<b>MANEUVER</b>	<b>BDE/BN XO</b>	)
INTERVIEW (	QUESTIONS	:

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Rank G Branch	<i>[N</i> Da	te 30 har	Unit	
Duty Position BN		w Long in Job	20 mos.	
Interviewer	¥	_		
	(B)(6)			

(ALL) What are your responsibilities concerning detainee operations? (BDE XO) What are your responsibilities concerning the Forward Collection Point in the BSA? What is your relationship with the Forward Collection Point OIC? (1.1, 1.2, 1.4) (DOD Directive 2310.1 provides that persons captured or detained by the U.S. Military Service shall normally be handed over for safeguarding to U.S. Army Military Police, or to detainee collecting points or other holding facilities and installations operated by U.S. Army Military Police as soon as practical. AR 190-8, para 1-5, a. (1) All persons captured, detained, interned, or otherwise held in U.S. Armed Forces custody during the course of the conflict will be given humanitarian care and treatment from the moment they fall into the hands of the U.S. forces until final release or repatriation.) FM 63-20 Ch 5 MP Operations. A direct support military police platoon is usually operating from the BSA. The battlefield missions performed by this platoon may include battlefield circulation control, area security, operation of the EPW point, and law enforcement. MPs conduct collection, evacuation, and internment operations to support their EPW mission. The EPW point holds EPWs captured by brigade units until they can be evacuated to the division central collection point. FM 3-19.40 covers EPW operations in detail. FM 63-21 Ch 4 S1 Section. Other functions of the PAC in support of the MSB include- Coordinate with the S2/S3, S4, and MP platoon leader on the location of EPW collection points; Project numbers of EPWs and civilian internees; Determine total transportation requirements for losses, replacements, and EPWs. Submit transportation request to the S4.

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2. (ALL) Can you tell me what basic publications you use for Detainee Operations (doctrine and standards)? (1.1, 4.1) (AR 190-8, DoD Directive 5100.77, 1949 Geneva Convention, FM 3-19.40 I/R Operations FM 3-19.4 MP Commander's Handbook are the basic/primary sources for doctrine and standards.

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3. (ALL) How did you prepare yourself and your junior leaders to become familiar with and understand the applicable regulations, OPORD/FRAGOs directives, international laws and administrative procedures to support Detainee Operations? (1.1, 1.2, 1.4, 1.6, 4.1) AR 350-1 para 4-14 c (2) and table G-1 Refresher training, dated 9 April 2003), Level B training is conducted in units for officers, warrant officers,

