MP BDE COMMANDER INTERVIEW QUESTIONS

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	Rank(b)(6)-4 &Branch _(b)(7)(C)-4	Date: 3 AR	۸ · Unit (b)(6)-4 & (b)(7	()(C)-4
	Duty Position (b)(6)-4.8	How Long in J		
	Interviewer	_ How Long in		o-ths
				
	What references/standards/pu	ublications/SOPs	s do you require your	subordinates to
	use for Detainee Operations? (1.	1, 1.2, 2.1, 4.1)	AR 190-8, DoD Directive	5100.77, 1949
	Geneva Convention, FM 3-19.40, These	e are the primary so	urce for standards and d	octrine concerning
	Detainee Operations). High the H.O. Surdan a	OPORE	718100	Rala
	190-47 FM	31-19.40	CPA- a M	sidere da TRATO
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•	3-19.40-AR 190-8]	were to	unile TASCO	p. efc.
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:	2. What MP units under your cor	nmand operate t	US military controlled	Internment § (6)(2)-3
	Facilities? (Battalion and Comp	anv) How many	/ Internment Facilities	s under U.S
1	Military Control, do you operate?	Where are they	positioned across th	e Theater? Have
,	you visited any of DIV /BDE Colle	ction Points? (1	.3. 1.7. 2.1. 4.1) (FM	3-19 40 Appendix
1	D, Table D, Lists and provides details of	MP organizations a	and their duties regarding	internment facilities.)
((FM 3-19.40, Ch 2, all MP commanders	and staff members	must be familiar with app	licable ARs. Army
(directives, and international laws necess	ary for the success	ful operation of IR and co	onfinement facilities.)
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•	3. What are the policies on the e	stablishment of I	nternment facilities?	How do you
6	ensure the units are operating the	se locations/faci	lities under the provi	sions of the
•	Geneva Convention and AR 190-	ROE, Interrog	ation Techniques, (general orders/
i	humane treatment, etc)? (1.1, 1. established in the communications zone	2, 4.1) AR 190-8,	paragraph 3-1, Internme	ent facilities will be
6	accounting for, administering, and logisti	cally supporting FP	W/RP Para 3-2 a The o	a a salt and set all EDIAL
Ì	internment facilities is governed by the p	rovisions of the Ger	neva Conventions. Para 3	3-2 b. The Theater
	commander remains responsible for the	location of EPW fac	ilities; detainees may be	interned only in VISCLY
F	premises located on land and affording p	roper health and hy	giene standards. Except	in extreme ASSISE
h	circumstances, in the best interests of the nousing military or civilian prisoners. Prisoners.	e individual, detaine soners will not norm	es will not be interned in ally be interned in unbeal	
t	he climate proves to be injurious to then	n, and will be remov	ed as soon as possible to	a more favorable
C	climate. Transit camps or collecting point	ts will receive the sa	ime treatment as in perm	anent detainee 5.
0	camps. The internment facility will be ma	rked with the letters	'PW' (Prisoner of War ca	
P	placed so they will be clearly visible from agreed to by the combatant commanders	ine air during the d	aytime. Other markings r	nay be used when
(Combatant Commanders, Task Force C	ommanders, and in	int Task Force Command	ier have the overall
r	esponsibility for the EPW, CI, and RP pr	ogram, operations,	and contingency plans in	the theater of
0	peration involved to ensure compliance	with international la	w of war. DoD Directive:	2310.1 provides that
Р	persons captured or detained by the U S	Military services sh	all normally be handed o	ver for safekeeping Guidan
إر	V -	a .		amp) and will be nay be used when raph 1-4g. Ider have the overall at the theater of 2310.1 provides that ver for safekeeping widow Line. Muke
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	4. Are your operations employing detainees for work? If so, what are the General policy and procedures for the Employment and Compensation of Detainees? (1.1, 1.2, 4.1) (AR 190-8, Para 7-1, b. & c., The CI will be employed so far as possible for the construction, administration, management, and maintenance of the CI Camps. The CI compensation procedures will be accomplished IAW AR 37-1.) AR 190-8, para 5-2, a. Establishment. A safety program for the CI will be established and administered in accordance with the policies prescribed in AR 385-10 and other pertinent safety directives. AR 190-8, para 7-5, The working conditions for the CI, to include protective clothing, equipment, and safety devices, will be at least as favorable as those prescribed for the civilian population of the occupied territory by the national laws and regulations and as provided for in existing practice. In no case will the working conditions for the CI be inferior to those for the civilian population employed in work of the same nature and in the same district.)	
	smokes me Money. It was not established at the	
Florie Service Service	5. Is there (or do you have) a policy on the ratio of guards to Detainees? If so, what is it? Is this standard being met? If not, what is the shortfall and how are your units managing the challenge? (local sop)(1.1, 1.2, 1.3, 2.1, 3.1, 4.1) FM 3-19.40, Appendix D, Table d-1 MP I/R Units, MP company (guard) TOE 19667L000, Assigned to I/R battalion, Duties Provides guards for EPWs, Cls, US military prisoners, DCs, and installations and facilities at an I/R facility. Is capable of securing 500 US military prisoners, 2000 EPWs, 2000 Cls, or 4,000 DCs in an I/R facility Tugop to Task, Buse on Population, Buse of	rebuild rebuild rolice, Instee,
Eliva Eliva	- The ty - o how they were land out. 0	
	Cooker Meres for Two withs for Vnit Yhen Cooks Decline Force 6. What is your detainee segregation policy? (1.1, 1.2, 1.3, 1.8, 2.1, 3.1, 4.1) ((EPWs, Females, Juveniles, Civilian Internees (to include those that are security threats, those that are hostile to coalition forces, and possible HVT/HVD, and Retained Persons, Criminals, etc.)) What can you tell me about the categories of Detainees that you are holding? What are they and what are the definitions of the different categories that your organizations detain? How are you organized to handle the different categories of Detainees (EPW, CI, HVD, OD, and refugees?) (AR 190-8, para 6-1, b. (4), CI shall be administered and housed separately from EPW/RP. Except in the case of families, female CI shall be housed in separate quarters and shall be under the direct supervision of women.) (FM 3-19.40, paragraph 2-1, An MP battalion commander tasked with operating an I/R facility is also the facility commander. As such, he is responsible for the safety and well being of all personnel housed within the facility. Since an MP unit may be tasked to handle different categories if personnel (EPW, CI, OD refuges, and US military prisoner), the commander, the cadre, and support personnel must be aware of the requirements for each category).	Alokehine neoine MP's up To do do

