

An Azimuth Check

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# **PURPOSE**

- > BRIEF THE DRAFT PLAN
- > RECEIVE GUIDANCE FOR ADJUSTMENTS
- > DISCUSS FORMAT/PRESENTATION FOR BRIEF TO ENLARGED AUDIENCE (IE. G2/G3 AND DETAINEE TASK FORCE) ON MONDAY, 30 AUG.
- > RECEIVE GUIDANCE FOR BRIEFING TO DAS ON TUESDAY, 31 AUG.

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# **AGENDA**

#### 1. SITUATION

- Reports
- Strategic
- Task Organization/Applicability

#### 2. MISSION

#### 3. CONCEPT OF OPERATIONS

- Intent/End State
- Major Objectives
- Center of Gravity
- Plan Phasing
- Plan Framework
- P-DOTMLPF Overview
- Synchronization Matrix
- Oversight Council
- Shaping Operations
- Specified Tasks
- Coordinating Instructions

Conclude with more detailed discussion / review of synch matrix

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## **GENERAL SITUATION**

Following 9/11 -

Few Soldiers with any significant experience in detainee and detainee-interrogation operations.

Army doctrine and training focused on a linear battlefield that did not envision significant numbers of detainees.

That changed beginning with operations in Afghanistan and continues in Iraq.

Since October 2001, U.S. forces have detained in excess of 50,000 individuals including enemy prisoners of war and several categories of civillan internees.
 Detainee operations have been conducted in support of ongoing military operations against enemies who do not follow the Geneva conventions and who violate the Law of War.
 New operational environment demands significant levels of human intelligence.

Soldiers and leaders adapted and continue to adapt tactics, techniques and procedures (TTP) to accomplish their mission in this new environment.

in support, the Army began evaluating detainee operations through on-site assessments and incoming theater requirements to determine relevant P – DOTLMLPF implications and to develop appropriate solutions.

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# STRATEGIC SITUATION

Detainee abuse cases have over-shadowed the actions of the hundreds of thousands of Soldiers who have served and continue to serve with distinction and honor.

Detainee abuse cases have also served to decrease the visibility of ongoing Army actions to improve detention and interrogation capabilities.

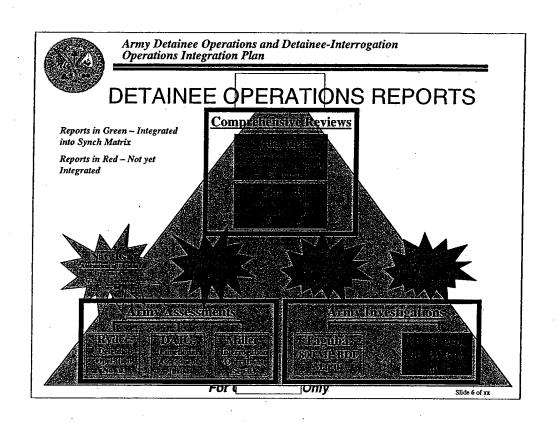
Ultimately, must recognize that the actions of a single Soldier may have strategic and operational implications:

- the impact of detainee abuse on the successful outcome of specific OEF and OIF objectives may not be known for some time

- already readily apparent that the cases of detainee abuse have weakened the U.S. military's example of moral leadership not only in Arabic countries, but around the world, and even in the United States where the American people are questioning the values of their Army

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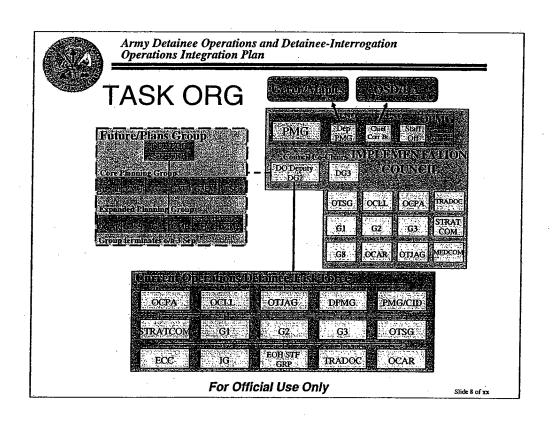


# **APPLICABILITY**

- ➤ Plan applies to Army Major Commands and the Headquarters, Department of the Army (HQDA) Staff, supporting agencies and activities.
- ➤ Changes to detainee operations policy and doctrine may also have implications on other services and the Joint Staff.

