



Insight

Volume 4, No. 11

U.S. Army Intelligence & Security Command

Sept. 3, 2004

Leadership: key to readiness

Over the past weeks, I've received many back-briefs on INSCOM planning and operations worldwide, cutting across all intelligence disciplines and echelons, from the actions of a single Army civilian deployed in the Philippines to brigade level planning for deployment into Iraq. Tremendous, aggressive work is being accomplished at many levels by strong, fully engaged leaders.

I've also read the painful investigations of misconduct at Abu Ghraib prison during 2003. Every leader needs to read the Kern/Fay Report. One thing comes across *loud and clear*:

Leadership remains the most critical pre-requisite for success in every facet of intelligence – from combat operations in the Global War on Terrorism, to fusion analysis, to preparations for deployment, to the operation of a counterintelligence office in the continental United States, to actions to care for our Soldiers and civilians.

The very, very good news is that INSCOM has *leadership-in-depth* across its ranks and disciplines; it's obvious in the volume of highly successful operations and activities occurring 24/7 in every unit and across every area of responsibility. But, it's a perishable commodity.

Our challenge in INSCOM is to sustain and build on our leadership base through active, hands-on engagement, selfless application and aggressive attention to detail; to never confuse enthusiasm with capacity, and to never leave "stones unturned" in support of mission accomplishment and Soldier/civilian care. Our only real constraints are legal, ethical and moral – everything else can be challenged to move the ball downfield.

All of that's easier said than done with the operations tempo we've been sustaining since America was attacked by Islamic terrorists on Sept. 11, 2001. But it's never been more important or essential for our Nation and Army's success. It's what our Army Chief of Staff, Gen. Peter J. Schoomaker means when he asks "Are you wearing your dog tags today?" It's part of the Warrior ethos.

Advanced technology, great resources, breathtaking talent and hard work are important but insufficient to "win" on our terms. It takes **leaders** and **leadership** to translate potential into coherent action at the right place and time – otherwise it's all heat and no light. Our intelligence business is complex, inherently Joint and dynamic.



DA photo

Requirements frequently change. The picture of enemy activity evolves continually based on fractional, mostly ambiguous reporting and we're never ahead in a real world event cycle that encompasses 24 hours of each day across the time zones.

There will always be a million reasons to justify taking no action: concerns over risk, resources, a desire for greater certainty before acting, excuses of "not my job" and "more than my fair share", and more.

What differentiates the US military, our Army and INSCOM from all others is our willingness to candidly identify our shortcomings and our

(continued on page 2)

Flag of Honor



photo by Jeff Crawley

FORT MEADE, Md. -- Sgt. 1st Class David Rogers, Headquarters, Headquarters Company, 704th Military Intelligence Brigade, presents a flag to Ethel Legrand during her granddaughter's retirement ceremony Aug. 20 at Freedom Center. Lt. Col. Deborah Ivory, who retired after 24 years of service, wanted the ceremony here in honor of her husband Sgt. Maj. Lacy B. Ivory, who was killed in the Pentagon attack Sept. 11, 2001. Building 6406 of the Center was named Ivory Hall during a dedication ceremony Aug. 20 of last year. Rogers was joined by other Soldiers from the 704th to participate in the ceremony.

(continued from page 1)

inclination to “make things happen” under tough, uncertain conditions, when most others would be frozen by indecision.

The tough, extended challenges of the Global War on Terrorism place a special premium, more than ever before, on rock solid leadership. Possessing the character, moral compass and self-confidence to build competent teams and set them up for operational success through tough training and active engagement around the clock.

A look back at the last three, tough, wartime years proves the point. We’ve accomplished a great deal. And, gotten it mostly right on the back of *leader-engagement* at every level, from

individual cell to Combined Joint Task Force. We’ve dropped the ball only in instances when we succumbed to the notion that “it’s someone else’s job”, “it’s on autopilot”, or that there exists a higher life form and “special rules apply” – all are recipes for failure.

We’ll continue to be fully successful as long as leaders wade into confusing, ambiguous situations rapidly, take charge; call it like they see it and ask for the help they need.

That frequently means working outside our specialties, military occupational skills and comfort zones; but, we have to do what it takes for success, not just what’s in our job description. Notice that barracks common

(continued on page 6)

INSCOM Insight is published bi-weekly as a Command Information e-publication for the men and women of the U.S. Army Intelligence and Security Command under the provisions of AR 360-1.

Opinions expressed herein do not necessarily reflect the views of Headquarters, INSCOM, the U.S. Army, or the Department of Defense. All photos are U.S. Army photos unless otherwise noted.