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of the of the prison of the pr	7. What is the minimum living space standard for each Detainee? Who set the provisions of minimum living space for Internment Facilities? (when possible, consult the preventative medicine authority in theater for provisions of minimum living space and sanitary facilities). Has a preventative medicine expert given advice on this? (1.1, 1.2, 1.8, 2.1, 2.2, 4.1) (AR 190-8, para 6-1, b. (2) (3), The sleeping quarters shall be sufficiently spacious and well ventilated and the internees shall have suitable bedding and sufficient blankets, account being taken of the climate and the age, sex, and state of health of the internees. Internees shall have for their use, day and night, sanitary conveniences, which conform to the rules of hygiene and are constantly maintained in a state of cleanliness.) AR 190-8, para 3-4, e. When possible consult the preventive medicine authority in theater for provisions of minimum living space and sanitary facilities.	
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i Reedy	8. Are the Corps of Engineers involved in any facility upgrades/improvements in	ro
.0	Theater for Detainees? If so, what are some ongoing projects? What do you know of	
facult	The Engineer Corps' Theater Construction Management System (TCSM). Were you	ء ۱ ء
Wisers.	- The time in the plant, specifications, and materiel requirements for internment—	rad a
	Facilities based on Detainee population? (1.1, 1.2, 1.8, 4.1) (FM 3-19.40, paragraph 6-6. The Engineer Corps' Theater Construction Management System (TCMS) contains basic plans, specifications,	mus
	and material requirements for I/R facilities based on the anticipated internee population. The plans can be easily modified for temperate, frigid, tropic, and desert climates. The TCMS also provides specifications and material requirements for the facilities when dimension and/or population requirements are supplied.)	who sho
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	will y their was a problem.	
	Ab or- was going to be per - quite Towers.	
	9. Do you use Military Working Dogs (MWD) within detention facilities? (1.1, 4.1) FM 3-19.40, 5-74, The MWDs enhance the security and safety of an I/R facility. They can be used for patrolling and detecting explosives and narcotics.)	
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	To. What is the current policy to grant conditional access to the International Red	
,	Cross/Crescent to Detainees? Has this always been the policy? Are they the only	
	NGOs that have conditional access? If not, who are the other organizations? (1.1, 1.2,	

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2.2, 4.1) (AR 190-8, para 5-1, a. (5), e. (1), The CI will be entitled to apply for assistance to the protecting powers, the International Committee of the Red Cross, approved religious organizations, relief