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#### **MISSION**

The Army continues to assess capabilities to support joint detainee and detainee-interrogation operations in the contemporary operating environment; integrates P - DOTMLPF solutions to enhance those capabilities; reinforces programs to develop Soldiers and leaders who reflect Army values; and establishes systems to monitor implementation of P-DOTMLPF solutions in order to provide relevant detainee and detainee-interrogation operations in support of combatant commanders and the Joint Team.

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#### **INTENT & END STATE**

Intent. My intent is to meet the guidance of the A/SA and the CSA to use the findings and recommendations of investigations, inspections, and reviews to adapt and improve detainee operations and detainee-interrogation operations. The Army, as DoD Executive Agent for detainee operations, will analyze all report findings and recommendations; correct deficiencies; and adjust, synchronize, integrate, and institutionalize all P – DOTMLPF solutions for detainee operations and detainee-interrogation operations across the Army and the Joint community.

<u>End State</u>. Commanders are provided adaptable detainee and detainee-interrogation operational capabilities through flexible policy and doctrine; well-defined principles; and thoroughly trained, educated and disciplined Soldiers and leaders with the appropriate force structure, equipment and resources to conduct effective and humane detainee operations in current and future operating environments.

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## **MAJOR OBJECTIVES**

- ➤ Analyze all relevant investigations, inspections and assessments to develop and integrate appropriate P DOTMLPF solutions.
- > Integrate and institutionalize refinements and improvements into P DOTMLPF solutions and throughout the DoD to enhance Army and Joint detainee and detainee-interrogation operational capabilities.
- > Produce systems and solutions that are sustainable over the long-term.
- > Synchronize Army efforts internally and with all Services, Joint Staff, and OSD.
- ➤ Develop and implement a system at HQDA that analyzes, develops, synchronizes, integrates, and monitors implementation of P DOTMLPF solutions for all recurring detainee and detainee-interrogation operational requirements from Army, combatant commanders and the Joint Staff.

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#### **CENTER OF GRAVITY**

Soldiers and their leaders are the Army's center of gravity for detainee and detainee-interrogation operations. Tasks are successfully completed when Soldiers remain disciplined, follow known procedures and exemplify the Army Values. But, the mission is accomplished when leaders enforce basic standards and provide appropriate oversight and supervision to their Soldiers. Therefore, detainee and detainee-interrogation operations and training must exemplify our Values; detainee and detainee-interrogation operations policy and doctrine must stimulate ethical, legal and moral execution of detainee operations in a dynamic environment; and, detainee and detainee-interrogation operations policy must not only be sufficiently flexible for our field commanders to apply in a dynamic combat environment, but also well-defined enough to ensure Soldier and leader compliance with Army Values and standards.

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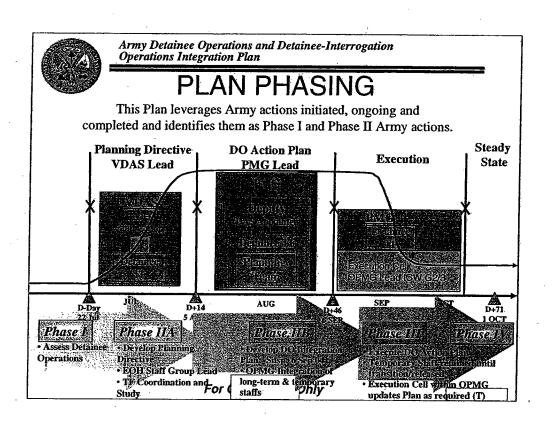
# PLAN PHASING

This Plan leverages Army actions initiated, ongoing and completed and identifies them as Phase I and Phase II Army actions.

