



DEPARTMENT OF THE ARMY
THE CHIEF OF STAFF

SEP 17 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

1. Situation

a. General. Prior to 9/11, few Soldiers had any significant experience in detainee and detainee-interrogation operations. Internment operations, a sub-set of detainee operations, was a skill-set practiced by small numbers of military police providing corrections at regional confinement facilities and the U.S. Disciplinary Barracks. Military interrogators had limited experience in detainee-interrogation operations. Army doctrine and training focused on a linear battlefield that did not envision significant numbers of detainees. That changed beginning with operations in Afghanistan and continues in Iraq. Since October 2001, U.S. forces have screened in excess of 50,000 individuals and processed and detained nearly 30,000 including enemy prisoners of war and several categories of civilian internees. These detainee operations have been conducted in support of ongoing military operations under demanding, stressful and dangerous conditions against enemies who are neither signatories nor follow the Geneva Conventions and who regularly violate the Laws of War. This new operational environment demands significant levels of human intelligence, particularly at the tactical level where the need for actionable intelligence is critical to protecting the force and conducting counter-insurgent operations in complex terrain. Therefore, Soldiers and leaders adapted and continue to develop tactics, techniques and procedures (TTP) to accomplish their mission in this new environment. In support of this field adaptation, the Army, in its USC Title 10 role, began evaluating detainee operations through on-site assessments and incoming theater requirements to determine relevant Policy, Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (P – DOTMLPF) implications and to develop appropriate solutions. The ongoing development and synchronized implementation of P-DOTMLPF solutions will ensure the Army institutionalizes detainee and detainee-interrogation operations to meet emerging requirements in current and future operating environments while ensuring compliance with military regulations and international law.

b. Strategic Implications of Detainee Abuse. While not representative of Army policy, doctrine, or Soldier and leader training, the aberrations of detainee abuse have not only over-shadowed the actions of the hundreds of thousands of Soldiers who have served and continue to serve with distinction and honor, but have also served to decrease the visibility of ongoing Army actions to improve detention and interrogation capabilities. Ultimately, even the actions of a single Soldier may have strategic and operational implications. Although the impact of detainee abuse on the successful outcome of specific OEF and OIF objectives may not be known for some time, it is readily apparent that the cases of

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detainee abuse have jeopardized the U.S. military's example of moral leadership not only in Muslim countries, but around the world, and even in the United States.

c. Summary of Assessments/Investigations/Inspections.

(1) Miller Report (Interrogation Operations Assessment) -- An assessment of DoD Counter-Terrorism Interrogation and detainee operations in support of interrogations in Iraq. From 31 August to 9 September 2003, MG Miller led a team of personnel experienced in strategic interrogation to HQ, CJTF-7 and the Iraqi Survey Group (ISG) to review current Iraqi Theater capabilities to rapidly exploit interneers for actionable intelligence. MG Miller's team used JTF-GTMO procedures and interrogation authorities as baselines to provide 21 recommendations in four categories as follows:

- (a) Intelligence integration, synchronization, and fusion: 5 recommendations.
- (b) Interrogation operations: 9 recommendations.
- (c) Detention operations: 6 recommendations.
- (d) Inforiation management: 1 recommendation.

(2) Ryder Report (Detention Assessment) -- An assessment of internment and correction operations in Iraq. From 13 October to 6 November 2003, this assessment¹ assistance team consisting of military police, legal, medical, and automation experts conducted a comprehensive review of the internment and corrections system in Iraq with a focus on internment facility management and transitioning internment operations from military control/oversight to the Coalition Provisional Authority (CPA) and eventually to the Iraqi government. As a result, this report did not specifically address lessons learned regarding operational-level internment operations, but rather focused on more strategic P-DOTMLF implications.

(3) Investigations. In mid-January 2004, credible reports led senior commanders in the Central Command area of responsibility to begin investigations into allegations of detainee abuse at the Abu Ghraib prison. As a values based organization, the military conducted these investigations to determine the nature and scope of alleged abuses, determine culpability, hold appropriate personnel accountable, and provide findings and recommendations to improve operations.

(a) Taguba Report (AR 15-6 Investigation of 800th MP Bde) -- An AR 15-6 investigation of the detention and internment operations within the 800th Military Police Brigade. The investigation's scope included the requirement to inquire into all the facts and circumstances surrounding recent allegations of detainee abuse, specifically allegations of maltreatment at the Abu Ghraib Prison (Baghdad Central Confinement Facility, or BCCF), inquire into allegations of detainee escapes and accountability lapses at Abu Ghraib reported by CJTF-7, and investigate the training, standards, employment, command policies, internal procedures, and command climate in the 800th MP Brigade. MG Taguba's report was completed on 9 March 2004 and provided 26 recommendations,

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not including recommendations concerning specific individuals, in two categories as follows: allegations of detainee abuse - 9 recommendations; detainee escapes and accountability lapses - 17 recommendations;

(b) Fay/Jones/Kern Report (Procedure 15 Investigation of 205th MI Bde) -- An AR 15-6 investigation, conducted under the auspices of Procedure 15 of AR 381-10, of the intelligence operations with the 205th Military Intelligence Brigade conducted between 27 April 04 – 6 August 04 by MG Fay and LTG Jones. The report made 42 general P-DTOMLPF recommendations not including recommendations concerning specific individuals.

(4) DA Inspector General (DA IG) Report (Inspection of Detention and Interrogation Operations) -- A functional analysis of the Department's internment, enemy prisoner of war and detention policies, practices and procedures. The DA IG team concentrated on the capture, security and humane treatment of the detainees, and the conduct of interrogation operations in order to gain useful intelligence. Specifically, the DA IG inspection examined the presence or absence of systemic issues, and, as such, focused on the adequacy of current Army policy, doctrine and training to prepare Soldiers to properly and safely capture, care for, control and interrogate prisoners in a combat theater of operations. On 21 July 2004, the DA IG report was completed. The report detailed 52 recommendations for updates, changes, and revisions to Army P – DOTMLPF in three categories as follows: capture, care and control of detainees - 8 recommendations; interrogation operations - 11 recommendations; other observations - 33 recommendations.

(5) Church Report - A review of Defense Department Detention Operations. This report has not been received, pending report release anticipated on or about 20 September 2004, and has not been integrated into Annex B, Synchronization Matrix.

(6) Schlesinger Report – A comprehensive review of Department of Defense detention operations chartered by the Secretary of Defense. The panel made 14 broad recommendations concerning policy, doctrine, organization, force structure and personnel, training, legal obligations and resourcing requirements and tradeoffs.

(7) Other inspections/investigations.

(a) Navy IG Report -- An assessment of the treatment of enemy combatants detained at Naval Station Guantanamo Bay and Naval Consolidated Brig Charleston conducted by the US Navy IG, VADM A.T. Church conducted on 6-7 May 2004. The results were briefed to the SECDEF on 11 May 2004. This review focused on the compliance, or lack thereof, with DoD guidance, infractions and their disposition, and identified 7 issues for resolution of which none were integrated as tasks in Annex B.

(b) Jacoby Report -- An assessment of regulatory compliance regarding safeguarding detainees in Afghanistan conducted by BG Jacoby as tasked by Commander, Combined Forces Command Afghanistan (CFC-A) from 19 May to 26 June 2004. This report provided 32 recommendations in the following categories: forces - 3 recommendations; training - 6 recommendations; technology support

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requirements - 7 recommendations; facility upgrades - 3 recommendations; command and control (C²) and management - 2 recommendations; theater directives - 11 recommendations.

(c) Formica Report -- An investigation into detainee operations conducted by Joint Special Operations Task Forces – Arabian Peninsula. This report has not been received and has not been integrated into Annex B, Synchronization Matrix.