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societies, and any other organizations that can assist the CI. As individually determined by the theater commander, protected civilian persons who are detained as alleged spies or saboteurs or as persons under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the security of the United States as an occupying power, under definite suspicion of activities hostile to the States as an occupying power, under definite suspicion of activities hostile	- - -
11. Explain how medical information is kept on each individual Detainee? (1.1, 1.2, 1.5, 4.1) (AR 190-8, para 6-6, f. (1), The medical records and forms used for the hospitalization and 4.1) (AR 190-8, para 6-6, f. (1), The medical records and for CI.)	
4.1) (AR 190-8, para 6-6, f. (1), The friedlock loss will be used for Cl.)	
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Kept at the medical Intute. or noon.	 -
12. What is your responsibility to the National Detainee Reporting Center (NDRC)? 12. What is your relationship with the Theater Detainee Reporting Center (TDRC)? To the best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee best of your knowledge, when were these centers stood up? Describe the Detainee Beporting Center (TDRC)? To the Describe t	2,
# Noved	
13. When are Detainees assigned Internment Serial Numbers (ISNs) (from point of capture to internment? Are there any reasons why Detainees would not be assigned ISNs? (AR 190-8, para 6-2, d., Internment serial number (ISN). ISNs for each CI will be assigned ISNs? (AR 190-8, para 6-2, d., Internment serial number (ISN). ISNs for each CI will be assigned ISNs? (AR 190-8, para 6-2, d., Internment serial number (ISN). ISNs for each CI will be assigned ISNs? (AR 190-8, para 6-2, d., Internment serial number (ISN). ISNs for each CI will be assigned each under EBW@ e.g. according to the procedure set forth for EPW. The letters ACI@ will be substituted for AEPW@ e.g. according to the procedure set forth for EPW. The letters ACI@ will be substituted for AEPW@ e.g. used to substitute and the substituted for AEPW@ e.g. according to the procedure set forth for EPW. The letters ACI@ will be assigned each under Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0001CI.) (AR 190-8, Appendix B discusses in detail ISNs.) FM 3-19.40, para 4-16. If the Us9AB-0	Minor Chine 14desorces
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	paragraph 1-4g(1) (Commanders will provide for an EPW, CI, and RP camp liaison and assistance program to ensure the protection of U S interests per the Geneva Conventions upon the capture and transfer of detainees to a host or other nations.)	
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	15. What are the procedures that allow other United States Government Agencies (OGA) access to Detainees? Who is the approval authority? How much notice do they have to provide the chain of command? Do Detainees ever leave U.S. Military Control	
	for interrogation? How about U.S. Military Police control to MI control? What is the	See
سيالنا	process for turnover and accountability of the Detainee? What happens if a detainee is,	THE I
0 ===	returned to U.S. Military Control from an OGA, and it is determined that abuse has	Stee
to of	occurred? (1.1, 1.2, 4.1) (FM 3-19.40, para 3-68, The interrogation area accommodates an interrogator, captive, a guard, and an interpreter as well as furniture. Accountability procedures are	The or
سابه	implemented and required forms are available.) (FM 3-19.40 para 3-14. Property Accountability, *Have	
at	MI sign for property on DA Form 4137 and for captives on DD Form 2708. *Return confiscated property	
٠٠٠٠٠	to supply after it is cleared by MI teams. Items kept by MI because of intelligence value are forwarded through MI channels. * Evacuate retained items with the captive when he moves to the next level of	
	internment. * Maintain controlled access to confiscated and impounded property.)	
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	16. How are interpreters (linguists/translators) integrated within the Detainee	
	Detention system (within each facility)? (1.1, 1.2, 1.3, 1.7, 3.1, 4.1) (FM 3-19.40, para 4-	
	6, Request interpreters from MI, PSOP, allied forces, or local authorities as necessary.)	
	yes had hired by CPA or SON	
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	CAT 2-4	
L	CAT 2-1	/
ŧ	17. What are your biggest issues concerning logistical, contractor, and interpreter	<i>طر</i> م
ھي	17. What are your biggest issues concerning logistical, contractor, and interpreter support for Detainee Operations? ? (1.1, 1.5, 4.1) (FM 3-19.40, para 7-101, Supply functions	did
ogo ogo	17. What are your biggest issues concerning logistical, contractor, and interpreter support for Detainee Operations? ? (1.1, 1.5, 4.1) (FM 3-19.40, para 7-101, Supply functions in a confinement facility are the same as those in other military units. However, stronger security	did
900 15t.	17. What are your biggest issues concerning logistical, contractor, and interpreter support for Detainee Operations? ? (1.1, 1.5, 4.1) (FM 3-19.40, para 7-101, Supply functions in a confinement facility are the same as those in other military units. However, stronger security measures are necessary to prevent certain supplies and equipment from falling into the hands of prisoners.)	did nor of
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+ 5e	17. What are your biggest issues concerning logistical, contractor, and interpreter support for Detainee Operations? ? (1.1, 1.5, 4.1) (FM 3-19.40, para 7-101, Supply functions in a confinement facility are the same as those in other military units. However, stronger security measures are necessary to prevent certain supplies and equipment from falling into the hands of prisoners.) In length — were left good — Same your would one facility to full the facility with the facility of th	

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19. Can you describe the in-processing actions required for Detainees? What are some of the reasons that Detainees are not accepted to the internment facility? Are capturing units/subordinate units properly processing Detainees? If not, what are they doing wrong? Is it administrative in nature or in the physically handling of Detainees? (1.1, 1.2, 4.1) (AR 190-8, para 6-2, Discusses in detail, the administrative processing by MP units of Cls.) AR 190-8, para 2-1, a. (1) (b) (c), All equipment, documents, and personal property confiscation during the search must be tagged and administratively accounted for by the capturing unit. DD Form 2745, Part C is attached to the property confiscated from the Detainee, so that it may later be matched to that Detainee.) AR 190-8, paragraph 1-4g(3), (Commanders will collect and dispose of captured enemy supplies and equipment through theater logistics and EOD channels.) FM 3-19.40 para 3-14. Property Accountability. When seizing property from a captive--* Bundle it or place it in a bag to keep it intact and separate from other captives' possessions. *Prepare DA Form 4137 for confiscated and impounded property. * Prepare a receipt for currency and negotiable instruments to be signed by the captive and the receiver. Use cash collection vouchers so that the value can be credited to each captive's account. List currency and negotiable instruments on the captive's personal-property list, but treat them as impounded property. * Keep the original receipt with the property during evacuation. Give the captive a copy of the receipt, and tell him to keep it to expedite the return of his property. *Have MI sign for property on DA Form 4137 and for captives on DD Form 2708. *Return confiscated property to supply after it is cleared by MI teams. Items kept by MI because of intelligence value are forwarded through MI channels. * Evacuate retained items with the captive when he moves to the next level of internment. * Maintain controlled access to confiscated and impounded property. FM 3-19.40 para 3-14. Property Accountability. *Have MI sign for property on DA Form 4137 and for captives on DD Form 2708. *Return confiscated property to supply after it is cleared by MI teams. Items kept by MI because of intelligence value are forwarded through MI channels. * Evacuate retained items with the captive when he moves to the next level of internment. * Maintain controlled access to confiscated and impounded property. FM 190-8, para 6-2, c. (1) DA Form 4237-R will be prepared for each protected civilian processed in an occupied territory as a CI or dependent child.