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para 10 (U) All commanders will ensure their perso and with these ROE." FM 63-20 & 63-21	· · · · · · · · · · · · · · · · · · ·
and with these ROE. FM 63-20 & 63-21	
<u> </u>	
(ALL) How did Home Station/Mob S	ite Training prepare you to conduct
Detainee Operations? (Did this include I	Law of War and treatment of
Detainees training.)?	4. 4.1) DoDD 2310.1 (The U.S. Military
pervices shall be given the necessary training to el	nsure they have knowledge of their obligations
nder the Geneva Conventions (references (b) thro	ough (e)) and as required by DoD Directive
100.77 (reference (f)) before an assignment to a finemy personnel is possible. AR 350-1 para 4-14 (	oreign area where capture or detention of c (2) and table G-1 Refresher training, dated 0
iprii 2003), Level b training is conducted in units to	or officers, warrant officers, NCOs and enlisted
ersonnel commensurate with the missions of the i	unit AR 190-8 para 1-5 (4) (C) DOD Dispositiv
100.77, All prisoriers will receive numane treatmen	nt and that the following acts are prohibited
nurder, torture, corporal punishment, mutilation, tal	king of hostages, sensory deprivation,
ollective punishments, execution without trial by preatment. Prisoners will be protected against all actions of the protec	ruper authority, and all cruel and degrading
50-1 para 4-14c.(2) and table G-1 Refresher training	ing dated 9 April 2003). Lovel B training in
priducted in units for officers, warrant officers. NC	Us and enlisted personnel commencurate with
ie inissions of the unit. AR 190-8 para 1-5(4)(C D	OD Directive 5100 77) All prisoners will
ceive numane treatment and that the following ac	its are prohibited murder, torture, corporal
anishment, mutilation, taking of hostages, sensory	/ deprivation, collective punishments
xecution without trial by proper authority, and all created against all acts of violence to include p	ruel and degrading treatment. Prisoners will
or it in a pecification of the Military Departments of	Shall orovide directives, publications
structions, and training so that the principles and r	fulles of law of war will be known to manhana
their respective Departments, the extent of such idividual's duties and responsibilities.	knowledge to be commensurate with each
dividual's duties and responsibilities.	1211
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to the standing to	( mue frained ,
(ALL) Can you describe the process of	
	of getting a Detainee to the Forward
ollection Point in the BSA beginning with t	the point of Capture? How long do
etainees stay in the company holding area	before being transported to the BDE
of ward Collection Point? (1.1, 1.2, 1.3, 1.5	5, 1.6, 1.7, 1.8, 2.1, 4.1)
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company holding areas into their perimeter defense? What is your normal ratio of guards to detainees in the holding area? Is this ratio the proper mix for you to perform your mission? If not, what are the shortfalls? How do these shortfalls impact your mission (1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.1, 3.1, 4.1)  Yes, who is proper at . Small threes meaning the shortfalls impact your mission (1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.1, 3.1, 4.1)
7. (ALL) Are you experiencing any transportation problems to move detainees and if so what? What is the number of personnel needed to move prisoners internally or externally (i.e. from the BN holding areas to the Forward Collection Point, for medical evacuation, etc.)? (1.1, 1.5 1.7) FM 3-19.40 paragraph 3-45 Captives should not remain at the forward CP more than 12 hours before being escorted to the central CP. When they have been processed and are ready for evacuation, MP leaders - Report the status to the BSA TOC and the PM (through MP channels). Request transportation, rations, and water from the FSB Supply Officer (US Army) (S4). Ensure that receipts are ready for signature. Ensure that property is properly tagged and given to escort guards. FM 3-19.4 Chapter 7 Para 7.8, The number of MP needed to operate a division forward collecting point is based on the number and rate of captives expected and the METT-TC. FM 3-19.40 para 3-54. Captives should not remain at the central CP more than 24 hours before being evacuated to the CHA. FM 3-19.40, para 4-34, A transfer may be a result of reclassification or another situation requiring the movement of an EPW. Transfer an EPW from one facility to another under conditions that are comparable to those for a member of the US armed forces when possible. Security measures are determined by MP and are influenced by the type of EPW being transferred, the mode of transportation used, and other pertinent conditions. AR 190-47, 11-3.b.(4), Guard requirements for prisoners being transported outside an ACS facility, by means of foot, motor vehicle, or aircraft (other than AIREVAC or U.S. Marshals Service aircraft) are as follows: (a) Trained correctional, military police or security personnel: Under maximum custody circumstances, there will be one guard per restrained prisoner and two unarmed guards or one armed guard per unrestrained prisoner. Under medium custody circumstances, prisoners will have one guard per five prisoners. In minimum custody circumstances there will be on
8. (ALL) What personnel or equipment USR shortages are affecting your