- <u>Phase I Assessment</u>. First detainee operation in OEF and OIF to DA IG Report on 22 July 2004.
- Phase II Initial Implementation. DA IG Report Publishing of Plan.
- Phase III Synchronized Implementation. Plan distribution to Return to Steady State.
- Phase IV Return to Steady State.

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#### MEASURES OF EFFECTIVENESS

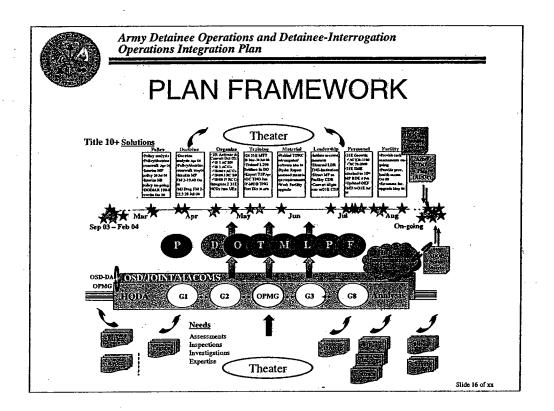
Subjective decision by PMG that will use the following guidelines:

- > <u>Synchronization Matrix Activity</u>. An overall reduction of changes in status; no new tasks integrated within three months, and all other tasks are progressing towards completion with no significant issues.
- > IG Reassessment. The PMG, ICW the DA IG, determines that sufficient adjustments have been made to warrant a DA IG reassessment and functional analysis of internment, enemy prisoner of war and detention policies, practices and procedures.
- > <u>Operational Reassessment</u>. The PMG conducts a broader reassessment of internment and correction operations military police, legal, medical, and automation capabilities, as well as a detainee-interrogation operations assessment.

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- (U) Measures of Effectiveness. The PMG's determination that
- detainee and detainee-interrogation adjustments have been institutionalized will be a subjective decision that will use the following objective measures of effectiveness.
- (U) Synchronization Matrix Activity. An overall reduction
- of changes in status on the synchronization matrix will demonstrate that a return to steady state operations is prudent. Specifically, when the Oversight Council is briefed that there have been no new tasks integrated within the last three months, and that all other tasks are progressing towards completion with no significant issues (ie. long lead tasks such as major organizational changes or major doctrine and training updates), the PMG may determine that no additional oversight council meetings are required. Upon that decision, the OPMG will monitor completion of all remaining open tasks on the synchronization matrix as a routine staff function.
- (U) IG Reassessment. The PMG, ICW the DA IG, makes
- a determination that sufficient adjustments to overall Army detainee and detainee-interrogation P-DOTMLPF have been completed for the DA IG to conduct a reassessment and functional analysis of the Department's internment, enemy prisoner of war and detention policies, practices and procedures to validate institutionalization of these changes within the Army. The scope of this investigation will be determined by the Secretary of the Army based upon the recommendations of the PMG and the DA IG.
- (U) Operational Reassessment. The PMG conducts a
- broader reassessment of internment and correction operations. This assessment team will consist of military police, legal, medical, and automation experts, similar to those who conducted the first assessment, but will also include intelligence team members to assess detainee-interrogation operations. This comprehensive review of Army and Joint detainee and detainee-interrogation operations will take a broader scope than the original assessment and include visits to Iraq, Afghanistan, and Guantanamo, as well as relevant training locations within the CONUS.
- (U) Decision Points. The Decision Support Template in
- Annex C displays the major P-DOTMLPF tasks on a timeline with decision-points highlighted for execution of the above reassessments. Ultimately, the timing of the decision to recommend execution of these reassessments will be based upon the PMG's determination that sufficient adjustments to overall Army detainee and detainee-interrogation P-DOTMLPF have been completed.