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20. What is the process to account for and dispose of weapons and contraband confiscated from Detainees? What happens to personal property? (Is it disposed of/tagged along with the Detainee and is it stored properly and accounted for?) Why is the DD Form 2745 (Capture Tag) not being used? What are units using in lieu of (if any)? ((Detainee Capture Card found in draft MTTP, Detainee Ops—this card does not require near as much data as DD 2745 (). The CPA Apprehension Form helps offset the lack of info on the Detainee, however it is usually filled out in a single copy (not the 3 required))) Who decided on the use of the Coalition Provisional Authority Apprehension Form and why? (1.1, 1.2, 1.4, 2.1, 2.2, 4.1) (AR 190-8, paragraph 1-4g(3), (Commanders will collect and dispose of captured enemy supplies and equipment through theater logistics and EOD channels.) (FM 3-19.40 para 3-7 and 3-8, The Five Ss and T procedure is performed by the capturing unit. When a captive arrives at a division CP or a CHA, he is processed by the STRESS method.) (FM 3-19.40, para 5-32. The information flow begins when the prisoner is captured and a DD Form 2745 is initiated. The ISN, which is assigned upon arrival at a CHA

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Civilian Juelo - all the Save, some of the rule change-still Theut - a humaniaming. No excepting to do so retiration Epus. Force Protection of or an I/R facility, is the key to tracking Cls throughout the I/R system.) (FM 3-19.40 para 4-12 (for EPWs)

and para 5-28 (for Cls) "Store personal property in a temporary storage area..."AR 190-8, para 2-1, a. (1) (b) (c), All equipment, documents, and personal property confiscation during the search must be tagged and administratively accounted for by the capturing unit. DD Form 2745, Part C is attached to the property confiscated from the Detainee, so that it may later be matched to that Detainee.) FM 3-19.40 para 3-14. Property Accountability. When seizing property from a captive---* Bundle it or place it in a bag to keep it intact and separate from other captives' possessions. *Prepare DA Form 4137 for confiscated and impounded property. * Prepare a receipt for currency and negotiable instruments to be signed by the captive and the receiver. Use cash collection vouchers so that the value can be credited to each captive's account. List currency and negotiable instruments on the captive's personal-property list, but treat them as impounded property. * Keep the original receipt with the property during evacuation. Give the captive a copy of the receipt, and tell him to keep it to expedite the return of his property. *Have MI sign for property on DA Form 4137 and for captives on DD Form 2708. *Return confiscated property to supply after it is cleared by MI teams. Items kept by MI because of intelligence value are forwarded through MI channels. * Evacuate retained items with the captive when he moves to the next level of internment. * Maintain controlled access to confiscated and impounded property. Property seized from a CI (AR 190-8, 6-3b), will be documented on the DA Form 4237-R. Use of the DA Form 4137 is not required. Property

seized from an EPW/RP [AR 190-8, 2-2b(1)] will be documented on the DA Form 4137.

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21. Does the current force structure meet the requirements to run Internment Facilities? If not why? What recommendations can you can you provide? Do your units have what they need to accomplish the mission (personnel/equipment) without additional support? If not, explain? What do you perceive to be doctrinal shortcomings pertaining to Detainee Operations and how would you fix/incorporate into updated doctrine and accomplish differently? (1.1, 1.3, 1.5, 1.7, 2.1, 4.1) AR 190-8, DoD Directive 5100.77, 1949 Geneva Convention, FM 3-19.40, These are the primary source for standards and doctrine concerning Detainee Operations). (FM 3-19.40, Appendix D, Table D, Lists and provides details of MP organizations and their duties regarding internment facilities.)

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22. What is the ROE concerning Detainees? How do you ensure that this ROE is being followed and understood by all Soldiers in your command that have any contact with Detainees? What is the policy to train on the established Rules of Engagement (ROE)? How often does this occur? Does this training include Rules of Interaction (ROI) (1.1, 1.2, 1.4, 1.6, 4.1) (DoD Directive 5100.77, para 5.5.1, The Secretaries of the Military Departments shall provide directives, publications, instructions, and training so that the principles and rules of law of war will be known to members of their respective Departments, the extent of such knowledge to be commensurate with each individual's duties and responsibilities.) FM 3-19.40, paragraph 2-29, An MP commander ensures that soldiers understand use-of-force guidelines and the ROE established by higher headquarters for each mission. Because the use of force and ROE vary depending on the category of housed personnel and the operational environment, the commander develops SOPs that follow the guidance provided. He balances the physical security of force with mission accomplishment and the protection of deployed forces. ROE from CJCS ISO Iraqi operations dated 251600Z Apr 03 para 10 (U)