Send articles, photographs, graphics or story ideas to INSCOM Public Affairs Office at pao@inscom.army.mil, or copies to 8825 Beulah St., Fort Belvoir, VA 22060. For additional information, call (703) 428-4965.

Maj. Gen. John F. Kimmons
Commanding General, INSCOM
Deborah Y. Parker
Chief, Public Affairs
Sgt. 1st Class Terry J. Goodman
Senior Public Affairs NCO
Brian Murphy
Editor

Army report details more findings in Abu Ghraib investigation

by Joe Burlas
Army News Service

WASHINGTON — The Army's latest findings on the detainee abuse that occurred in Iraq's Abu Ghraib prison late last year determined that abuse can be traced to issues affecting command and control, doctrine and the level of training and experience of Soldiers operating in a dangerous environment — facing almost daily deadly hazards, according to Army senior leaders.

Gen. Paul Kern, Army Materiel Command commanding general and the officer ultimately assigned the responsibility to oversee the Army Regulation 381-10 Procedure 15 investigation into possible military intelligence personnel involvement in the alleged abuse at Abu Ghraib, briefed the press about results of the investigation at the Pentagon Aug. 25.

The investigation is commonly known as the Fay-Jones investigation, referring to its top two investigators, Maj. Gen. George R. Fay and Lt. Gen.



photo by Raini Wright

Gen. Paul J. Kern, Army Materiel Command commanding general and appointing authority for the investigation into any military intelligence involvement in detainee abuse at Abu Ghraib prison, briefs reporters on his team's findings Aug. 25 at the Pentagon.

Anthony J. Jones. It is just one of several investigations into various aspects of the overall issue of detainee abuse.

The results of an independent panel that reviewed Department of Defense detention operations, headed by former Defense Secretary James Schlesinger, was made public Aug. 24.

"This was clearly a deviation of everything we've taught people on how to behave," Kern

said. "There are values that we treasure in the U.S. Army and in the United States that were not upheld in the report we turned in — that in itself is extremely troubling. There were failures of leadership of people seeing these things and not correcting them. There were failures of discipline — hallmarks against what we believe are the values and creed by which we live in the military that is very troubling.

(continued on page 4)

Army Values

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers

Duty: Fulfill your obligation.

Respect: Treat people as they should be treated

Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own

Honor: Live up to all the Army values.

Integrity: Do what's right legally and morally.

Personal Courage: Face fear, danger and adversity (Physical or Moral).

(continued from page 3)

New Alleged Abusers

The investigation identified 23 MI Soldiers who were assigned to the 205th MI Brigade in Iraq, four civilian contractors working with the 205th and three military police Soldiers working at the prison who may have been involved beyond the seven already identified in previous investigations. Investigators also found that other Soldiers and civilians knew about the abuse and failed to report it.

The names of the MI and MP Soldiers have been forwarded with the investigation results to each Soldier's commander for determination whether the alleged abuser should be court-martialed under the Uniform Code of Military Justice or if other action is appropriate.

The names and investigation results of the contractors have been forwarded to the U.S. Justice Department for possible criminal charges under federal laws.

"Our primary focus was to look at the 205th MI Brigade and how its Soldiers might have been involved in detainee abuse," said Maj. Maricela Alvarado, one of the Jones-Fay investigators and executive officer to Fay.

"We found there was clearly some MI involvement in intentionally violent and abusive techniques in line with what we have all seen on TV and in the newspaper, some unauthorized use of guard dogs and the use of

other unauthorized techniques, and numerous cases of failure to report abuse that Soldiers had seen or were aware of, knew was wrong, but did nothing about it."

Abuse at Tactical Level

One major finding of the investigation was that no one in the chain of command above the 205th MI Brigade was directly involved in incidents of abuse at Abu Ghraib. Further, it acknowledged that organizations and personnel above the 205th were indirectly involved through lack of oversight, failure to react to warnings, such as the International Committee of the Red Cross report that warned of some abuse, and policy memos that failed to provide clear, consistent guidance for execution at the tactical level.

For purposes of the investigation, detainee abuse was defined as treatment of a detainee that violates U.S. law or international law, or inhumane treatment without legal justification.

The last part of the definition, Alvarado said, is in accordance with the Geneva Convention. The convention allows different types of treatment for different categories of prisoners or detainees.

For example, it forbids forcing officer prisoners of war to do manual labor, while allowing enlisted service members to do manual labor as long as that labor is not in direct support of the enemy war effort.