#### The oversight, integration

and synchronization of all the tasks required to implement solutions to assessment, inspection, and investigation findings and recommendations will be accomplished using a framework that adds the function of Policy to the Army functional structure of Doctrine, Organization, Training, Materiel, Leaders, Personnel, and Facilities or P-DOTMLPF. A matrixed synchronization plan (see para 3.b.(5) and Annex B) will be continually updated to monitor status of implementation, ensure synchronization across the Army, and to integrate new findings and recommendations for actions as appropriate under the guidance of the HQDA Detainee and Detainee-interrogation Operations Implementation Council (see para 3.b.(6) and Annex D).



# **POLICY**

- > OPMG conducted policy analysis of
  - DoDD 5100.77, Law of War, and
  - DoDD 2310.1, DOD Enemy POW Detainee Program
- Ongoing Rapid Action Revision of AR 190-8, <u>Enemy Prisoners</u> of War, Retained Personnel, <u>Civilian Internees and Other</u> <u>Detainees</u>, with full rewrite scheduled 1QTR05
- Review of AR 27-1 <u>Judge Advocate Legal Services</u>
- > Review of AR 381-100 <u>Army Human Intelligence Collection</u> <u>Programs</u>

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#### **DOCTRINE**

Currently developing and publishing revised Army detainee and detainee-interrogation doctrine:

- > FM 3-19.40 Internment/Resettlement Operations
- > FM 34-52 Intelligence Interrogation
- > FM 2-22.3 HUMINT Collector Operations
- Support to development of new Joint Publication 3-63 - <u>Detainee Operations</u>

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#### ORGANIZATION: MP Force Structure

- > First active component Internment/Resettlement Military Police Company Activated in October 2004. Activations in FY05-06:
  - One active component Internment/Resettlement Battalion.
  - Three active component Internment/Resettlement Companies.
  - Converting seven MTOE & TDA Confinement Facilities Companies to deployable Internment/Resettlement Companies.
- > Total activations in FY05-08 to meet projected rotational requirements:
  - Three reserve component Internment/Resettlement Battalions.
  - 14 reserve component Internment/Resettlement Companies.
  - Convert three reserve component companies from non-deployable Internment/Resettlement Companies to the larger deployment companies.

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#### ORGANIZATION: MI Force Structure

- > Increase in interrogators:
  - . HUMINT collection capabilities nearly double in the modular UA.
  - Removing linguist qualification rqmt for 97E10 will increase operating strength for trained tactical HUMINT collectors.
  - Added Two Corps Support Bns in COMPO 3, one COMPO 1 Cl Co to Ill Corps.
  - Plus-up of 180 CV/HUMINT positions in Theater Intel Bdes increases numbers available for HUMINT collection operations within the Corps and at Theater Detainee Reporting Centers
- > Analysis capability integrated into interrogation operations at each echelon with new authorizations for an Operational Management Team in each UA and G2X/S2X structures at UEx and UA Headquarters.

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#### ORGANIZATION: Medical Force Structure

- > Reports recommend HQDA analyze and update as necessary preventive medicine detachment force structure to support detainee operations, including collection points and internment resettlement facilities across the full spectrum of operations.
- > G3 must, ICW OTSG and MEDCOM:
  - analyze the mission of Detainee Operations and determine medical requirements by Health Service Support BOS's, (Hospitalization, Evacuation and Regulation, Medical Treatment, Dental, Combat Stress Control, Preventive Medicine, Lab, Veterinary, Medical Logistics, and Battle Command):
  - modify Detainee Operations-specific force structure to effectively support medical needs of detainee operations in the current operating environment
  - ensure detainee operation workloads are adequately captured in medical force structure basis of allocation resulting in sufficient medical forces to support the mission

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# **TRAINING**

#### LINITS

- •Sustain RSOI Detention Ops training, Intel MTTs
- Detention Ops technical assistance visits (OPMG lead)
- FORSCOM require Detainee Ops pre-deployment tng
- CSA message to field encouraging review of Law of Land Warfare