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	All commanders will ensure their personnel are familiar with the law of armed conflict and with these	
	ROE." ROE was changing - depended on the details was	
	Classified - was consisting and changing all the Time.	
_	Published - Soldier were Trained on them -	
`	Leuders Talking to Soldien obser Soldiers Site visit	
	Red Cross conduct me more inderview with the deferrer. R	
	23. What procedures are in place when a detainee in U S custody dies? (1.1, 1.2, 4.1) AR 190-8, paragraph 3-10, When an EPW or RP in U.S. custody dies, the attending medical officer will	
	immediately furnish the camp (or hospital) commander or other officer charged with their custody before	
•	death, the following information: AR 190-8, paragraph 3-3a (20): Report allegations of criminal acts or	
عر	war crimes committed by or against EPW/RP to the supporting element of the U.S. Army Criminal	
	investigation command (conclud). Deaths resulting from other than natural causes will be investigated. We	41
	by USACIDC. Para 3-10 c: When an EPW or RP in US custody dies, the attending medical officer furnish the camp (or hospital) commander or other officer charged with their custody before death, the following	ρ d
	information: (1) Full name of deceased. (2) ISN of deceased. (3) Date, place, and cause of death. (4)	
	Statement that death was, or was not, the result of the deceased's own misconduct. (5) When the cause	
	of death is undetermined, the attending medical officer will make a statement to that effect. When the	
	cause of death is finally determined, a supplemental report will be made as soon as possible. e. The	
	attending medical officer and the appropriate camp commander will complete a DA Form 2669-R	
	(Certificate of Death). DA Form 2669-R will be reproduced locally on 8 1/2 by 11-inch paper. The form is located at the back of this regulation. This form is for the use of Army only. Enough copies of form will be	
	made out to provide distribution as follows: (1) Original-information center. (2) Copy-information center	
	(branch), if necessary. (3) Copy-The Surgeon General, (4) Copy-EPW or RP personal file. (5) The proper	
	civil authorities responsible for recording deaths in the particular state if the EPW dies in the United	
	States.	
	STR WINT of Command	
	NOTIFY MEDICAL.	
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	24 What are the war and was at factor fault.	
	24. What are the procedures for repatriation? (1.1, 1.2, 4.1) AR 190-8, para 3-12 thru 3-14, has details on repatriation.	
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Š	Court order from Tails	
	Scenty or Climan I - referse neview board - 100k at cure, with up de-	
	25. What religious activities are permitted? (1.1, 1.2, 1.6) (AR 190-8, Ch 1-5, g (1), (g), EPW,	j
	and RP will enjoy latitude in the exercise if their religious practices, including attendance at the service of	4
	their faith, on condition that they comply with the disciplinary routine prescribed by the military authorities.	
	Adequate space will be provided where religious services may be held.)	
	had their were able to practice their religions	
	Braying or I Mith, RAWAda - pray more offer.	
	That diering day,	
	26. Are you aware of your requirement to report abuse or suspected abuse of	
-	detainees? (1.1, 1.2, 1.6, 4.1) AR 190-40 para 2-1. Military and civilian personnel assigned to or	
	accompanying a DoD Component know that they shall report reportable incidents through their chain of	

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command and that such reports also may also be made through other channels, such as the military police, a judge advocate, or an Inspector General.) AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B–1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B–2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident.

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27. Do your subordinates know the reporting procedures if they observe or become aware of a Detainee being abused? (1.2, 1.6) (AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B-1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B-2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-40, Appendix C Category 2, Reportable Serious Incidents, C-1. Actual or alleged incidents involving the following: g. Incidents involving prisoners or detainees of Army confinement or correctional facilities to include escape from confinement or custody, disturbances which require the use of force, wounding or serious injury to a prisoner, and all prisoner deaths. C-2. Any other incident that the commander determines to be of concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-8, 5-1. General protection policy—civilian internee, a. Treatment. (1) No form of physical torture or moral coercion will be exercised against the CI. This provision does not constitute a prohibition against the use of minimum force necessary to effect compliance with measures authorized or directed by these regulations. (2) In all circumstances, the CI will be treated with respect for their person, their honor, their family rights, their religious convictions and practices, and their manners and customs. At all times the CI will be humanely treated and protected against all acts of violence or threats and insults and public curiosity. In all official cases they will be entitled to a fair and regular trial as prescribed by this regulation. (3) The CI will be especially protected against all acts of violence, insults, public curiosity, bodily injury, reprisals of any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) The CI will be treated with the same consideration and with-out adverse distinction based on race, religion, political opinion, sex, or age. AR 190-8, para 6-9, e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)

MOB ASSITORS INCIDENT REPORT REPORTING INSTITUTIONS IN AR 150-40 WILL BE GC.

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28. What steps would you take if a subordinate reported to you an incident of alleged Detainee abuse? (1.2, 1.6, 4.1) (AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B–1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B–2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-40, Appendix C, Category 2, Reportable Serious Incidents, C–1. Actual or alleged incidents involving the following: g. Incidents involving prisoners or detainees of Army confinement or correctional facilities to include escape from confinement or custody, disturbances which require the use of force, wounding or serious injury to a prisoner, and all prisoner deaths. C–2. Any other incident that the commander determines to be of concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-8, 5–1. General protection policy—civilian internee, a. Treatment. (1) No form of physical torture or moral coercion will be exercised against the CI. This provision does not constitute a

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prohibition against the use of minimum force necessary to effect compliance with measures authorized or directed by these regulations. (2) In all circumstances, the CI will be treated with respect for their person, their honor, their family rights, their religious convictions and practices, and their manners and customs. At all times the CI will be humanely treated and protected against all acts of violence or threats and insults and public curiosity. In all official cases they will be entitled to a fair and regular trial as prescribed by this regulation. (3) The CI will be especially protected against all acts of violence, insults, public curiosity, bodily injury, reprisals of any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) The CI will be treated with the same consideration and without adverse distinction based on race, religion, political opinion, sex, or age. AR 190-8, para 6-9, e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)

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29. Do you feel you can freely report an incident of alleged Detainee abuse outside Command channels (IG, CID) (1.6, 4.1) (AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B-1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B-2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-40, Appendix C. Category 2, Reportable Serious Incidents, C-1. Actual or alleged incidents involving the following: g. Incidents involving prisoners or detainees of Army confinement or correctional facilities to include escape from confinement or custody, disturbances which require the use of force, wounding or serious injury to a prisoner, and all prisoner deaths. C-2. Any other incident that the commander determines to be of concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-8, 5-1. General protection policy-civilian internee, a. Treatment. (1) No form of physical torture or moral coercion will be exercised against the CI. This provision does not constitute a prohibition against the use of minimum force necessary to effect compliance with measures authorized or directed by these regulations. (2) In all circumstances, the CI will be treated with respect for their person, their honor, their family rights, their religious convictions and practices, and their manners and customs. At all times the CI will be humanely treated and protected against all acts of violence or threats and insults and public curiosity. In all official cases they will be entitled to a fair and regular trial as prescribed by this regulation. (3) The CI will be especially protected against all acts of violence, insults, public curiosity, bodily injury, reprisals of any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) The CI will be treated with the same consideration and without adverse distinction based on race, religion, political opinion, sex, or age. AR 190-8, para 6-9, e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)

