



Insight

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Integrity vital for success

Army Chief of Staff Gen. Peter Schoomaker recently sent a note to the field talking about integrity. In it, he said:

"The success of our Army hinges on the trust and confidence we have in the words and actions of our fellow Soldiers. Integrity is the cornerstone of the Warrior Ethos and it is non-negotiable. I know you share and embrace this most important value, and need your continued support and emphasis as we move this Army forward."

The chief and I mean *Soldiers* in the broadest sense - every member of the extended Army Team. Soldiers includes both the men and women in uniform as well as Army civilians and contractors. Across our military, actions occur based on trust; lives and battlefield success literally hang in the balance. Our Army is a social creation based on shared experiences, expectations and values. These are embodied in our traditions, rank structure, standards, standard operating procedures, traditions, accepted truths and more. All of this together forms a unique, cohesive environment that Soldiers view as both legitimate and morally binding.

It's a very powerful phenomenon. Leaders routinely order actions which place the lives of our Soldiers in jeopardy to accomplish the mission. It's also a very fragile construct - when leaders don't lead by example or do "what's right" they do serious damage to their units and personnel.

Doing "what's right" under all conditions is the basis of military ethics. It transcends mere compliance with published orders and regulations. Those are necessary but insufficient for Soldier trust and confidence. Combat environments require rapid decision-making and action in the face of ambiguous circumstances and lethal danger. Soldiers are willing to perform unbelievable acts of heroism and sacrifice for their comrades, their team and for a cause they believe in. Leader indifference to Soldier welfare, deceit, lack of moral courage, disrespect and a perceived lack of fairness with regard to shared risks will rapidly shatter trust.

Some researchers have concluded that instances of post-traumatic stress disorder in veterans of the Vietnam conflict were exacerbated (and possibly induced) by outrage



DA photo

stemming from wartime leadership failure - leaders violating "what's right" within the norms of military expectations and culture. Jonathan Shay concludes in his *Achilles in Vietnam* study that "lies and euphemisms [rationalizing horrific acts with tongue-in-cheek phrases, winks and nods, unwarranted rewards] by the Soldiers' own military superiors and civilian leaders [...] destroyed the trustworthy meaning of words" and undermined social trust. (34) "Little things" can become "big things" perceptually and infect a unit like cancer unless checked quickly and aggressively by leaders who simply and consistently

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Reminder: civilians can deploy



photo by Tina Miles

Civilian employee Don Shiles (right) of the 902nd Military Intelligence Group deployed last year for INSCOM.

Following the 9/11 tragedy, civilian employees have increasingly been called upon to deploy with their military compatriots in support of contingencies such as Operations Iraqi Freedom and Enduring Freedom.

This change in circum-

stances makes it necessary to identify civilian positions that in the past were not classified for deployment, meaning all INSCOM vacancy announcements and all new job descriptions include the following statement:

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“do what’s right”.

It’s been said that “character is what you do when no one is looking,” and that “there’s no ‘right’ way to do a ‘wrong’ thing.” I believe both of these to be true (Blanchard, Peale, 9). None of us are perfect, but success in our Army depends upon the standards we set through our actions, not just our words. We have a magnificent record

of wartime accomplishment across INSCOM built on the backs of tough leaders at every level. Let’s redouble our efforts to lead from the front.

Maj. Gen. John F. Kimmons

Shay, Jonathan, M.D., Ph.D., *Achilles in Vietnam*, New York, Scribner, 1994.

Blanchard, Kenneth and Norman Vincent Peale, *The Power of Ethical Management*, New York, Fawcett Columbine, 1988

“All INSCOM employees may be subject to extended temporary duty or worldwide deployments during crisis situations to perform mission essential functions as determined by management.”

INSCOM is committed to minimizing the number of involuntary civilian deployments, and will ensure all personnel sent to perform combat support or other crisis-essential functions are provided with proper training, equipment, and protection.

Those deploying can use the INSCOM Civilian Deployment Guide, located at: http://www.inscom.army.mil/milgov/civil_deployment/index.asp.

For additional information, contact Karen Wolfe at 703-428-4628.

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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
Senior Editor



courtesy photo

INSCOM Soldiers hand out backpacks filled with school supplies to Iraqi children Sept. 11.

INSCOM Soldiers supply the goods

by Sgt. Ann Venturato
13th Corps Support Command
(LOGISTICS SUPPORT
AREA ANACONDA, Balad,
Iraq) - Almost three dozen
backpacks filled with school
supplies were delivered to Al Bu
Hassan village children during a
visit from the 310th Military
Intelligence Battalion, 902nd MI
Group Sept. 11.

The backpacks were filled
with items for both young
children and teenagers. The
younger children received
backpacks with coloring books
and colored pencils; while the

older children were given
calculators, mirrors and they all
received school supplies.