#### TRADOC

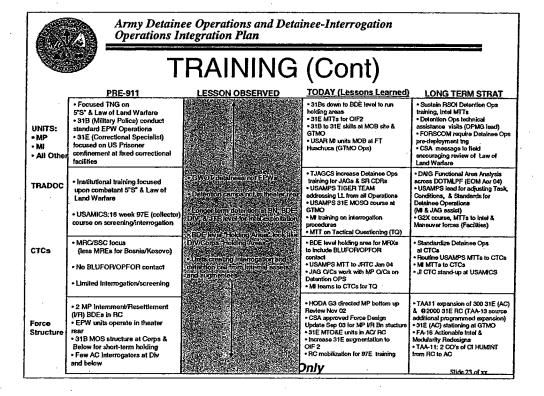
- •DAIG Functional Area Analysis across DOTMLPF
- •USAMPS lead for adjusting Task, Conditions, & Standards for Detainee Operations (MI & JAG assist)
- G2X course, MTTs to Intel & Maneuver forces (Facilities)

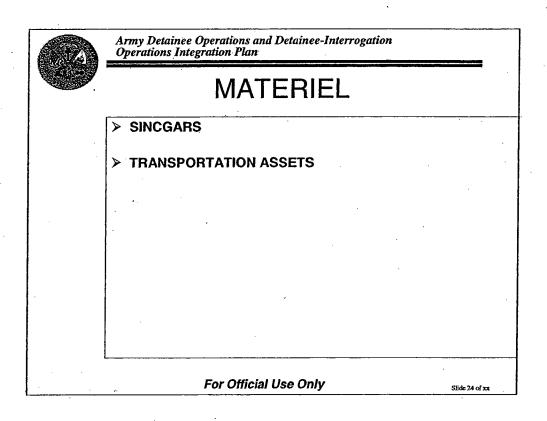
#### **CTCs**

- •Standardize Detainee Ops at CTCs
- Routine USAMPS MTTs to CTCs
- Mi MTTs to CTCs
- JI CTC stand-up at USAMICS

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## **LEADERS**

- Lessons learned improvements incorporated into leader training in schools, combat training centers, and at home stations.
- > Periodic and pre-deployment training for units includes vignettes to replicate likely detainee-related scenarios.
- More leader training is being conducted in the provisions and protections of the Geneva/Hague Conventions and Enemy Prisoner of War procedures.
- > Army continues to hold accountable those leaders who failed in their responsibilities, or who knowingly violated our standards, values, laws, or regulations.

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## **PERSONNEL**

Successful execution of current and future detainee operations will:

- Require Soldiers and supporting personnel to exhibit high degrees of discipline and values-based decision making skills.
- Require Soldiers to engage a fierce combatant, and in the same day, care for those same personnel as detainees, ensuring they are provided humanitarian care and treatment.
- Place new demands on Soldiers closest to the "emotion" of the action to quickly gain actionable intelligence from detainees at a location near the point of their detention.
- Require the Army to continually prepare Soldiers to understand that the inhumane treatment of detainees is prohibited and can never be justified, even by the stress of combat or deep provocation.

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# **FACILITIES**

- In theater 16 Facilities are being designed and resourced to accommodate the complexity of detainee operations
- > Design Improvements to operational facilities in order to:
  - Mitigate external risks to detainees.
  - Hold larger numbers of detainees.
  - Segregate detainees into different categories to handle each class appropriately.

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#### SYNCH MATRIX

#### **PURPOSE:**

- > Provide historical link to inspection / investigation / assessment / review or lesson from which task originated.
- > Provide a single source for all tasks associated with adapting Army Detainee Operations and Detainee-Interrogation Operations capability to current and future environments.
- ➤ Provide a tool to synchronize and integrate adaptations throughout Army/Joint Policy DOTMLPF
- > Provide a tracking mechanism for implementation and execution of tasks.

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#### The purpose of this matrix is to

facilitate synchronization and monitoring implementation by tracking each task's source, the Office of Primary Responsibility ("lead") and Office of Coordinating Responsibility ("assist"), suspense date and status, and to provide the linkage to other tasks within the matrix. All ongoing P – DOTMLPF solutions developed to improve detainee and detainee-interrogation operations (whether a specified task identified as a response to a specific finding or recommendation, or an implied task) will populate the Synchronization Matrix.