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30. What procedures do you have to report suspected detainee abuse (IG, CID, Next Level Commander) (1.2, 1.6, 4.1) (AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B–1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B–2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-40, Appendix C, Category 2, Reportable Serious Incidents, C–1. Actual or alleged incidents involving the following: g. Incidents involving prisoners or detainees of Army confinement or correctional facilities to include escape from

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confinement or custody, disturbances which require the use of force, wounding or serious injury to a prisoner, and all prisoner deaths. C-2. Any other incident that the commander determines to be of concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-8, 5-1. General protection policy—civilian internee, a. Treatment. (1) No form of physical torture or moral coercion will be exercised against the CI. This provision does not constitute a prohibition against the use of minimum force necessary to effect compliance with measures authorized or directed by these regulations. (2) In all circumstances, the CI will be treated with respect for their person, their honor, their family rights, their religious convictions and practices, and their manners and customs. At all times the CI will be humanely treated and protected against all acts of violence or threats and insults and public curiosity. In all official cases they will be entitled to a fair and regular trial as prescribed by this regulation. (3) The CI will be especially protected against all acts of violence, insults, public curiosity, bodily injury, reprisals of any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) The CI will be treated with the same consideration and without adverse distinction based on race, religion, political opinion, sex, or age. AR 190-8, para 6-9, e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)

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31. What procedures are in place for Detainees to report alleged abuse? (1.2, 1.6, 4.1) AR 190-8, para 5-1, g. Appeals and periodic review of security internment cases. (1) Appeals. The CI who are interned for imperative security reasons will be accorded the right to appeal the order directing their internment. Such appeals will be decided with the least possible delay by a board of officers. Appeals will be decided only on the grounds of the existence or nonexistence of imperative security reasons requiring the internment of the protected person. 6-4. Internee Committee a. Election. At each camp and branch camp, CI will be elected by secret written ballot to the Internee Committee. This committee is empowered to represent the camp to the protecting powers, International Committee of the Red Cross, or other authorized relief or aid organizations and U.S. military authorities. e. Duties. (3) (c) The presentation and transmittal of petitions and complaints to the appropriate authorities in proportion to the kind of labor performed. 6-9. Complaints and requests to camp commanders and protecting power, a. Persons may make complaints or requests to the camp commander, who will try to resolve the complaints and answer the requests. If the CI are not satisfied with the way the commander handles a complaint or request, they may submit it in writing, through channels, to HQDA, ODCSOPS (DAMO -ODL) NPWIC, WASH DC 20310-0400. b. Persons exercising the right to complain to the protecting power about their treatment and camp may do so-(1) By mail. (2) In person to the visiting representatives of the protecting power. (3) Through their Internee Committee. c. Written complaints to the protecting power will be forwarded promptly through HQDA (DAMO - ODL) NPWIC, WASH DC 20310-0400. A separate letter with the comments of the camp commander will be included. Military endorsements will not be placed on any CI communications. d. If a protecting power communicates with a CI camp commander about any matter requiring an answer, the communication and commander's reply will be forwarded to HQDA (DAMO-ODL) NPWIC, WASH DC 20310-0400, for proper action. e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40