(d) USAR IG Report – An assessment of training on the Law of Land Warfare, Detainee Treatment Requirements, Ethics, and Leadership. On 11 March 2004, the Chief of the U.S. Army Reserve, LTG Helmly, ordered the Inspector General of the United States Army Reserve Command to focus on whether the Reserve had effectively taught and trained its personnel in the Law of Land Warfare, detainee treatment, ethics and leadership. Estimated completion is December 2004.

c. Task Organization. (Annex A)

d. References. (Annex Z)

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

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

3. Execution.

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

(1) End State. Commanders are provided adaptable detainee and detainee-interrogation operational capabilities through flexible policy and doctrine; well-defined principles; and thoroughly trained, educated and disciplined Soldiers and leaders with the

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appropriate force structure, equipment and resources to conduct effective and humane detainee operations in current and future operating environments.

(2) Objectives.

(a) Analyze all relevant investigations, inspections and assessments; current and future lessons learned; and Combatant Commander and Army Service Component Commander Operational Needs Statements (ONS) to develop and integrate appropriate P - DOTMLPF solutions.

(b) Integrate and institutionalize refinements and improvements into P – DOTMLPF solutions throughout the Department of Defense to enhance Army and Joint detainee and detainee-interrogation operational capabilities.

(c) Improve systems and create solutions that are sustainable over the long-term.

(d) Synchronize Army efforts internally and with all Services, appropriate Combatant Commanders, the Joint Staff (JS), and OSD.

(e) Develop and implement a system at HQDA that analyzes, develops, synchronizes, integrates, and monitors the implementation of P – DOTMLPF solutions for all recurring detainee and detainee-interrogation operational requirements from the Army, combatant commanders and the Joint Staff.

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

b. Concept of Operation.

(1) General. This Plan builds upon and formalizes the Army's continuing efforts to improve detainee operations and detainee-interrogation operations. This plan will synchronize, integrate and capture the efforts of the Army Staff and MACOMs to institutionalize P – DOTMLPF solutions to recommendations from commanders and their forces executing detainee and interrogation operations, and recommendations for improvements that come from completed, ongoing, and future assessments, inspections, and investigations.

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(2) Phasing. This Plan leverages Army actions initiated, ongoing and completed prior to publication of this Plan and identifies them as Phase I and Phase II Army actions as outlined in the Army Detainee Operations Planning Directive. Phase III operations are designed to synchronize all Army related detainee and detainee-interrogation operations, and establish monitoring mechanisms that ensure completion of required tasks prior to Phase IV, Continued Support to the Warfighter.

(a) Phase I – Assessment. This phase was initiated with the first detainee operations in Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) and completed with release of the DA IG Report on 21 July 2004. Phase I operations included establishment of the HQDA Detainee Task Force (DTF) and Army actions to develop, implement and integrate ongoing detainee and detainee-interrogation operations TTP adaptation into P - DOTMLPF.

(b) Phase II – Initial Implementation. This phase was initiated with the DA IG Report on 22 July 2004 and ends with the release of this Plan. Phase II operations focus on ongoing Army actions including Army Staff and MACOM responses to coordinate and implement solutions to the DA IG findings and recommendations, and other relevant assessment, inspection and investigation findings and recommendations. Phase II operations also include the preparation of a long-term Army plan to institutionalize appropriate adjustments to detainee and detainee-interrogation operations within the Army and the Joint Team.

(c) Phase III – Synchronized Implementation. This phase begins with the release of this Plan and terminates with the return to continued support to the warfighter as discussed below. Phase III operations focus on monitoring the implementation and integration of P-DOTNILPF solutions to assessment, inspection, and investigation findings and recommendations, as well as populating Annex B (Synchronization Matrix) based upon staff/proponent analysis of findings and recommendations from newly released assessments, inspections, and investigations, as well as new requests from Army and combatant commanders, and the Joint Staff. The OPMG Current Detainee Operations Cell will track implementation of P – DOTMLPF solutions and coordinate progress through the Detainee and Detainee-Interrogation Operations Oversight Council. Current Detainee Operations Cell will also prepare and brief senior Army leaders as required and update information systems as outlined in 3.c. below.

(d) Phase IV – Continued Warfighter Support. This phase begins when the PMG makes a determination that detainee and detainee-interrogation adjustments to P-DOTMLPF have been institutionalized and the Army can meet the end-state requirement to provide supported combatant commanders with adaptable detainee and detainee-interrogation operational capabilities through flexible policy and doctrine; well-defined principles; and thoroughly trained, educated and disciplined Soldiers and leaders with the appropriate force structure, equipment and resources to conduct effective and humane detainee operations. In this phase, the matrixed Army Staff organizations (Detainee Task Force and the Oversight Council) are dissolved on order. OPMG retains the Army Staff lead for all detainee-related issues to include continued monitoring of the implementation and integration of P-DOTMLPF adaptation and liaison with OSD.

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Detainee related staff actions and RFIs are processed through normal OPMG staffing actions/functions and operational procedures. Appropriate metrics and timing for the PMG's determination are described below.

(3) Measures of Effectiveness. The PMG's determination that detainee and detainee-interrogation adjustments have been institutionalized will be a subjective decision that will use the following measures of effectiveness.

(a) Synchronization Matrix Activity. The synchronization matrix will demonstrate the effective "institutionalization" of detainee and detainee-interrogation operations by displaying the Army's ability to proactively adapt P-DO-TMLPF solutions to meet current and anticipated requirements. A reduction of inputs/changes in status on the synchronization matrix will establish that a transition to Phase IV, Continued Warfighter Support, is prudent, and the PMG may determine that no additional oversight council meetings are required. Upon that decision, the OPMG will monitor completion of all remaining tasks on the synchronization matrix as a routine staff function.

(b) IG Reassessment. The PMG, ICW the DA IG, makes a determination that sufficient adjustments to overall Army detainee and detainee-interrogation P-DOTMLPF have been completed for the DA IG to conduct a reassessment and functional analysis of the Department's internment, enemy prisoner of war and detention policies, practices and procedures to validate institutionalization of these changes within the Army. The scope of this inspection will be determined by the Secretary of the Army based upon the recommendations of the PMG and the DA IG.

(c) Operational Reassessment. The PMG conducts a broader reassessment of internment and correction operations. This assessment team will consist of military police, legal, medical, and automation experts, similar to those who conducted the first assessment, but will also include intelligence team members to assess detainee-interrogation operations. This comprehensive review of Army and Joint detainee and detainee-interrogation operations will take a broader scope than the original assessment and include visits to Iraq, Afghanistan, and Guantanamo, as well as relevant training locations within the CONUS.

(d) Decision Points. OPMG will prepare a Decision Support Template (Annex C) following distribution of this plan. The DST will display major P-DOTMLPF tasks on a timeline with decision-points highlighted for execution of the above reassessments. Ultimately, the timing of the decision to recommend execution of these reassessments will be based upon the PMG's determination that sufficient adjustments to overall Army detainee and detainee-interrogation P-DO-TMLPF have been completed.

(4) Framework (see concept sketch below). The oversight, integration and synchronization of all the tasks required to implement solutions to assessment, inspection, and investigation findings and recommendations will be accomplished using a framework that adds the function of Policy to the Army functional structure of Doctrine, Organization, Training, Materiel, Leaders, Personnel, and Facilities or P-DOTMLPF. A matrixed synchronization plan (see para 3.b.(6) and Annex B) will be continually updated to monitor

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ongoing analysis by OSD of DoDD 2310.1, DoD Program for Enemy Prisoners of War (EPOW) and other Detainees.