ability to support detainee operations? What are your resource shortfalls to

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support this operation? What types of supplies is greater in-de	mand for the unit
during detainee operations? (1.3, 1.5, 1.7, 2.1, 3.1) USR	d-fld
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9. <b>(ALL)</b> What do you perceive to be doctrinal shortcomings Detainee Operations and how would you fix/incorporate into up	ndated
doctrine/accomplish differently? How about Force Structure to Operations can be successfully accomplished? What are the s	ensure Detainee
HOW GO WE HX the problem at the Army-level? /1 1 1 2 1 5 1	7.11) (40.400 =
transportation, subsistence, personal, organizational and NRC district and	o include:
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measures are necessary to prevent certain supplies and equipment from fall	r otronger committee
Not trained on 190-8 (unsumed)	ing into the hands of
doesn't know what Als banded.	1 / 80
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The state of the s	
10. (ALL) What procedures are in place to ensure Soldiers a	nd leaders
ROE from CJCS ISO Iragi operations dated 2516007 Apr 03 page 10 (1) Au	, 1.4, 1.6, 4.1)
be a subject to the law of armed conflict and with the	ese ROE."
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POE changled.	- Comments
11. (ALL) What kind of stress counseling are Soldiers/Guards	provided?
Psychiatrist, Psychologist, Chaplain, Medical, CBT Stress 2.1, 4.1) FM 3-19.40, paragraph 2-48, Personnel assigned or attached to 1/	O (
oused personnel. A formal training program should include a stress apply to	the treatment of
istified by the stress of combat or with deep provocation. Inhumans to a stress of combat or with deep provocation.	hibited and is not
onsultation to EPW confinement facilities. This should include the	e mental health
hen indicated.	uards or prisoners
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12. (ALL) What are the procedures for evacuating a sick or wounded Detained How does your unit maintain the security and safeguarding of sick or wounded Detainees while in transport? (1.1, 1.2, 1.8, 2.1, 3.1) AR 190-8, paragraph 3-4 i(2) Every camp will have an infirmary. EPW/RP with a contagious disease, mental condition, or other illness, as determined by the medical officer, will be isolated from other patients. A list of endemic diseases of military importance can be obtained from the theater surgeon or preventive medicine officer. EPW/RP will be immunized and reimmunized against other diseases as recommended by the Theater Surgeon. EPW/IR suffering from serious disease, or whose condition necessitates special treatment, surgery, or hospital care, must be admitted to any military or civilian medical unit where such treatment can be given. FM 3-19.40 Para 2-10 Commanders consider the following when establishing medical care (see AR 190-8): • The medical treatment facility provides isolation of communicable diseases, disinfection, and inoculations. Use retained medical personnel and EPWs with medical training to the fullest extension be given to the fullest extension of the personnel to military or civilian medical facilities where the required treatment is available AR 190-8 para 6-6.c. Medical facilities. Each CI camp will provide personnel, material, and facilities for adequate routine and emergency dispensary treatment.  **Land **All **Land **All **Land **All **Land **All **A
Transfers not formalized but no lovers.
mo locas.
13. (ALL) Describe how the unit plans and procures logistical support to include: subsistence, organizational, and NBC clothing and equipment items, mail collection and distribution, laundry, and bath equipment ISO DO. (1.1, 1.2,1.4) AR 190-8, paragraph 1-4g(2), (Commanders will plan and procure logistical support to include: transportation, subsistence, personal, organizational and NBC clothing and equipment items, mail collection and distribution, laundry, and bath for DO.)  MACS, Softled water, blankets, cets  ANBC  Emergine Sympaths as the forces.
14. <b>(BN XO)</b> How do you provide your unit holding area with water? (Bottled water or bulk water)? <i>(1.1, 1.2, 1.8)</i> AR 190-8, paragraph 3-4 f(3) Sufficient drinking water will be supplies to EPW/RP