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	32. What do you perceive as the mission of your unit? Describe the importance of your	
	role in that mission. (Insight to the Soldier's understanding and attitude concerning unit	
	mission and their role) AR 600-20 Command Policy 2-1. Chain of Command a. The chain of command assists commanders at all levels to achieve their primary function of accomplishing the unit's assigned	
	mission while caring for personnel and property in their charge. A simple and direct chain of command	
Δ	facilitates the transmittal of orders from the highest to the lowest levels in a minimum of time and with the	
gw.	least chance of misinterpretation. b. Commanders delegate sufficient authority to soldiers in the chain of command to accomplish their assigned duties, and commanders may hold these soldiers responsible for	
	their actions.	
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PAIC	when 48,000 EPW in Norther IRAD From Thekey.	
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	and he prepue and skun Juilo in Bughdard.	
معود	233. Describe your working environment and living conditions since being in Theater.	
8	(Identify physical and psychological impact on Soldier's attitude). (1.2, 1.3, 1.4, 1.5, 1.6, 1.7) FM 10-	
طرو	1, Ch. 7, para. 3, "Tactical Vision. A primary QMC focus at the tactical level will continue to be on sustainment of the soldier. Each company-sized unit will have two cooks and a small, state-of-the-art field	
	kitchen. This provides a limited capability to prepare or heat meals and supplements. An improved	
	containerized capability for providing responsive laundry and shower support well forward on the	
	battlefield must be developed. Frontline soldiers require brief respites from the rigors associated with combat. A facility complex (Force Provider) will be available in which they can shower, clean their clothes,	
	eat hot meals, and rest in an environmentally controlled shelter.	
	bud to bus 12 cars on of batter & butter	
	Bud to bus loup camp of ot batter in better	
	24 Describe the unit command climate and Soldier merels. Here it changed as evalved	
1	34. Describe the unit command climate and Soldier morale. Has it changed or evolved since you have been in Theater? (Identifies Soldier's perception of the chain of command	
ン	(and Soldier attitude. Does the Soldier feel supported? Do Soldiers feel the Command cares? Are	
Lev4	they getting clear guidance?) 1 AR 600-20 • 13 May 2002 1-5. Command, b. Elements of command.	
	c. The commander is responsible for establishing leadership climate of the unit and developing disciplined and cohesive units. This sets the parameters within which command will be exercised and, therefore, sets	
الد. ا	the tone for social and duty relationships within the command. (1) Commanders and other leaders	
of or.	committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their	
_	soldiers, the Army, and the Nation, they earn the loyalty of their soldiers. If leaders consider their soldiers' needs and care for their well-being, and if they demonstrate genuine concern, these leaders build a	
	positive command climate. (2) Duty is obedient and disciplined performance. Soldiers with a sense of	
	duty accomplish tasks given them, seize opportunities for self-improvement, and accept responsibility	
	from their superiors. Soldiers, leader and led alike, work together to accomplish the mission rather than feed their self-interest.	
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35. Are you aware of any incidences of detainee or other abuse in your unit? AR 190-8, 1-5. General protection policy a. U.S. policy, relative to the treatment of EPW, CI and RP in the custody of the U.S. Armed Forces, is as follows: (1) All persons captured, detained, interned, or otherwise held in U.S. Armed Forces custody during the course of conflict will be given humanitarian care and treatment from the moment they fall into the hands of U.S. forces until final release or repatriation. (2) All persons taken into custody by U.S. forces will be provided with the protections of the GPW until some other legal status is determined by competent authority. (3) The punishment of EPW, CI and RP known to have, or suspected of having, committed serious offenses will be administered IAW due process of law and under legally constituted authority per the GPW, GC, the Uniform Code of Military Justice and the Manual for Courts Martial. (4) The inhumane treatment of EPW, CI, RP is prohibited and is not justified by the stress of combat or with deep provocation. Inhumane treatment is a serious and punishable violation under international law and the Uniform Code of Military Justice (UCMJ). b. All prisoners will receive humane treatment without regard to race, nationality, religion, political opinion, sex, or other criteria. The following acts are prohibited: murder, torture, corporal punishment, mutilation, the taking of hostages, sensory deprivation, collective punishments, execution without trial by proper authority, and all cruel and degrading treatment. c. All persons will be respected as human beings. They will be protected against all acts of violence to include rape, forced prostitution, assault and theft, insults, public curiosity, bodily injury, and reprisals of any kind. They will not be subjected to medical or scientific experiments. This list is not exclusive. EPW/RP are to be protected from all threats or acts of violence. d. Photographing, filming, and video taping of individual EPW, CI and RP for other than internal Internment Facility administration or intelligence/counterintelligence purposes is strictly prohibited. No group, wide area or aerial photographs of EPW, CI and RP or facilities will be taken unless approved by the senior Military Police officer in the Internment Facility commander's chain of command. e. A neutral state or an international humanitarian organization, such as the ICRC, may be designated by the U.S. Government as a Protecting Power (PP) to monitor whether protected persons are receiving humane treatment as required by the Geneva Conventions. The text of the Geneva Convention, its annexes, and any special agreements, will be posted in each camp in the language of the EPW, CI and RP. ADVISEMENT OF RIGHTS (For military personnel) The text of Article 31 provides as follows a. No person subject to this chapter may compel any person to incriminate himself or to answer any questions the answer to which may tend to incriminate him. b. No person subject to this chapter may interrogate or request any statement from an accused or a person suspected of an offense without first informing him of the nature of the accusation and advising him that he does not have to make any statement regarding the offense of which he is accused or suspected, and that any statement made by him may be used as evidence against him in a trial by court-martial. c. No person subject to this chapter may compel any person to make a statement or produce evidence before any military tribunal if the statement or evidence is not material to the issue and may tend to degrade him. d. No statement obtained from any person in violation of this article, or through the use of coercion, unlawful influence, or unlawful inducement, may be received in evidence against him in a trial by courtmartial. (1.2, 1.6) _(grade, if any, and name), a member of the (DAIG). I am part of a team inspecting detainee operations, this is not a criminal investigation. I am reading you your rights because of a statement you made causes me to suspect that you may have committed __. (specify offense, i.e. aggravated assault, assault, murder). Under Article 31, you have the right to

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remain silent, that is, say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial by courts-martial or in other judicial or administrative proceedings. You have the right to consult a lawyer and to have a lawyer present during this interview. You have the right to military legal counsel free of charge. In addition to military counsel, you are entitled to civilian counsel of your own choosing, at your own expense. You may request a lawyer at any time during this interview. If you decide to answer questions, you may stop the questioning at any time. Do you understand your rights? Do you want a lawyer? (If the answer is yes, cease all questions at this point). Are you willing to answer questions?

 Describe what you understand happened leading up to and during the incident(s) of abuse. 	f
	_
37. Describe Soldier morale, feelings and emotional state prior to and after these noidents? (Identifies unit and Soldier morale, atmosphere, mood, attitude, stress, retaliation, preemption, family crisis)	
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38. Was this incident reported to the chain of command? How, when & what was done? What would you have done? (Identifies compliance, procedure, timeliness, Soldier perception of action taken and effect on unit morale.) (1.2, 1.6) (AR 190-40, Appendix B, Category 1 Reportable Serious Incidents, B-1. Actual or alleged incidents involving the following: b. War crimes, including mistreatment of enemy prisoners of war, violations of the Geneva Conventions, and atrocities. B-2. Any other incident the commander determines to be of immediate concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-40, Appendix C Category 2, Reportable Serious Incidents, C-1. Actual or alleged incidents involving the following: g. Incidents involving prisoners or detainees of Army confinement or correctional facilities to include escape from confinement or custody, disturbances which require the use of force, wounding or serious injury to a prisoner, and all prisoner deaths. C-2. Any other incident that the commander determines to be of concern to HQDA based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. AR 190-8, 5-1. General protection policy-civilian internee, a. Treatment. (1) No form of physical torture or moral coercion will be exercised against the CI. This provision does not constitute a prohibition against the use of minimum force necessary to effect compliance with measures authorized or directed by these regulations. (2) In all circumstances, the CI will be treated with respect for their person, their honor, their family rights, their religious convictions and practices, and their manners and customs. At all times the CI will be humanely treated and protected against all acts of violence or threats and insults and public curiosity. In all official cases they will be entitled to a fair and regular trial as prescribed by this regulation. (3) The CI will be especially protected against all acts of violence, insults, public curiosity, bodily injury, reprisals of any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) The CI will be treated with the same consideration and with-out adverse distinction based on race, religion, political opinion, sex, or age. AR

