards and calling card donations to help troops stay in contact with loved ones:

http://www.defendamerica.mil/support_troops.html;

<http://www.usocares.org/home.htm>;

<http://www.army.mil/operations/iraq/faq.html>





photo by Bob Bills

Eric Richmond, plans and operations section, U.S. Intelligence and Security Command, is presented the Commander's Award for Public Service by Lt. Col. Robert Harms, commander, 527th Military Intelligence Battalion. Richmond served INSCOM for several years as the command's advocate, while also supporting the National Security Agency.

Commentary: Don't let terrorists spread fear

by John Davis

HUNTSVILLE, Ala. (Army News Service, March 25, 2003) - Shortly after police alerted the nation that a vehicle license plate was being sought in connection with the D.C. sniper, a citizen reported it, and an arrest was made. The alleged killer was off the street.

Recently, a waitress at a Shoney's Restaurant in Georgia notified authorities of an apparent criminal discussion she overheard. Three men seemed to be planning to bomb a building in Miami. After police investigated, the bomb plot was alleged to be a hoax. In both cases, these citizens did what any civic-minded American should do. They reported a threat to the proper authorities. Such acts are our civic duty.

Not long ago my dad and I were comparing the surprise attack on Pearl Harbor with the suicide assaults on the World Trade Center and the Pentagon.

"Something a lot of people don't remember about those days," he reflected, "is that Americans were afraid. There were rumors across the land that Japanese had landed in San Francisco, at Los Angeles, and that saboteurs and spies were everywhere. Rumors spread fear, and fear fanned more fear."

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*Soldiers, civilians should live life without fear**(continued from page 8)*

The greatest human emotion is fear, and the greatest fear is fear of the unknown. It was for that very reason that President Roosevelt reminded everyone that, "The only thing we have to fear is....fear itself."

"You can't imagine what a calming effect the president's reassurance had for everyone," dad said. "We were sucker punched at Pearl, but pulled together for the fight to come. We believed the situation was dangerous, but that the right people were doing their best to take care of the nation. And it wouldn't be over till we finished it."

Today we too might believe the enemy appears to be everywhere. He seems capable of any number of horrific means of visiting destruction on us. We feel helpless to defend ourselves against an adversary we can neither see, nor identify, nor anticipate. We feel an unspecified dread. We don't feel safe anymore. That is just what the enemy wants us to feel.

My favorite quotation came the day after the Sept. 11 attack. A German investigator, asked to comment on the apprehension of several al Quaida terrorists in Hamburg, offered this matter-of-fact observation, "Don't forget. These people are criminals. Each of these terrorists has a face, a name, and an address."

That comment, echoing President Bush's determined assurance that we will patiently but relentlessly pursue these killers anywhere they may hide, did much to reassure Americans.

But how, Americans ask, can we take part? We want to pull together, so what do we do? The answer has been here all along; we've known it intuitively, but never until now really had an immediate need in this generation to act upon it.

Working for the government, we know that loose lips sink ships. But now we know that our eyes catch spies...and the criminal killers they report to.

Each of the terrorists has a face, a name, and an address, and now they too know fear. Their leaders have abandoned them, world law enforcement is seeking them, and every day more Americans become more astute in what to watch for and report.

There are many practical hurdles to overcome, and the road won't be easy.

Whereas yesterday we weren't aware, today we know who to call if something just doesn't seem right. We help each other. Americans are pulling together. We watch our surroundings in ways we didn't before.

We are protecting ourselves, informing ourselves, and not letting fear defeat us before we've entered the fight. No one today will turn away if a security problem seems to require a solution. We offer assistance to others and make sure someone takes action to protect us. If we see a better way, we speak up.

The only thing we have to fear is fear itself. Remember that every terrorist has a face, a name, and an address. We'll get them if we help each other. We are a quarter billion Americans whose eyes are watching in restaurants, at gas stations, in the office, and on the road.

Now the cowards who murdered our people really have something to fear.

We are out to get them.



photo by Staff Sgt. Cecilio Ricardo

A U.S. Army Civil Affairs troop in Mazar-e Sharif says hello to a local Afghan child during the war against terrorism.