(b) Doctrine. TRADOC is firmly engaged in the ongoing analysis of current findings and recommendations referenced in this plan. Doctrine is being refined by drawing from recent lessons learned in order to educate Army Soldiers and leaders on problems and solutions from current operations. Currently, actions are under way to develop and publish revised Army detention operations doctrine (MP Doctrine: Field Manual [FM] 3-10.40) and intelligence exploitation doctrine (MI Doctrine: FM 2-22.3). At the multi-service publications level TRADOC is providing support to the publication of FM 3-19.401, Detainee Operations in a Joint Environment, in coordination with the Air Land Sea Application Center. This multi-service tactics, techniques, and procedures (MTTP) manual will serve as a planning, coordination and reference guide for the Combatant Commanders and the Services, for execution at the tactical level of the handling, transfer, transport and release of detainees. The Army is the designated author for "fast track" development of Joint Pub 3-63, Detainee Operations. Lessons learned on clarification of ASCC and ARFOR responsibilities for executing Army Executive Agent functions, like the DoD Enemy Prisoner of War Detainee Program (DoDD 2310.1), in a theater of operations will be incorporated in the draft FM 3-93, The Army in Theater Operations. In addition, the Army Medical Department is actively engaged in the clarification of actions by military health care providers encountering potential conflicts during the care and treatment of detainees, enemy prisoners of war, retained personnel, and civilian internees, and will ensure appropriate Army doctrine is revised.

(c) Organization. Detainee and detainee-interrogation operations organizational recommendations focus on Military Police, Military Intelligence, and Medical force structure adjustments to better resource detainee processing, handling, internment, care, and movement; and to facilitate timely intelligence exploitation as follows:

- Military Police. The Army is designing and implementing new military police force structure to expand capability to provide detainee operations in support of Joint and combatant commanders across the spectrum of operations. Army military police currently provide 85% of the total Joint Internment/Resettlement (I/R) capability, which prompted an HQDA-directed "bottom up review" (BUR) in 2001 to assess I/R force structure against emerging Joint requirements in a post-9111 era. Based on results of the BUR, HQDA directed an increase of an additional 50% in military police I/R structure in both the Active and Reserve Components, with unit activations accelerated to fiscal years 04-09 in synchronization with OIF and OEF rotation requirements. The Army is also currently assessing MP I/R capabilities in support of Army Transformation to provide an even more enduring Joint capability in support of both the major contingency operations and Phase IV operations. This increase in I/R capability will require additional growth for a larger and more deployable, modular, and trained force. The Army is also rebalancing AC/RC force structure by converting AC Confinement TDAs to I/R MTOE force structure. This will allow active force MPs to extend corrections expertise into the tactical theater to meet emerging challenges in I/R operations including long-term internment, expanded internee categories, and new high-risk internees. As confinement facilities convert, they will become the training hub for both AC and RC units conducting internment missions,

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conducting annual training or pre/post mobilization training in preparation for follow-on deployments worldwide. In addition to expanding I/R force structure, the Army is also embedding 31E Soldiers (I/R Specialists) into units of execution (UEX and UEy) staffs to advise senior commanders, coordinate with I/R facility commands and conduct compliance inspections. This will provide field commanders the flexibility to extend I/R capabilities forward in support of detainee and detainee-interrogation operations at the point of capture.

- Military Intelligence. The Army is adjusting Military Intelligence force structure by increasing the number of Human Intelligence (HUMINT) collectors organic to units of action (UAs) and by adding a HUMINT analysis and management capability to each UEX. These measures will speed screening operations at the point of capture, enabling units to more rapidly identify detainees of intelligence value and reducing the number of detainees held at each level. Proximity to the battlefield and improved situational awareness of local events and personalities will improve questioning by collection teams resulting in intelligence that is not only timelier, but also more relevant. The Military Intelligence – Counterintelligence (CI)/HUMINT Force Design Update improves Army CI/HUMINT above Division level by adding two reserve (COMPO 3) Corps Support Battalions and one active duty (COMPO 1) Counterintelligence (CI) Company at III Corps. Finally, post 9-11 plus-ups increase the number of CI/HUMINT positions in Theater Intelligence Brigades by 180. Both of these measures greatly increase the number of HUMINT Soldiers available for HUMINT collection operations within the Corps and at Theater Detainee Reporting Centers. Management and control of HUMINT operations will also improve with the addition of G2X/S2X elements in the UEX and UA headquarters. These staff control and coordinating elements will be responsible for coordinating, deconflicting, and synchronizing all CI and HUMINT activities within the UEX or UA sector. Finally, implementation of the approved Notification of MOS Change for 97E/97B that eliminates the language requirement for Skill Level 10 Human Intelligence Collectors will enable HRC and TRADOC to more rapidly increase operating strength and fill increased authorizations for trained tactical HUMINT collectors on the ground.

- Medical. The Army Medical Department Center and School, US Army MEDCOM, is conducting a review of medical detachment organizational structure and field sanitation team composition to determine appropriate doctrinal support requirements for detainee and detainee-interrogation operations, to include collection points and internment resettlement facilities across the full spectrum of operations.

- Other. Based on the recommendations in several reports, TRADOC and HQDA will work with Joint Forces Command to analyze personnel, equipment, and training requirements associated with structuring the Joint Interrogation and Debriefing Center as a standard military organization with established appropriate authorization as well as the feasibility of resourcing such an organization. The Army staff must also assess the need, and implement as necessary, an increase in SJA personnel to assist in detainee operations in future conflicts.

(d) Training. The Army is actively incorporating detainee operations and detainee-interrogation operations training updates to Military Police and Military Intelligence

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collective/unit level and institutional/individual level training programs based upon policy revisions and lessons learned. Theater-specific lessons learned are being incorporated into training, practical exercises and scenarios based on unit After Action Reviews, feedback from students with combat experience, exportable Internment/Resettlement training packages, and expanded training tasks. Home stations, mobilization sites, combat training centers, and Army schools are synchronizing efforts to incorporate these revised TTPs based on input received from the US Army Center for Lessons Learned (CALL), a subordinate unit of Training and Doctrine Command (TRADOC). Ongoing reviews of Programs of Instruction and training support packages incorporate updates as required. Training enhancements include the following examples:

- The US Army Military Police School developed an exportable Internment and Resettlement training package in FY04. As a result, additional corrections specialist tasks were added to readiness training exercises at Fort Dix, NJ.

- Correction Specialist reclassification training was conducted for CJTF-180 rotations to enhance MPs in corrections skills. This package also provided on-site training at the Joint Readiness Training Center for observer controllers for developing internment scenarios and evaluation criteria for OIF/OEF deploying forces.

- Mobile Training Teams (MTT) were sent to Combat Training Centers as well as OIF detention facilities such as Abu Ghraib, Camp Bucca, and Division/Brigade collection points to improve MP training.

- Language, cultural, and cross-cultural communications training are being incorporated into all levels of the Army officer and enlisted education system to include pre-commissioning.

- MI interrogation procedures are being taught through MTTs to improve tactical questioning, and Reserve Component MI Soldiers receive the latest instruction and training on tactical questioning via MTTs from Fort Huachuca or by attending the school at Fort Huachuca upon mobilization.

- US Army Forces Command has incorporated specific leader and soldier training to include reinforcing the Law of War and the Geneva and Hague Conventions for deploying units.

- The US Army Military Police School (USAMPS) has provided a training support package for detainee operations that US Army Forces Command has incorporated into the pre-deployment training for units that will perform the mission.