The donations for the
school supplies came from
people in the United States,
said Lt. Col. Marie Stagg,
commander, 310th MI Battalion.

"With the school year
starting, people want to help
out," Stagg said.

As more people hear about
the project, stateside generos-
ity keeps the school supplies
coming in. The Soldiers in
Balad took the donated sup-
plies and filled the backpacks

that were handed out.

"The backpacks them-
selves took over two months to
prepare," Stagg said.

The preparation paid off as
one by one the kids lined up
eagerly to receive their back-
packs while adults stood by
and watched. The supplies
were handed out at the village
sheik's house and his son was
the first to receive a backpack.

After everything was
handed out, Soldiers from the
310th MI Battalion also passed
out candy and 'Magic Bubble'

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courtesy photo

Soldiers from the 310th MI Battalion grab boxes of backpacks to hand out to underprivileged Iraqi children.

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bubbles to the children.

Overall, it was another successful mission for the Soldiers who frequently visit different villages in Iraq to help with the force protection there.

“Events like this help solidify relationships between the Iraqis and Coalition Forces,” said Stagg, “because the positive interaction between the Iraqis and us keeps the lines of communication open and continues to build a trusting

relationship.”

Soldiers from the 310th MI Battalion will continue to build solid relationships with the Iraqis as they go about delivering more backpacks to children and meeting with local members from the surrounding communities, said Stagg.

(Those interested in donating items can drop them off to the INSCOM Command Group in the Nolan Building, Fort Belvoir, Va., or send them to: Commander, Task Force

The backpacks are tailored by age (either six to 10 or 11 to 15 years old) and by the child’s gender. The backpacks contain items such as basic school supplies, a picture frame, mirror, toothbrush and a toy.

*Vigilant Freedom
LSA Anaconda
APO AE 09391 or
Commander,
902nd MI Group
Fort Meade, Md 20755).*



photo by Sgt. Reeba Critser

Spc. Wilfredo A. Mendez, of the 501st MI Brigade, was named the Army's Soldier of the Year Sept. 17.

Army honors INSCOM Soldier

WASHINGTON, D.C. — After a week of enduring physical and mental anguish, Staff Sgt. Andrew J. Bullock and Spc. Wilfredo A. Mendez took home the titles of 2004 Department of the Army Noncommissioned Officer and Soldier of the Year in a Sept. 17 ceremony at Fort Myer, Va.

"Never quit" was a motto instilled in the 20 candidates representing 10 major commands. But there could only be one winner.

Bullock is a Ranger instruc-

tor with the 5th Ranger Training Battalion, Fort Benning, Ga., and he represented Training and Doctrine Command in the competition.

Mendez is an intelligence analyst with 3rd Military Intelligence Battalion, 501st MI Brigade, U.S. Army Intelligence and Security Command, Camp Humphreys, Korea.

"From the bottom of my heart, it's an experience of a lifetime," said Sgt. Russell Burnham, the 2003 Soldier of the Year. "It's demanding at

times, but I wouldn't trade it for anything. There are no words to describe the opportunity or experience I had. It's a shame only one person can have it."

"It's a great opportunity and a chance to meet many Army leaders and make life-long connections," said his wife, Elizabeth Burnham.

During the week-long competition, which started Sept. 12, Soldiers competed in the Army Physical Fitness Test, a written exam and essay, day

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and night navigation, warrior task testing, day and night weapons qualification, a six-mile road march, NBC fire and other events at Fort Lee, Va.

Then the Soldiers completed the last leg of the competition Sept. 16, in Crystal City, Va. - the board, which was presided over by Sgt. Maj. of the Army Kenneth O. Preston.

While waiting for the results, the Soldiers toured Washington, D.C., and attended a *Spirit of America* show at the MCI Center.

Then the time came to announce the winner at Fort Myer.

"All the competitors are here because they know what it takes to be a winner," Preston said before he announced the winners. "Take what you've learned in the past week and getting up to the event and apply it to your daily life."

Both the winners said they felt relief when their name was called.

NCO winner Bullock is a native of San Diego, Calif. He has deployed to Kosovo, Egypt and various rotations to the National Training Center, Fort Irwin, Calif.; and the Joint



photo by Sgt. Reeba Critser

Staff Sgt. James P. Rehl attends the Department of the Army Noncommissioned Officer of the Year board Sept. 16, in Crystal City, Va.

Training Readiness Center, Fort Polk, La.

Mendez is from Rio Grande, Puerto Rico. He is working toward a bachelor's degree in business administration, and is a graduate of the Combat Life Saver Course and Airborne School.

Still limping from the road march at the award ceremony, Mendez said, "the whole week has been a perfect challenge. The battlefield replications and timed events are there to show you what you're made of."

"It's an extreme privilege

to represent NCOs, especially those who are deployed, because I'm sure there are NCOs who wanted to be here but couldn't," Bullock said.