"These individuals clearly chose to do the wrong thing in violation of their training and established policies. There was no gray area -- they knew they were doing wrong,"

**Maj. Maricela Alvarado,
Jones-Fay investigator**

Choosing Wrong Over Right

This investigation identified 44 alleged instances of detainee abuse committed by MP and MI Soldiers, as well as civilian contractors. In 16 of these instances, MI personnel allegedly requested, encouraged, condoned or solicited MP Soldiers to abuse the detainees. The abuse, however, was directed on an individual basis and never officially sanctioned or approved. In 11 instances, MI personnel were directly involved in the abuse.

These individuals clearly chose to do the wrong thing in violation of their training and established policies, Alvarado said. "There was no gray area — they knew they were doing wrong," she said.

Lack of Training

The report found about half of the new alleged cases were Soldiers believing they were doing the right thing — either because the interroga-

(continued on page 5)

(continued from page 4)

tion technique they used was allowed in other theaters at other times, or because they honestly believed the technique they used was authorized by higher up the chain of command, Alvarado said.

“We have MI operations going on in Bosnia, Kosovo, Afghanistan, GITMO (Guantanamo Bay, Cuba) and Iraq — all with different sets of rules for what is authorized and what is not in the interrogation process,” she said.

The report detailed multiple deployments of MI units with little train-up time for new missions prior to new deployments as part of the problem with Soldiers not knowing what may have been an approved technique a year ago in Kosovo not being right in Iraq today.

That problem was exacerbated in the 205th MI Brigade, Alvarado said, as investigators found no evidence that the brigade or its subordinate units conducted any refresher training once

“There are actions being taken in our schools to change doctrine, to improve training,”

Gen. Paul Kern, commanding general, Army Materiel Command

they arrived in Iraq.

Ghost Detainees

The investigation also looked into reports of “ghost detainees” — individuals who were detained in military facilities but not logged into the military system. Alvarado said it was difficult getting an accurate number of how many ghost detainees were detained at Abu Ghraib since they were not in-processed, but investigators found evidence of about seven or eight ghost detainees held at Abu Ghraib. She said they were cases of other government agencies bringing in detainees and then telling Army personnel that they were to be kept off the books.

“The Army has certain rules to abide by and one is to document every detainee that comes into custody,” Alvarado said. “It applies to every detainee brought into an Army facility. We clearly failed to follow our own policy.”

Recommendations

The Army is moving on the report’s recommendations, including training MI officers in interrogation operations, something currently not included in officer qualification courses. Another recommendation which has also been corrected is the placement of one sole individual responsible for overseeing both detention and interrogation operations.

“The good news out of the investigation is that the vast majority of MI Soldiers know

what is right and what is wrong, and they are choosing to do the right thing in a very difficult environment,” Alvarado said.

Thorough Certification

“We are recommending in our report that actions be taken to fix all these things,” Kern said. “What I will tell you today is we have just returned from both Afghanistan and Iraq, that you will not find those conditions there today. We are doing a very thorough certification process with the people involved with detention and interrogations.

“There are people who are very clearly in charge of Abu Ghraib — Maj. Gen. Geoff Miller, who has brought organization, discipline and leadership to that prison facility,” he said. “There are actions being taken in our schools to change doctrine, to improve training. We are training in theater for those who may have missed the school training. So the circumstances today, notwithstanding actions still to be taken on our report, are much improved.”

The investigation report is about 10,000 pages long with appendices. Investigators conducted 172 interviews with privates through the general officers and included civilian contractors and detainees. The investigation started in late April and wrapped up in late July.

An executive summary of the report can be viewed at www.army.mil/ocpa/reports.

115th MI Group earns Department of Defense Command Language Program of the Year

by Staff Sgt. Michael Brock
115th MI Group

The 115th Military Intelligence Group was recently selected as the Department of Defense Command Language Program of the Year for fiscal year 2003.

The 115th MI Group received the honor after being selected as the U.S. Army Intelligence and Security Command and the Department of the Army Command Language Program of the Year.

The Command Language Program of the Year Recognition Program is designed to reward outstanding programs for their achievements during the past fiscal year. Selection was based on the evaluation of several areas of the Command Language Program, including, language training and resources; Defense Language Proficiency Test results; linguist retention and incentives; maintenance of linguist databases and records keeping.

In 2003, the 115th MI

Group Command Language Program and its linguists distinguished themselves in many areas of operations and training. The command maintained a 99 percent average of linguists meeting or exceeding the 2L/2R language proficiency level as determined by the Defense Language Proficiency Test, said Sgt. 1st Class Roberto T. Jacquez, command language program coordinator.