(e) Materiel. Efforts continue to identify, source and implement the materiel requirements necessary to conduct humane detainee operations in the course of full spectrum operations. The Army staff is engaged in multiple actions to ensure units are equipped with the appropriate levels of communications equipment, transportation assets, and medical equipment and supplies. A standardized "Detainee Field Processing Kit" is being developed that will enable capturing units to properly secure and process detainees

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quickly, efficiently, and safely. Additionally, a preliminary analysis was conducted of automated detainee tracking and accountability systems in order to find a technology solution which will improve the reporting and accountability of detainees.

(f) Leaders. The Army has incorporated lessons learned to institute improvements to leader training in our schools, combat training centers, and at home stations. Required periodic and pre-deployment training for units includes vignettes to replicate likely detainee-related scenarios. Additionally, more leader training is being conducted specifically in the provisions and protections of the Geneva/Hague Conventions and Enemy Prisoner of War procedures. In relation to current events, the Army continues to hold accountable those leaders who failed in their responsibilities, or who knowingly violated our standards, values, laws, or regulations.

(g) Personnel. The successful execution of current and future detainee operations will require our Soldiers and supporting personnel to exhibit high degrees of discipline and values-based decision making skills. Our Soldiers will be expected, in some cases, to engage a fierce combatant, and in the same day, care for those same personnel as detainees, ensuring they are provided humanitarian care and treatment. The requirement to quickly gain actionable intelligence from detainees at a location near the point of their detention places new demands on our Soldiers closest to the "emotion" of the action. Understanding that this is an extremely challenging and complex requirement for our Soldiers to execute, the Army must continually prepare our Soldiers to understand that the inhumane treatment of detainees is prohibited and can never be justified, even by the stress of combat or deep provocation.

(h) Facilities. The Army has deployed military experts and conducted technical assessments of in-theater detention infrastructure to support Joint Staff and the Combined Forces Land Component Commander. The assessments have identified requirements for upgrading, modernizing, and expanding existing facilities. Facilities are continually being improved as a result of those assessments. New facility design standards ensure compliance with current detainee operations regulations in the situation where a commander deems it necessary to hold a detainee longer than 24-hours. The requirement now specifies a facility meet current force protection standards, as well as provides interrogation space and enables the proper segregation of detainees.

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

(7) Monitoring Execution – The Detainee and Detainee-Interrogation Operations Oversight Council. (Annex D) The Provost Marshal General (PMG) will chair a recurring council meeting, co-chaired by a flag-level HQDA G-2 and G-3 representative, that will

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monitor the execution of all detainee and detainee-interrogation operations tasks using the synchronization matrix as the primary tool. At the meetings the council will approve the integration of new specified and implied tasks, approve task completion, and will provide direction and guidance for those tasks with conflict, disagreement, or issues. Other council members from the HQDA staff and appropriate MACOMs are listed in Annex D. OPMG will maintain a record of the council meetings and the synchronization matrix to provide an historical record.

(8) **Shaping Operations.** The strategy for communicating the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan is focused on informing, educating and persuading three critical major audiences; Internal DoD & Army, critical policy and resource decision makers (Congress) and key media agenda setters (who will shape public perception). Our purpose is to be effective, persuasive, compelling and consistent in communicating the circumstance and the content of the plan to our key audiences and stakeholders. Our communication priorities in order of importance are: 1) to provide the matrixed action plan to key Congressional oversight committees as directed by the CSA; 2) inform and educate Soldiers and families as to what has happened and action that is being taken; and 3) as appropriate, provide factual, transparent information to key agenda setting media to make sure that the American public understands that the lessons from detainee operations are actively being incorporated into policy, procedures and training.

(a) **Execution.** We will accomplish this strategy with active Congressional, Command Information, and media programs. See Annex E.

(b) **End State.** Our desired end-state is a common understanding and appreciation that the Army is taking an active and effective approach to incorporating lessons learned from past and on-going detainee operations and procedures.

c. **Specified Tasks.**

(1) **Office of the Provost Marshal General.**

(a) As the Executive Agent for Detainee Operations, lead the Army effort, in coordination with the HQDA G-2 and G-3, to monitor and synchronize all Army actions to implement P-DOTMLPF improvements to detainee operations and detainee-interrogation operations.

(b) Coordinate and execute all necessary actions to complete tasks assigned in Annex B, Synchronization Matrix.

(c) Maintain the synchronization matrix (Annex B), the decision support template (Annex C), and minutes for each Implementation Council meeting.

(d) As required by the Director of the Army Staff, chair a recurring Detainee Task Force meeting to coordinate HQDA detainee operations related current actions, respond to Army leadership RFIs, and answer CCIR.

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(e) As required by the Director of the Army Staff, prepare a daily summary of all actions and updates related to detainee operations.

(f) As required by the Director of the Army Staff, prepare a weekly update summarizing all detainee related CID investigations (Blue Book).

(g) Represent the Army at all OSD and Joint Staff meetings pertaining to detainee operations.

(2) Deputy Chief of Staff, G-2. Assist the PMG to monitor and synchronize all Army actions to implement P-DOTMLPF improvements to detainee operations and detainee-interrogation operations.

(3) Deputy Chief of Staff, G-31517

(a) Assist the PMG to monitor and synchronize all Army actions to implement P-DOTMLPF improvements to detainee operations and detainee-interrogation operations.

(b) Ensure this plan is synched with the Army Campaign Plan.

(4) Deputy Chief of Staff, G-1. Ensure measures are taken to preserve and retire all records pertaining to Army actions to improve detainee operations and detainee-interrogation operations. Assist ARSTAF and MACOMs in integrating recordkeeping requirements in policy and doctrine publications and training programs of instruction as required in the synchronization matrix (Annex B).

(5) Director, Strategic Communications.

(a) ICW OCLL and OCPA, prepare Annex E, Shaping Operations, a strategic communications plan to engage appropriate congressional and media representatives on the development and publication of this plan, and continuing Army actions to improve detainee operations and detainee-interrogation operations.

(b) Assist the Center for Military History with the creation of an information booklet / monograph telling the Army story on detainee operations. See Annex E.

(6) (U) Center for Military History. ICW TRADOC and STRATCOM, prepare an information booklet / monograph chronicling Army detainee operations that will be used to communicate with Soldiers and leaders the actions taken to learn and adapt to improve ongoing and future detainee operations and detainee-interrogation operations. See Annex E.

d. Coordinating Instructions.

(1) This plan is effective for execution upon receipt to include taskings in Annex B, Synchronization Matrix.

SUBJECT: Army Detainee Operations and Detainee-interrogation Operations Integration Plan

(2) MACOMs and principal HQDA staff sections are required to submit standard name line, telephone number, and email address for all designated members of the Oversight Council listed in Annexes A and D to OPMG NLT COB 22 September 2004. OPMG POCs are MAJ Mark Jackson, (703) 692-6965, mark.jackson@hqda.army.mil; or Mr. Eric Barras, (703) 692-6908, barrasee@hqda.army.

(3) First Oversight Council meeting is TBD but NET 1 October 2004. MACOMs and principal HQDA staff sections designated as Office of Primary Responsibility (OPR) for tasks in Annex B, Synchronization Matrix, will provide updated status comments and requests to adjust task suspense dates for each task to the OPMG POC provided below NLT COB 28 September 2004. Requests for suspense date adjustments will be considered during the first Oversight Council Meeting.

(4) Changes/revisions to detainee operations and detainee-interrogation related policy documents, field manuals, and programs of instruction will include recordkeeping requirements outlined in Annex G.

(5) Commander's Critical Information Requirements (CCIR):

- (a) Any new detainee abuse resulting in death.
- (b) Initiation or guidance to initiate any new detainee operations or detainee-interrogation inspection, assessment, or investigation of any Army organization.
- (c) Any scheduled detainee-related Congressional or media engagement.
- (d) Receipt of International Committee of the Red Cross (ICRC) reports.
- (e) Any indication that the Army is out of synch with OSD and/or Joint Staff detainee-related actions.