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190-8, para 6-9, e. Any act or allegation of inhumane treatment or other violations of this regulation will be reported to HQDA (DAMO-ODL), WASH DC 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)
39. How could the incident have been prevented? (Identifies root cause and perceived solution) (No applicable standard)
40. Describe any unit training or other programs that you are aware of that teach leaders and Soldiers how to recognize and resolve combat stress. FM 22-51, para 11-5. Prevention of Misconduct Stress Behaviors. The measures which reduce battle fatigue and prevent battle fatigue casualties should also help reduce the incidence of misconduct stress behaviors. However, additional actions also need to be practiced consistently by leadership at all echelons and by buddies at the small unit level. FM 22-51, para 1-3, Stress control requires special involvement from direct (small unit) leaders. The responsibility extends up through the organizational leaders and their staffs (both officers and noncommissioned officers [NCOs]) at all echelons. Appendix A describes combat stress risk factors and prescribes leaders' actions to control them. Leaders, staffs, and individual soldiers all receive assistance from the supporting chaplains, the medical personnel, and combat stress control/mental health personnel (see Appendix B for information pertaining to combat stress control units). If any link in the chain of responsibility is weak, it is the responsibility of the other members of the chain to strengthen it. FM 8-51, para 1-1, b. Responsibility For Stress Control. Control of stress is the commander's responsibility (see FM 22-51) at all echelons. The commander is aided in this responsibility by the noncommissioned officer (NCO) chain of support; the chaplaincy; unit medical personnel; general, principal, and special staff, and by specialized Army CSC units and mental health personnel.) Cumbat Street Team — Baghadad Cumbat Cumbat Action Control Cumbat Action Cumbat
and for Soldiers
or and a group to make Suc soldier new.
41. What measures are in place to boost morale or to relieve stress? (Identifies perceived solution.) FM 22-51, para 11-5. Prevention of Misconduct Stress Behaviors. The measures which reduce battle fatigue and prevent battle fatigue casualties should also help reduce the incidence of misconduct stress behaviors. However, additional actions also need to be practiced consistently by leadership at all echelons and by buddies at the small unit level. FM 22-51, para 1-3, Stress control requires special involvement from direct (small unit) leaders. The responsibility extends up through the organizational leaders and their staffs (both officers and noncommissioned officers [NCOs]) at all echelons. Appendix A describes combat stress risk factors and prescribes leaders' actions to control them. Leaders, staffs, and individual soldiers all receive assistance from the supporting chaplains, the medical personnel, and combat stress control/mental health personnel (see Appendix B for information pertaining to combat stress control units). If any link in the chain of responsibility is weak, it is the responsibility of the other members of the chain to strengthen it. FM 8-51, para 1-1, b. Responsibility For

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250 VISIT RTR - 4 day pass tenun LV. 42. What measures could the command enact to improve the morale and command climate of your unit? (identifies perceived solution.) FM 22-103, Leadership and Command at Senior Levels, 21 Jun 1987, p. 6, - "Leadership. The process of influencing others to accomplish the mission by providing purpose, direction, and motivation." AR 600-100, Army Leadership, 17 Sep 1993, p. 8, 1987- "Senior-level leadership is the art of direct and indirect influence and the skill of creating the conditions for sustained organizational success to achieve the desired result. But, above all, it is the art of taking a vision of what must be done, communicating it in a way that the intent is clearly understood, and then being tough enough to ensure its execution."	Infle	net Cuje Bu poo brough in a ZRADI' Confractor to set up Change soldien.	#3 5
42. What measures could the command enact to improve the morale and command climate of your unit? (Identifies perceived solution.) FM 22-103, Leadership and Command at Senior Levels, 21 Jun 1987, p. 6, - "Leadership. The process of influencing others to accomplish the mission by providing purpose, direction, and motivation." AR 600-100, Army Leadership, 17 Sep 1993, p. 8, 1987- "Senior-level leadership is the art of direct and indirect influence and the skill of creating the conditions for sustained organizational success to achieve the desired result. But, above all, it is the art of aking a vision of what must be done, communicating it in a way that the intent is clearly understood, and then being tough enough to ensure its execution."			
	A2. What measu climate of your usenior Levels, 21 Junission by providing 1, 1987- "Senior-levenditions for sustal aking a vision of when being tough en	Init? (Identifies perceived solution.) FM 22-103, Leadership and Command at un 1987, p. 6, - "Leadership. The process of influencing others to accomplish the g purpose, direction, and motivation." AR 600-100, Army Leadership, 17 Sep 1993, p. vel leadership is the art of direct and indirect influence and the skill of creating the ined organizational success to achieve the desired result. But, above all, it is the art of that must be done, communicating it in a way that the intent is clearly understood, and	
	4		
Life Support They had to set-up-Man. Tents, Gen, A/C, Showers, Laxines at baghdad.			

US 82nd everything was done for them.

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