Besides providing linguist support to operations within the U.S. Pacific Command sphere of influence, 115th MI Group linguists provided outstanding support to other major commands, including Southern Command and Central Command, and State Department operations around the globe.

Throughout the past fiscal year, the 115th MI Group Command Language Program organized many quality language training opportunities for its linguists. Soldiers attended intensive in country immersions in China, Russia, Republic of Korea and

“The program is successful due to the outstanding support it receives from both the group level and battalion level command and staff,”

**Sgt. 1st Class
Roberto T. Jacquez,
program coordinator**

Singapore.

Soldiers attended academic facilities such as the Foreign Language Training Center-Europe and Beloit College, Wis. They also attended locally contracted language classes to help improve or maintain their language skills.

“The program is successful due to the outstanding support it receives from both the group level and battalion level command and staff,” Jacquez said. “The group and battalion commanders’ commitment to their linguists and their training has resulted in an outstanding command language program.”

(continued from page 2)

areas are usually dirty because they’re “no one’s” responsibility.

Leader intuition matters – if it doesn’t seem right, it’s probably not right – fire a flare and get the higher chain of command to verify, make sure all of your folks understand

and feel empowered to do the same.

I couldn’t be more pleased or proud of the performance of INSCOM units, Soldiers and civilians around the globe. We’re pushing the intelligence envelope in ways our predecessors couldn’t imagine under the harshest wartime conditions.

The imperative for **strong, engaged leadership** has never been greater. It’s everyone’s business and something we need to talk to our people about frequently. Thanks for all you’re doing to win this fight and keep our Nation successful.

Maj. Gen. John F. Kimmons

Pay raise shows America's commitment to Soldiers

by Kathleen T. Rhem

American Forces Press Service

WASHINGTON — The 3.5 percent pay raise provided for in the 2005 Defense Appropriations Bill shows the U.S. government and the American people are committed to supporting their military forces, DoD's top personnel official said today.

"It's a strong signal of the country's support for the men and women in uniform," David S. C. Chu, undersecretary for personnel and readiness, said during an interview with American Forces Press Service and the Pentagon Channel.

This year's appropriations bill also brings to zero the average out-of-pocket housing expenses paid by military members. Five years ago, officials estimated housing allowances paid to military members covered only 81 percent on average of what most military members actually paid. In January 2000, then-Defense Secretary William Cohen pledged to reduce that

percentage every year. Since then, officials have kept that pledge.

Chu also stressed that it's vital to recognize the sacrifices of National Guard and Reserve servicemembers in the war on terrorism. "We shouldn't differentiate (between active and reserve troops)," he said. "If you're on active duty, you're on active duty" regardless of how you got there.

Enhanced access to health care for reserve-component servicemembers and their families and improved education benefits enacted or proposed since the war on terrorism began help highlight America's commitment to these forces, Chu said.

In particular, President Bush announced today that he supports improving G.I. Bill education benefits for reserve-component servicemembers activated for an extended period of time.

The change would make the benefit for activated reservists more on par with the benefit active-duty forces are entitled to,



Chu said.

The undersecretary also offered a personal message directly to the men and women serving in the American's armed forces.

"You around the world are doing a superb job for this country, often under very difficult circumstances, often away from your loved ones," Chu said. "We appreciate the sacrifice you're making. We thank you for that service. We want to do our very best by you and provide the kind of support that makes this a superb career choice for you and your family."

Time to make a difference

Maj. Gen. John F. Kimmons, commanding general, U.S. Army Intelligence and Security Command, encourages all Soldiers, civilians and contractors to participate in the democratic process by voting.

Those individuals wishing to vote need to ensure they have registered prior to local deadlines. For example, the Constitution of Virginia requires individuals be registered in the precinct in which they live by Oct. 4 in order to be qualified to vote Nov. 2.

The military offers a Voting Assistance Guide to help individuals understand procedures for registering and voting in their state or territory of legal voting residence.

For more information on federal voting policies, go to the Federal Voting Assistance Program's Web site at: <http://www.fvap.gov/>



photo by Len Butler

New Orleans Recruiting Battalion Commander Lt. Col. Samuel Clear stands with the first "Operation Blue to Green" recruit George D.L. Banks and his wife Veronica, and their sons George L. and George D.L. Jr.