(6) DIRLAUTH ALCON for planning and coordination. Keep OPMG informed.



PETER J. SCHOOMAKER
GENERAL, US ARMY

ANNEXES

- A – Task Organization
- B – Synchronization Matrix
- C – Decision Support Template (TBP)

SUBJECT: Army Detainee Operations and Detainee-interrogation Operations Integration Plan

- D – Oversight Council
- E – Shaping Operations
- F – Crosswalk between Report Findings/Recommendations and Tasks
- G – Recordkeeping Requirements for Detainee Operations
- Z – References

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SUBJECT: Army Detainee Operations and Detainee-interrogation Operations Integration Plan

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Annex A (Task Organization) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. IAW Headquarters, Department of the Army General Order #9, Establishment of the Office of the Provost Marshal General, dated 26 September 2003, and Headquarters, Department of the Army Planning Directive – Army Detainee Operations Plan, dated 5 August 2004, the Provost Marshall General has been delegated the authority and responsibility as the Army Executive Agent for all detainee operations and affairs in coordination with the HQDA G2 and G3.

2. The Provost Marshall General will execute this responsibility through the following organizations and liaison taskings.

a. Detainee Task Force (DTF) – Current Operations. The DTF will be responsible for coordinating HQDA detainee operations related current actions, respond to Army leadership RFIs, and answer CCIR. The DTF will meet as directed by the PMG ICW the recurring requirements and guidance of the EOH. The DTF will consist of senior staff representation from the following principal staff offices and commands: DTF OIC: DG2 - COL (P) Adams, OCPA, OCLL, OTJAG, OPMG/CID, G1, G2, G3, OTSG, IG, OCAR, ECC.

b. Detainee Operations Plans Group – Future Operations. The plans group is tasked with drafting, coordinating, and publishing a comprehensive matrixed action plan to include mechanisms for managing integration and synchronization of future recommended improvements to detainee and detainee interrogation operations. Upon approval and publication of the plan, and based upon the overall situation, the PMG will make a decision as to the continued necessity and function of the plans group. On order of the PMG, the plans group will be dissolved. The Plans Group will consist of staff representation from the following principal staff offices and commands:

(1) Plans Group OIC: DG2 – COL (P) Adams, and Deputy: EOH Staff Officer, COL.

(2) The initial core planning team will consist of the following membership: Lead Planner: EOH Staff Officer, OPMG, G2, G3FM, G3TR, and OTSG.

(3) The expanded planning team will consist of the following membership: OCAR, G3SS, G1, G8, STRATCOM, CMH, Records Management and Declassification Agency, OCLL, OTJAG.

c. Detainee and Detainee-Interrogation Operations Oversight Council (Annex D). This council is tasked to manage and ensure synchronization within the Army for all detainee and detainee interrogation operation tasks as assigned in Annex B, Synchronization Matrix. The council will execute this authority by approving new tasks for integration, approving the removal of completed tasks, and providing guidance and direction for issues that the staff and/or commands cannot resolve. The PMG will chair the council, and the DG2 and DG3 will co-chair. See Annex D, Oversight Council. The Council will consist of Colonel-level staff representation from the following principal staff offices and commands: TRADOC, FORSCOM, MEDCOM, INSCOM, G1, G2, G3, G8, VDAS, OTSG, OTJAG, OCLL, OCPA, OCAR, NGB, and STRATCOM. OPMG will provide a Council Recorder to record minutes of each meeting IAW Annex D.

Annex A (Task Organization) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

d. Liaison to OSD/Joint Staff (Geren/Maples Group). The Deputy Provost Marshall General will execute liaison duties with this adhoc working group as required by the PMG.

e. Liaison to OSD Detainee Affairs (DA). The Chief, Corrections Branch, OPMG will execute liaison duties with OSD Detainee Affairs as required by the PMG.

Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. General. IAW guidance from HQDA, the attached matrixed action plan has been created to institutionalize lessons learned, to monitor the adaptations and nuances of the current environment, and to assist in a continual and evolving process. This synchronization matrix is a dynamic document that will be an essential tool in achieving these major objectives, as well as contributing to the integration of detainee and detainee-interrogation solutions across the Policy – Doctrine, Organization, Training, Materiel, Leadership, People, and Facilities continuum.

2. Purpose. The matrix has four primary purposes:

a. To provide an historical link to the inspection / investigation / assessment / review or lesson from which the task originated.

b. To provide a single source of all tasks associated with adapting Army Detainee Operations and Detainee-Interrogation Operations capability to the current and future environments.

c. To provide a tool to integrate adaptations throughout Army/Joint P – DOTMLPF.

d. To provide a tracking mechanism for implementation and execution of tasks as they are institutionalized.

3. Matrix Structure. The matrix consists of the following segments:

a. ECC Task number- HQDA task number assigned to DAIG findings.

b. Source – Where the relevant finding and recommendation originated that generated the task. (Can include more than one source.)

(1) M: = MG Miller Report.

(2) R: = MG Ryder report.

(3) T: = MG Taguba 15-6 Investigation.

(4) WF or WJ: = MG Fay (WF), LTG Jones (WJ), GEN Kern Procedure 15.

(5) D: = Department of the Army Inspector General Action Plan.

(6) Ch: = Admiral Church assessment of Iraq and Afghanistan detention facilities and procedures.

(7) S: = Schlesinger Report.

(8) N: = Navy Inspector General assessment of Guantanamo and Charleston detention facilities and procedures.

Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

(9) J: = Jacoby Report.

(10) F: = Formica Report.

(11) H: = LTG Helmly Report, or United States Army Reserve Inspector General Report.

(12) PD: = HQDA Planning Directive – Army Detainee Operations Plan.

c. ** *Bin* – Where the derived tasks fits into the P+DOTMLPF continuum; the bin is the first element in the task number

(1) Po = Policy.

(2) D = Doctrine.

(3) O = Organizations.

(4) T = Training.

(5) M = Materiel.

(6) L = Leaders.

(7) P = People.

(8) F = Facilities.

(9) Z = Other

d. ** # - the task number assigned to a primary task within the associated bin, and the subordinate tasks.

NOTE: The tracking number for the task is the combination of the bin and task number (e.g. Po 1, is Policy task number 1; Po 1.1 is the first subordinate task associated with Po 1.)

e. *OPR* – The office with primary responsibility for accomplishing the task

f. *OCR* – The office with coordinating responsibility for accomplishing the task.

g. *Task* – The stated requirement.

h. ** *Linkage* – A supporting or associated task from another bin that is related to the stated requirement.

Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

i. ** *Suspense* – Anticipated date of task completion to be provided by OPR NLT 20 September 2004.

j. ** *Status* – There are four categories:

(1) Blue  indicates that it is a new task not yet approved by the Council.

(2) Yellow  indicates that the OCR and OPR have taken action on the stated requirement, but have not yet completed the task.

(3) Red  indicates that there is a problem with accomplishing the stated requirement and the Detainee and Detainee-Interrogation Operations Oversight Council has to resolve the issue with additional resources, guidance, or clarification of the stated requirement.

(4) Green  indicates that the task has been completed.

k. ** *Comments* – A brief description of the actions being taken on the stated requirement, Information is provided by the OPR and coordinated through the OCR(s).

4. Historical Section. The historical section of the matrix will retain all pertinent data on tasks, including those not accepted by the Detainee and Detainee-Interrogation Operations Oversight Council, and those tasks that are completed. Therefore, all information pertaining to an issue will be preserved for any future necessity.