The next step for these winners is to accompany Sgt. Maj. of the Army Kenneth O. Preston in various travels as spokespersons for the Army.

"I'm looking forward to going with the sergeant major of the Army overseas and visiting troops," Bullock said. "They deserve more accolades - by far more - than I did here. They're putting their lives on the line."

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 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/>

Looking back at INSCOM's role in Grenada

by Karen Kovach
INSCOM History

More than 20 years ago, on Oct. 5, 1983, the U.S. launched its largest military operation since Vietnam - the invasion of Grenada, code-named Urgent Fury.

After taking power in 1979, Prime Minister Maurice Bishop and his Provisional Revolutionary Government (PRG) invited increased assistance from Cuba. Their most ambitious project was a new international airport, to be built largely by Cuban workers, and featuring a 9,000-ft runway - enough to take the largest jet aircraft.

The Cubans planned to use the airport as a staging base for airlifting supplies to their troops in Africa and as a refueling stop for Soviet planes en route to Nicaragua. Work was scheduled for completion in early 1984.

However, by the late summer of 1983, the PRG split over the issue of increasing Communist ties. Deputy Prime Minister Bernard Coard wanted to speed up the conversion to a Marxist state, while Bishop, disappointed with Cuban assistance, favored closer ties with the West. Coard obtained the backing of the military. The crisis came to a head in mid-October when the army fired on civilians demonstrating in support of Bishop and



file photo

The 513th MI Brigade and the 902nd MI Group both played a role in Operation Urgent Fury in Grenada.

arrested and executed Bishop and several of his allies. The news of Bishop's death shocked and appalled the normally placid Eastern Caribbean. The Organization of Eastern Caribbean States voted to intervene militarily to restore order to the region. Lacking the necessary forces, they appealed to non-member states Jamaica and Barbados, and to the United States, Oct. 21.

In light of a potential hostage situation, the U.S. closely monitored developments in Grenada since Bishop's arrest. About 1,000 Americans were on the is-

land; most were students and faculty of St. George's University Medical School, an American-run institution. Securing their safety was of primary concern. The entire operation was planned and carried out in less than a week.

Fearing invasion, People's Revolutionary Army Gen. Hudson Austin appealed to Castro. Castro offered about four dozen Cuban Army regulars and paramilitary already on the island, police and secret service types, and about 700 Cuban workers, all military trained and armed with personal weapons. The

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Cubans and PRA were very well placed; they occupied the high ground and strategically placed their anti-aircraft positions around the airfield. As the first Marines landed at 5 a.m., they faced small-arms and machine gun fire. Soviet-made 12.7mm guns fired at helicopters bringing in the second assault. U.S. aircraft flying in the vicinity of St. George's met a torrent of anti-aircraft fire; three helicopters were shot down, before the anti-aircraft guns were taken out. Army Rangers found the runway blocked and met stiffer than expected resistance - machinegun fire blasted at aircraft and Rangers on the ground, but U.S. Air Force gun ships silenced the hostile fire with devastatingly accurate blasts. At the end of the operation, 18 Americans had died and 116 were wounded.

The short-fused nature of the crisis gave no time for proper intelligence preparation of the battlefield. Once they secured the island, U.S. forces were supported by INSCOM's counterintelligence and technical intelligence specialists. The 902nd MI Group provided force protection. The CI team's discovery of a large cache of weapons hidden in a building that had housed the former Cuban Embassy in the capital city of Saint George's proved a major accomplishment. Acting on a tip that bags of cement were seen being loaded into the building prior to its aban-



courtesy photo

Sgt. Kevin Lannon, of the U.S. Special Forces, was one of the 18 American casualties in Grenada.

donment by Cuban diplomats, counterintelligence personnel accompanied local police as they searched the premises. They uncovered a false floor in one of the closets. Inside were numerous rifles, grenade launchers, submachine guns, and pistols, plus over 500,000 rounds of ammunition.

The newly activated 513th MI Group deployed a technical intelligence team to police up Soviet-made equipment. They identified and shipped captured foreign equipment to the U.S.

Group personnel also presented technical briefings and displays of captured equipment to more than 16,000 people, to include the vice president, secretary of defense, and the secretary of the Army.

Nevertheless, much of the foreign equipment was destroyed or pilfered, presum-

ably as souvenirs, by U.S. forces. Especially damaging to the intelligence community was the loss of a golden opportunity to capture, intact, complete Soviet-designed communications facilities and equipment. This lesson learned led to better training of troops in the acquisition and safeguarding of captured foreign equipment, which directly led to important military intelligence successes during the Gulf War.

Politically, Urgent Fury represented an important change in American policy in the Caribbean. The loss of Grenada was a severe blow to Cuban prestige worldwide. Within days, several Caribbean countries broke ties with Havana and expelled Cuban personnel. Militarily, Urgent Fury demonstrated the readiness, capability and professionalism of the U.S. armed forces.