Army enlists first Sailor through new program

by Joe Burlas
Army News Service

NEW ORLEANS — The U.S. Army's first "Operation Blue to Green" recruit took the oath of enlistment Aug. 12 at the New Orleans Recruiting Battalion headquarters.

Navy Intelligence Specialist 3 George D.L. Banks, 27, was sworn in by Lt. Col. Samuel Clear, New Orleans Recruiting Battalion commander, in front of Banks' wife, Veronica, and sons, George D.L. Jr. and

George L.

Under Operation Blue to Green, officially approved in July, the Army is now offering the opportunity for service members from the Navy and Air Force to transfer into the Army and retain their rank.

The Navy is planning a force reduction of 8,000 in FY-05, and the Air Force, more than 20,000, in the near future to better shape each services' manning structure for current and future operations, accord-

ing to officials. Airmen and Sailors electing to transfer to the active Army may be afforded the opportunity to leave their current service early in order to meet Army training requirements.

Banks, a Naval intelligence specialist at Belle Chasse Naval Air Station, will maintain the equivalent of his Navy rank, entering the Army as a specialist with the military occupational specialty of imagery analyst.

(continued on page 9)

(continued from page 8)

Currently on terminal leave from the Navy, Banks will depart for the Warrior Transition Course at Fort Knox, Ky., the day after his Navy enlistment expires Aug. 17.

WTC is a new four-week course in basic combat skills training. Operation Blue to Green recruits will go through Air Force/Navy to Army Orientation (organization, rank, uniform wear, career progression), Army Values, Physical Training (to include confidence and obstacle courses and foot marches), drill and ceremony / manual of arms, basic map reading/land navigation course, combatives, rifle bayonet training, basic rifle marksmanship, a range of other weapons (M249, M203, AT4, M18 Claymore), hand grenades, individual tactical training, urban operations and a 72-hour field training exercise.

Banks said he is excited to join the Army and was surprised the transition from Navy to the Army went so smoothly. His Navy unit was very supportive and did everything to ensure Banks would have an easy transition, according to his recruiter, Sgt. Terry D. Casto.

"The way everything happened has been a big help to me and my family," Banks said. "I get to keep my job that I basically had from the Navy and I'm receiving an enlistment bonus and additional college funding.

"But what I really think is great is that I won't miss a paycheck and my family will be able to remain in our base housing without having to move [while he attends the Warrior Transition Course]. All in all, it was a no brainer for me."

"It would take several years to train a Soldier to get to the level that Specialist Banks is currently at,"

**Lt. Col. Samuel Clear
New Orleans Recruiting
Battalion commander**

Clear called Banks' enlistment "history in the making," since he is the first Sailor to enlist through the Blue to Green program.

"This program provides great opportunities to Airmen and Sailors as both the Air Force and Navy are currently engaged in force-shaping," Clear said.

The program was a win-win situation for everyone, according to Clear. Once Banks completes the Warrior Training Course, he already has the credentials to go directly to his new unit without attending further Army job training, Clear said.

"It would take several years to train a Soldier to get to the level that Specialist Banks is currently at," he said. "This program provides an enormous cost savings in training dollars." Casto said Banks is excited about his new Army family and he looks forward to making his contribution.

"He's very bright and very eager to get started," Casto said. "I think he will be a fine Soldier."

The Air Force currently has about 20,000 more Airmen than it's authorized endstrength. The Navy, while not overstrength, is shaping a smaller workforce. Both are primarily using voluntary separations and retirements from overmanned specialties to reduce their endstrengths.

It is important to note that those Airmen and Sailors who opt to enter the Blue to Green program must qualify for an honorable discharge, officials said.

"Recruiting quality people and retaining exceptional Soldiers is essential in having a well-balanced force," said Charles Tench, policy and systems integrator for Enlisted Accessions, G1. "This pool of talent Operation Blue to Green will provide will greatly enhance our efforts to sustain a campaign-capable joint and expeditionary Army."

To find out more about Operation Blue to Green, visit www.goarmy.com/btg.

(Editor's note: The article is a combination of an Army Recruiting Command press release and information obtained through interviews of Pentagon officials.)

29TH ANNUAL *Army Intelligence Ball* SATURDAY ~ SEPTEMBER 25TH ~ 2004



Co-Hosts:
Deputy Chief of Staff, G-2 and
Commanding General, Intelligence and Security Command



General information:	LTC Gene Maisano	703.695.1368	DSN 225.1368
Reservations:	MAJ Tammy McNamara	703.695.1697	DSN 225.1697
	Ms. Tammy Massara	703.693.6747	DSN 223.6747