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15. (ALL) What are 4.1) AR 190-8 para 3-3 against EPW/RP to the (USACIDC). Deaths res Para 3-10 c: When an Ecamp (or hospital) comm following information: (1) of death. (4) Statement to (5) When the cause of dot to that effect. When the cas soon as possible. e. To complete a DA Form 2668 1/2 by 11-inch paper. To farmy only. Enough co Original—information cer Surgeon General. (4) Co for recording deaths in the A.	a (20): Report allegate supporting element of ulting from other that PW or RP in US customated and each at death was, or was eath is undetermined ause of death is finally and the form is located at pies of form will be referenced and the form of	ations of criminal a of the U.S. Army C an natural causes stody dies, the atte er charged with the ased. (2) ISN of de as not, the result of d, the attending m ally determined, a all officer and the a Death). DA Form 2 at the back of this in made out to provide mation center (brates) the EPW dies in the	acts or war crime criminal Investigated will be investigated and in medical of ceased. (3) Date of the deceased edical officer will supplemental responsible to a personal medical officer will be rejulation. This is the distribution as anch), if necessal proper civil authors are controlled.	es committed by or ation Command ted by USACIDC.  Ifficer furnish the re death, the re death, the re death, the re death are conduct.  I make a statement port will be made to commander will produced locally or form is for the use follows: (1)  The posities responsible and the commander will be responsible to the use follows: (1)
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AR 350-1, paragraph 4-30 military training participan to improve future task per performance according to improving collectives and	ts to discover how a formance. The revid Army standards, ar	and why certain ev ews focus on milit ad on discovering l	ents actually hap ary training object esson learned for	ppened and how
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	1.1, 1.2, 1.6, 4.1, accompanying a Dol in of command and e military police, a jul Reportable Seriou War crimes, includir onventions, and atroliate concern to HQI interpolations.	AR 190-40 para Component know that such reports udge advocate, or as Incidents, B-1. Ing mistreatment of cities. B-2. Any DA based on the ref the incident.	2-1, Military and w that they shall also may also be an Inspector Ge Actual or alleged enemy prisoned other incident thature, gravity, possible of the sture.	d civilian report reportable e made through eneral.) AR 190- d incidents rs of war, e commander otential for
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18. (ALL) What procedures do you have to report suspected detainee abuse? Who can you report abuse/suspected abuse to? (IG, CID, Next Level Commander) (1.1, 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 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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19. (ALL) Do your subordinates know the reporting procedures if they observe or become aware of a Detainee being abused? (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 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. 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

	accomplishing the unit's assigned mission while caring for personnel and property in their charge.  A simple and direct chain of command facilitates the transmittal of orders from the highest to the
	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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	22. Describe your working environment and living conditions since being in
	Theater. (Identity physical and psychological impact on Soldior's attitude) (4.6.4.6.4.6.4.6.4.6.4.6.4.6.4.6.4.6.4.6
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	available in which they can shower, clean their clothes, eat hot meals, and rest in an environmentally controlled shelter.
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	Whe guys down none quickly in end to the fil
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	1 morle a me to BDE FOB.
	23. Describe the unit command climate and Soldier morale. Has it changed or
	evolved since you have been in Thostor? (Harris a resist changed or
	evolved since you have been in Theater? (Identifies Soldier's perception of the
· .	the Command and Soldier attitude. Does the Soldier feel supported? Do Soldiers feel the Command cares? Are 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
	i reductioning chimate of the unit and neveloping disciplined and pobasing units. This is the
	Parameters within which command will be everyight and therefore and the
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	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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	21 Arayou aware for Jan in.
	24. 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, Cl 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 begiven 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, Cl and RP.

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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 court-

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	(grade, if any, and name), a member of the (DA	NG).	I am part of	٥f
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	suspect that you may have committed (specify offense, i.e. aggravated assault, assault, murder). Under Article 31, you have the right to 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?
	25. Describe what you understand happened leading up to and during the incident(s) of abuse. (No applicable standard)
-	26. Describe Soldier morale, feelings and emotional state prior to and after these incidents? (Identifies unit and Soldier morale, atmosphere, mood, attitude, stress, retaliation, preemption, family crisis)
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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 cathey 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 any kind, sexual attack such as rape, forced prostitution, or any form of indecent assault. (4) To CI will be treated with the same consideration and with-out adverse distinction based on race, religious, political po	se e of
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 I 20310-0400 as a Serious Incident Report. Reporting instructions in AR 190-40 will be used.)	) ) )
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	<u>.</u>
28. How could the incident have been prevented? (Identifies root cause and perceived solution) (No applicable standard)	<del></del> -
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29. 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 an 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.	d II
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30. 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	

31. 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."	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 at 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.
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 suspense.	
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Good relations & OG4/SF

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