5. Matrix Management.

a. The Synchronization Matrix will be centrally managed by the Office of the Provost Marshal General.

b. As described in Annex A, Task Organization, and Annex D, Oversight Council, the Detainee and Detainee-Interrogation Operations Oversight Council will use the synchronization matrix as the primary tool to ensure synchronization within the Army for all detainee and detainee interrogation operation tasks.

c. In advance of presenting the matrix to the Detainee Operations and Detainee-Interrogation Oversight Council, a staff-level coordination meeting will be conducted by the OPMG to ensure issues are well-defined prior to presentation to decision-makers. All members of this preview council will reach consensus on the information or the issue(s) in advance of its presentation.

d. The OPMG will properly annotate each decision made by the Council, and manage the disposition of each task appropriately. Furthermore, the OPMG will prepare and maintain Council minutes as well as an updated Matrix after each Council adjourns (see Annex D). Records of each task will be preserved as per AR 25-400-2, Army Record Information Management System.

Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

APPENDICES:

- 1 – Policy Tasks
- 2 – Doctrine Tasks
- 3 – Organization Tasks
- 4 – Training Tasks
- 5 – Materiel Tasks
- 6 – Leadership Tasks
- 7 – Personnel
- 8 – Facilities
- 9 – Other

Annex C (Decision Support Template) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

TO BE PUBLISHED

Annex D (Oversight Council) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. Purpose. The Detainee and Detainee-interrogation Operations Oversight Council will monitor and synchronize the integration and execution of all detainee and detainee-interrogation operations actions using the synchronization matrix as the primary tool.

2. Organization. The Detainee and Detainee-interrogation Operations Oversight will be chaired by the Provost Marshal General who has been delegated responsibility for all detainee operational issues by the Acting Secretary of the Army. Co-chairs for the council will be flag-level representatives from the HQDA G-2 and G-3. Council members will include Colonel-level staff representation from the following principal staff offices and commands: TRADOC, FORSCOM, MEDCOM, INSCOM, G1, G2, G3, G8, VDAS, OTSG, OTJAG, OCLL, OCPA, OCAR, NGB and STRATCOM.

3. Execution.

a. General. The primary purpose of the council is to monitor and manage the tasks identified in Annex B (Synchronization Matrix) to improve overall detainee and detainee interrogation operations. The council will execute this responsibility by approving the integration of new specified and implied tasks to include primary responsibility and tentative suspense dates; confirming the completion of tasks and subsequent removal from the matrix; and providing direction and guidance for those tasks with conflict, disagreement, or issues. When required, a staff-level coordination meeting will be conducted by the OPMG well in advance of the senior-level meeting to ensure issues are well-defined prior to presentation to decision-makers.

b. Meeting Frequency. The council will meet at the discretion of the PMG. Meeting frequency is anticipated to initially occur at one-week intervals. As the number of agenda topics begins to decrease with a reduction of new tasks to integrate and all other tasks on track, the meeting frequency is expected to decrease to twice per month, followed by monthly, and eventually to a quarterly review of overall status. Meeting times and locations will be coordinated and provided by the OPMG. The first Oversight Council meeting is planned for 14 September 2004, time and place TBD by OPMG.

c. Meeting Agenda. Generally, the council meeting format will be a briefing by exception. A status of all tasks will not be briefed; only those items that specifically require a council decision will be briefed.

(1) Purpose. Review execution of detainee and detainee-interrogation task status. Review minutes of last meeting. Highlight changes in status of issues previously briefed for council guidance and direction – now on track, or still require guidance.

(2) Tasks Requiring Council Guidance (Status – Red). Brief the task and summarize the issue that requires council guidance (with COAs, if appropriate), and obtain council direction/guidance.

(3) New Tasks (Status – Blue). Recommended new tasks for integration with source, assigned OPR/OCR, suspense dates, and linkages.

Annex D (Oversight Council) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

(4) Completed Tasks (Status – Green). Brief status and end-state of completed tasks and recommend for removal from synch matrix.

(5) New/Other Issues. Status updates on specific tasks may be briefed as requested by the Council chair or co-chairs, and any new business that the council needs to consider to continue to improve detainee and detainee-interrogation operations.

d Meeting Products. OPMG will assign a Council Recorder with responsibility for producing each of the products below following each council meeting.

(1) Council Minutes. A summary of decisions made by the council in terms of guidance/direction for tasks requiring resolution, approvals for integration of new tasks and removal of old tasks, and any other pertinent notes to document the complete council meeting. OPMG will maintain a complete set of council minutes that document the execution of improvements to detainee and detainee-interrogation operations.

(2) Synchronization Matrix. The synchronization matrix is a dynamic document that will change as new tasks are integrated and completed tasks are removed. In addition to publishing council minutes, the council recorder will update the synchronization matrix to maintain a current synch matrix and will also maintain a complete historical set of synch matrixes as the process of integrating and completing tasks is executed.

Annex E (Shaping Operations) to the Army Detainee Operations and Detainee- Interrogation Operations Integration Plan

1. General. The following strategy has been developed in order to inform, educate and persuade critical audiences and stakeholders that the Army is taking an active and comprehensive approach to incorporating lessons learned from past and on-going detainee operations; actively working to incorporate solutions to the findings and recommendations from all relevant detainee related assessments, inspections, and investigations; and making adjustments in P – DOTMLPF functional areas as appropriate.

2. Strategic Audiences. This strategy is focused on three critical audiences/stakeholders.

a. Congress. External legislative resource decision makers and oversight agents characterize this audience, specifically: key Congressional Committees, Members of Congress and Professional Staff Members (PSMs).

b. Internal DoD and Army. This audience consists of Soldiers, Families, DoD internal decision/policy makers, DoD civilians and contractors.

c. Key media/agenda setters. These key media representatives and selected think tanks shape public perceptions both inside the US and around the world.

3. Strategy by Audience. Each audience requires a specialized communications strategy, lead agent and appropriate communications tactics.

a. Congress. Lead Agent – OCLL. Our strategy for engagement with our Congressional audience remains active. We will make information promptly available to Members of Congress and congressional committees and their staffs, especially the matrixed action plan that was promised by the CSA during his SASC testimony in July regarding the DA IG Report. Release of all information to Congress will be in accordance with applicable policies and regulations of the Executive Office of the President, DoD, and the Army. We will give particular emphasis to matters affecting committee responsibilities and individual constituencies. Our congressional engagement strategy starts with ARSTAF principals or their representatives briefing Staff Directors of relevant oversight committees of Congress that are concerned with detention and interrogation operations, particularly the SASC, HASC, SSCI and HPSCI and any other members and staff at large expressing interest in this effort. Should a Staff Director request that the briefing be made to a Member of Congress, a senior leader will make either an office call or initiate a phone conversation with that Member. In subsequent EOH and ARSTAF engagements with Congress, we will ensure we prepare our Senior Leaders to engage with members and staff to ensure that they are cognizant and informed of this detailed planning effort and the extent to which it is being disseminated Army-wide.

b. Internal DoD and Army. Lead Agent – OCPA. Our strategy for engagement with our internal DoD audience is active. We will focus on informing and educating Soldiers, families, and Army and DoD Civilians leveraging existing Command Information (CI) outlets to include Soldier's Magazine, Army News Service (ARNEWS) and Soldier Radio and TV (SRTV). Additionally, we will publicize through these CI outlets – when they are approved and announced – updates and revisions to both individual and collective training in units and at Combat Training Centers and Institutional training in Training and Doctrine Command

Annex E (Shaping Operations) to the Army Detainee Operations and Detainee- Interrogation Operations Integration Plan

(TRADOC) schools. PAOs at each TRADOC installation where one of these changes/updates/revisions are taking place will submit CI products (broadcast and print) that inform our internal publics on these changes to ARNEWS and SRTV. Clearance for these will be at the source. See Appendix 1.

c. Key Media and Agenda Setters. Lead Agent – OCPA. Our strategy for engagement with media and key agenda setters is active. We will seek opportunities to highlight the comprehensive changes that the Army is making across the P-DOTMLPF functional areas. Where this may invite additional attention to instances of detainee abuse, we will use these as opportunities to bridge to positive messages, emphasizing that the Army is decisively implementing change for the better. Additionally, we will quickly respond to media inaccuracies to ensure we set the record straight. See Appendix 1.