## **OVERSIGHT COUNCIL**

- > Recurring meeting Chaired by PMG
- > Co-chaired by G2 and G3
- > HQDA staff and MACOMs participate
- > Monitors execution
- > Uses Synchronization Matrix as primary tool
- > Approves / Disapproves additional tasks
- > Resolves issues
- > Approves completion of task
- > OPMG provides council recorder to maintain matrix and council minutes

Note: Plan schedules first meeting for 14 Sep, time/place TBD.

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Monitoring Execution - The Detainee and Detainee-interrogation

Operations Oversight Council. (Annex D) The Provost Marshal General (PMG) will chair a recurring council meeting, co-chaired by a flag-level HQDA G-2 and G-3 representative, that will monitor the execution of all detainee and detainee-interrogation operations tasks using the synchronization matrix as the primary tool. At the meetings the council will approve the integration of new specified and implied tasks, approve task completion, and will provide direction and guidance for those tasks with conflict, disagreement, or issues.

Other council members from the HQDA staff and appropriate MACOMs are listed in Annex D. OPMG will maintain a record of the council meetings and the synchronization matrix to provide an historical record.



# SHAPING OPERATIONS

<u>Desired Endstate:</u> Understand Army is proactively incorporating lessons learned and improving policy + DOTMLPF.

Strategy: Inform, educate and persuade three critical major audiences:

- Internal DoD & Army
- Critical policy and resource decision makers (Congress)
- Key media agenda setters (who will shape public perception)

#### **Communication Tactics:**

- Provide matrixed action plan to Congress (active posture)
- Inform and educate Soldiers and families (active CI posture)
  - ✓ POIs in TRADOC Schools
  - ✓ Soldiers Magazine
  - ✓ ARNEWS
- Public Information: (passive posture) Respond to Query (RTQ) only with OCPA/OSD approved talking points.

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# SPECIFIED TASKS

#### Office of the Provost Marshal General

- > Lead Army effort, ICW HQDA, G-2 and G-3, to monitor and synchronize all Army actions to implement P-DOTMLPF.
- > Maintain synchronization matrix (Annex B), the DST (Annex C), and minutes for each Implementation Council meeting.
- > As required by DAS, chair recurring DTF meeting to coordinate HQDA detainee operations related current actions, respond to Army leadership RFIs, and answer CCIR.
- > As required by DAS, prepare a daily summary of actions and updates related to detainee operations.
- > As required by DAS, prepare a weekly update summarizing all detainee related CID investigations (Blue Book).
- > Represent the Army at all OSD and Joint Staff meetings pertaining to detainee operations.

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# SPECIFIED TASKS

#### **G-2**

 $\succ$  Assist PMG with monitoring and synchronizing Army actions to implement P-DOTMLPF improvements.

#### <u>G-3</u>

- > Assist PMG with monitoring and synchronizing Army actions to implement P-DOTMLPF improvements.
- > Ensure specific elements of plan are synched with the Army Campaign Plan

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# SPECIFIED TASKS

#### **G-1**

> Ensure measures are taken to preserve and retire all historical records pertaining to Army actions to improve detainee operations and detainee interrogation operations.

#### **Director, Strategic Communications**

- > Prepare Shaping Operations a strategic communications plan to engage appropriate congressional and media representatives on development and publication of plan.
- > Prepare chain teaching presentation to be given by senior Army leaders across the Army to "Tell the Army Story" pertaining to detained related operations.