4. Information Pamphlet.

a. The Center of Military History, ICW TRADOC and HQDA STRATCOM, will prepare a BDU pocket-sized monograph of not more than 100 pages chronicling Army detainee operations that will be used to communicate with Soldiers and leaders the Army actions taken to learn from all the detainee related assessments, inspections, and investigations. The pamphlet will contain a short history of Army detainee policy and U.S. leadership in setting international standards, current Army and DoD challenges, and Army actions (past, present, and future) to learn and adapt, including key P-DOTMLPF solutions. The pamphlet will highlight the importance of sound detainee operations in the context of Army Values, and demonstrate that the plan is part of the continuing process of lessons learned, rather than a crisis reaction.

b. Distribution: TBD by PMG upon completion, but is expected to include an external audience (i.e. media and Congress) in addition to the internal audience.

c. Suspense. TBD by PMG based upon CMH/STRATCOM recommendation.

APPENDICES:

1 – Public Information Plan

Appendix 1 (Public Information Plan) To Annex E (Shaping Operations) to the Army Detainee Operations and Detainee- Interrogation Operations Integration Plan

REFERENCES:

- a. AR 360-1, The Army Public Affairs Program.
- b. Planning Directive – Army Detainee Operations Campaign Plan.

1. Situation.

a. General. This appendix provides the Public Information Plan to support implementation of the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan.

b. Policy. All public affairs activities in support of this Public Information Plan will be IAW DoD public affairs policy. IAW the Privacy Act and OPSEC, media will be granted maximum access to information concerning the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan.

c. Assumptions. The following events will generate additional media and Congressional interest:

(1) Information concerning new allegations of detainee abuse.

(2) Comments or other information that the Army is not moving aggressively to address recommendations of the various inspections and investigations on detainee abuse.

2. Mission. Under an active public affairs posture, the Office of the Chief of Public Affairs (OCPA) provides releasable information in a timely manner concerning the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan, in order to fulfill the Army's obligation to inform the American people and clearly demonstrate what the Army is doing to correct identified problems in detainee operations.

3. Execution.

a. Concept of Operations: The public affairs posture for this effort is ACTIVE. To be successful in telling the Army story, we must:

(1) Clearly show how the Army is implementing improvements that address the findings of the various inspections/investigations;

(2) Inform the internal audiences about how the ADO-IO IP will change the way the Army conducts detainee operations;

(3) Educate the Pentagon Press Corps and other media on the specific changes through use of media roundtable briefings, on the record interviews with Army senior leaders, and, if appropriate, the conduct of editorial boards.

(4) Respond aggressively to negative editorials or egregious media inaccuracy.

Appendix 1 (Public Information Plan) To Annex E (Shaping Operations) to the Army Detainee Operations and Detainee- Interrogation Operations Integration Plan

b. In the initial stages of implementing the ADO-I0 IP, we will seek opportunities to highlight the comprehensive changes the Army has made to date, as well as future changes, across the P-DOTMLPF functional areas. Where this may invite additional attention to instances of detainee abuse, we will use these as opportunities to bridge to positive messages, emphasizing that the Army is decisively implementing change for the better. Additionally, we will quickly respond to media inaccuracies to ensure we set the record straight. As the ADO-I0 IP matures, our efforts to educate media may include media visits to CTCs and TRADOC installations to observe the implemented changes in action.

c. Target Audiences:

- (1) Internal Army / DoD audience.
- (2) MOCs and professional staffers.
- (3) Media / Editorial boards.
- (4) Military analysts / Members of Think Tanks.
- (5) General public.
- (6) Veterans Service Organizations.

d. Scheme of PA Support by Phase:

- (1) Phase III (Synchronized Implementation).

(a) NLT 10 SEP – OCPA issues Public Affairs Guidance and talking points. OCPA posts PAG and talking points to the Army Senior Leader page and PA websites. E-mails PAG e-directly to MACOM PAOs.

(b) (T) Army senior leader Op-Ed published in major print publication (date TBD).

(c) Media roundtable briefing (date TBD) – Following appropriate information briefs to Congress, OCPA / OPMG SME hosts a roundtable briefing for the Pentagon Press Corps to explain the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan and how it addresses the findings of the inspections / investigations.

(d) Release internal news stories (date TBD) - Army News Service and Soldiers Radio and Television Service produce new stories for internal audiences.

(e) Senior leader media engagements (date TBD) - Army senior leaders take targets of opportunity to discuss the ADO-DI0 IP in the context of larger discussions about the Army and Transformation.

Appendix 1 (Public Information Plan) To Annex E (Shaping Operations) to the Army Detainee Operations and Detainee- Interrogation Operations Integration Plan

(f) NOV 04 – SOLDIERS magazine publishes article on findings of the Jones-Fay investigation and the efforts of the ADO–DIO IP.

(g) PAOs for TRADOC installations with proponency for implementing changes release information as appropriate and host media visits to training (date TBD).

(h) (T) If necessary, Army senior leaders conduct editorial boards with major print publications (date TBD). The necessity of conducting conduct editorial boards will be determined by the tenor of future media coverage.

(2) Phase IV (Continued Warfighter Support). TBD.

e. Tasks:

(1) Office, Chief of Public Affairs (OCPA).

(a) Serve as overall proponent for the public information plan.

(b) Coordinate with OCLL and EOH STRATCOM for modifications to the plan

(2) Office, Chief of Legislative Liaison (OCLL). Keep OCPA informed of Congressional events and issues that could impact the public information plan.

(3) EOH STRATCOM: Keep OCPA informed of communication opportunities / venues available to further disseminate Army messages.

(4) ARSTAFF / Secretariat Proponents: Provide timely input to responses to media queries, letters to the editor, and other aspects of the public information campaign, as necessary. These responses must be staffed and completed in less than 24 hours in order to strengthen the impact of our messages and set the record straight.

f. Coordinating Instructions:

(1) Coordination of Release of Information. OCPA is the release authority for information pertaining to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan. TRADOC installations PAOs have authority to release information within their functional purview.

(2) Public Information policy. Ensure maximum disclosure of releasable information, consistent with the Privacy Act and OPSEC.

TABS:

A – Public Affairs Guidance (TBP)

Tab A (Public Affairs Guidance) to Appendix 1 (Public Information Plan) To Annex E (Shaping Operations) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

1. Background. See MOI and base Plan.

2. Posture. The Public Affairs posture is ACTIVE following Congressional notification of this Plan Refer general questions concerning the Plan to the Media Relations Division. Office of the Chief of Public Affairs, HQDA. PAOs for TRADOC installations with functional proponency will answer media queries within their installation's functional purview.

3. Overarching Theme. The Army is committed to ensuring all Soldiers live up to the Army Values and the Law of War regardless of the environment or circumstance.