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# **CCIR**

- > Any new detainee abuse
- > Ongoing CID investigations mature sufficiently to handover to TJAG
- > Initiation or guidance to initiate any new detainee operations or detainee-interrogation inspection, assessment, or investigation of any Army organization

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# **WAY AHEAD**

Event	Dates			
D-Day	22 JUL 04			
Publish Planning Directive	11 AUG 04 (D+20)			
Core Planning Group assembles in Presidential Towers	12 AUG 04 (D+21)			
Extended Planning Group assembles in Presidential Towers	23 AUG 04 (D+32)			
Plan and Synchronization Matrix Review by PMG	25 AUG 04 (D+34)			
Review Schlesinger & Fay/Kern/Jones Reports	25-27 AUG (D+34-36)			
Brief Plan and Synchronization Matrix to PMG, G2, G3	30 AUG 04 (D+39)			
Conduct initial Detainee Operations and Detainee-Interrogation Operations Implementation Council	30 AUG 04 (D+39)			
Distribute Plan and Synchronization Matrix to HQDA and MACOMs for staffing	30 AUG 04 (D+39)			
Brief Plan and Synchronization Matrix to DAS	31 AUG 04 (D+40).			
Review Comments Due to Plans Group	1 SEP 04 (D+41)			

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# WAY AHEAD (cont)

Event	Dates			
Submit Plan and Synchronization Matrix to PMG for signature	2 SEP 04 (D+42)			
Plan and Synchronization Matrix Approved	3 SEP 04 (D+43)			
Plan and Synchronization Matrix Distributed	3 SEP 04 (D+43)			
Phase III Begins	6 SEP 04 (D+46)			
Engagement with Congress	TBD			
Pre Coordination Council	TBD			
2 <sup>nd</sup> Detainee Operations and Detainee-Interrogation Implementation Council	14 SEP 04 (D+54)			
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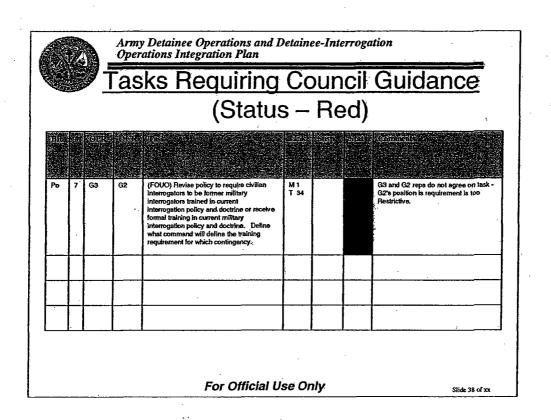
#### SYNCH MATRIX MGMT

Typical Agenda for Detainee and Detainee-interrogation Operations Oversight Council

- <u>Review</u> minutes of last meeting. Highlight changes in status of issues previously briefed for council guidance and direction – now on track, or still require guidance.
- > <u>Tasks Requiring Council Guidance</u> (Status Red). Brief the task and summarize the issue that requires council guidance (with COAs, if appropriate), and obtain council direction/guidance.
- > <u>New Tasks</u> (Status Blue). Recommended new tasks for integration with source, assigned OPR/OCR, suspense dates, and linkages.
- > <u>Completed Tasks</u> (Status Green). Brief status and end-state of completed tasks and recommend for removal from synch matrix.
- > New/Other Issues

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# <u>New Tasks</u> (Status – Blue)

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# Completed Tasks (Status – Green)

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Po	1.3	OPMG	OTJAG	(FOUO) Publish Interim Army Regulation (AFI) 190-8, Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees	T 28 T 11 T 12 L 1	20-Jul- 04		Interim Policy staffing completed.
D	,	MEDCOM		(FOUO) Update medical detainee operations doctrine to specifically address detainee health care requirements,				Current Doctrine is applicable with reinforcement during unit pre deployment training.
Ť	18.4	MEDICOM	TRADOC	(FOUC) Review program of instruction for medical areas of concentration (AOC), occupational specialities (MOS), and additional skills identifiers (ASI)				Current standard of care is appropriate. One core common ethics standard is taught. Add requirement for additional DNBI surveillance at EPW/Deteinee camps.
М	в	MEDÇOM		(FOUO) Ensure that units have the required medical equipment and supplies for treating detainees.	4.33			All sets determined to have appropriate level of medical supplies, including the military police battalion medical squad medical equipment sets.

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# New / Other Issues

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# DISCUSSION / GUIDANCE

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