4. Key messages and supporting talking points.

The Army has taken decisive action:

- Created the Provost Marshal General in October 2003. Serves as Army Principal in exercising the Army's Executive Agent responsibilities for detainee operations; responsible for policy across all military police functions.
- Conducted assessments and investigations, and is holding its personnel accountable for any wrongdoing.
- Completed a thorough review of all available assessments, investigations, and reviews directed by Army Senior Leaders, Combatant Commanders, and OSD. Used these latest efforts to further refine and expedite changes that were already underway.
- Stood up a task force at DA level to ensure the Army is better postured to answer requests for information, but more importantly, to ensure the Army collects relevant information from all available sources for the purpose of updating Army policy, doctrine, and institutionalizing it across the force.
- Chartered a Senior Detainee Operations Council to provide oversight for execution of detainee operations initiatives and to maintain long-term focus and direction.
- The Army's Detainee and Detainee-Intel-rogation Operations Integration Plan is not a reaction to incidents of Detainee Abuse, but rather the Army taking advantage of the multiple assessments, investigations, and inspections conducted as a result of detainee abuse to more rapidly improve and adapt detainee operations to meet the requirements of today's and tomorrow's battlefield.
- Incidents of detainee abuse are not representative of Army policy, doctrine, or Soldier and leader training. These abuses have served to overshadow the actions of hundreds of thousands of Soldiers who continue to serve with distinction and honor, and to decrease the visibility of ongoing Army actions to improve detention and interrogation capabilities.
- Well before the discovery of problems at Abu Ghraib, the Army had already initiated work to identify modifications needed in P-DOTMLPF to better serve the Combatant Commander in the current operating environment.

The Army is implementing changes now:

- Major efforts are underway to clarify and expand Army policy and doctrine, to include updates to intelligence collection, internment and resettlement operations, medical and legal services:
 - Clarifying policy to delineate MP and MI roles.
 - Expanding roles and responsibilities to fully adapt to the current non-linear battlefield.
 - Synchronizing Army doctrine with emerging Joint doctrine.

Tab A (Public Affairs Guidance) to Appendix 1 (Public Information Plan) To Annex E (Shaping Operations) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

- Implementing major changes to organizations:
 - Adding new MP, MI and medical force structure. Ensuring more units are capable of deploying to the tactical environment to meet current and future rotational requirements.
 - Increasing capability to provide timely internment/resettlement deployable units.
 - Converting U.S. Corrections Facilities into deployable units to export internment expertise in support of tactical internment operations.
 - Increasing the number of HUNIINT collectors organic to units of action (UAs) and adding a HUNIINT analysis and management capability to units of employment (UEX).
- Developing materiel solutions and improving facilities (P-DOTMLPF).
- Improvements to training:
 - Soldiers and units prepared for a complex set of detainees (Enemy Prisoners of War, Civilian Internees, civilian combatants, common criminals, etc.).
 - Enhancing Soldier, leader, MP, MI, and Medical training for detainee operations.
 - Training expanded to include:
 - Detainee operations and interrogation scenario-based training at the Combat Training Centers
 - Mobile detainee operation training teams consisting of 24 MP leaders and internment specialists assisting in training units with the mission of detainee operations. These teams have trained over 10,000 soldiers to date.
 - Mandatory training for all deploying individual soldiers includes expanded training on the Law of War, Code of Conduct, the Geneva Conventions, with specific emphasis on the Geneva Convention relative to the treatment of civilians in time of war; theater specific training to include country orientation, rules of engagement and detainee operations among other tasks developed from lessons learned in combat operations.
- Home station, mobilization sites, combat training centers, and Army schools are incorporating theater specific lessons learned and revised tactics, techniques, and procedures.

The Army has a plan for the way ahead:

- The Army's Detainee Operations and Detainee-Interrogation Operations Integration Plan provides a roadmap for the way ahead.
- This plan captures, synchronizes, and integrates the efforts of the Army Staff and the Army's major commands to institutionalize P-DOTMLPF solutions to findings and recommendations of all DoD and DA Detainee Operations assessments, inspections, and investigations.

5. Questions and Answers.

Q1. What are specific examples of the changes in training that the Army is implementing?

AI. Army schools have expanded their training on detainee operations, to include adapting the program of instruction for detainee operations at the US Army Military Police School, Military Intelligence school, and Medical school. Changes to the program of instruction include conducting more practical exercises that include realistic scenarios based on recent After Action Reports, leveraging the combat experience of students, expanded training tasks, and mobile training teams. Other changes...

- Army Combat Training Centers now employ an Internment and Resettlement training package to focus training for I/R units and other MP units that will be performing the mission.

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- Tactical Human Intelligence Mobile Training Teams now teach more legal considerations training that further emphasize the Law of War, Intelligence Oversight, the Geneva Conventions and in-depth discussion of the latest approved interrogation techniques.
- Instruction at Army schools now includes more instruction in Operational Law, with discussion and practical exercises to educate leaders on the various categories of detainees - EPWs, criminals, civilian combatants, etc – the ethical treatment under the Geneva Conventions and the role of leaders in enforcing military law.
- Basic training now includes instruction on the handling of enemy personnel and equipment followed by practical exercises where basic trainees must demonstrate proficiency.
- Reserve Component soldiers now receive training on the Law of War and Code of Conduct training at the mobilization station. This training focuses on the Geneva Conventions, with specific emphasis on the treatment of civilians in time of war; the basic principals of humane treatment and prohibited acts outlined in Army Regulations.
- The Army has expanded unit training in detainee operations to enhance the relationships, cooperation, and understanding of military police and military intelligence units, as well as the supporting medical personnel.

Q2. Was this plan developed as a result of Abu Ghraib?

A2. Well before the discovery of problems at Abu Ghraib, the Army had already initiated work to identify modifications needed in policy, doctrine, training and other areas to better meet requirements of the GWOT. As such, the Army created the Office of the Provost Marshal General in October 2003 to serve as Army Staff Principal responsible for exercising the Army's Executive Agent responsibilities for detainee operations. The OPMG is responsible for all MP policy across all law enforcement and military police functions. Additionally, the Army added new organizations to provide timely Internment/Resettlement deployable units and meet future rotational requirements; developed an exportable Detainee Operations Training Support Package for pre- and post-Mobilization training to enhance performance in all facets of detainee operations and better support Combatant Commander requirements; incorporated lessons learned into new Tactics, Techniques, and Procedures, and into Combat Training Center scenarios to enhance Soldier and leader preparedness; and conducted and assisted USCENTCOM with assessments and inspections to determine the best possible way to conduct detainee operations.

As a result of the detainee abuses being exposed, DoD, Commanders, and the Army directed several assessments, inspections, and investigations to review detainee operations. The Army is taking advantage of the report findings to more rapidly improve and adapt detainee operations to meet the requirements in the current and future operating environments.

Q3. What is the Army's plan to implement recommendations from the investigation of Abu Ghraib and other cases of detainee abuse?

A3. Lessons learned from this investigation and others still in-progress are being integrated now into Army training and Army tactics, techniques, and procedures. Long-term solutions will be incorporated into institutional Joint and Army training, policy and doctrine, and development of force structure.

The Army, as DoD Executive Agent for detainee operations, is analyzing all report findings and recommendations; correcting deficiencies; and integrating institutional solutions for detainee operations and detainee-interrogation operations across the Army and the Joint community.

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The Army initiated actions to learn, adapt, and improve detainee operations before detainee abuse became a national issue, and is dealing decisively with ongoing investigations of detainee abuse. The Army has already adapted solutions for detainee operations -- and will continue to adapt solutions to meet its Title 10 responsibilities -- particularly in the critical areas of policy, doctrine, organization, training, materiel, leader development, personnel, and facilities (P-DOTMLPF). The Army established a Detainee Operations Task Force, not as a reaction to detainee abuse, but to thoroughly examine the result of every assessment, inspection, and investigation for more and better ways to improve detainee operations.

The Army has created a comprehensive "matrixed Action Plan" -- as the CSA stated in his 22 July testimony to the SASC -- that focuses on monitoring the implementation and integration of solutions, as well as analyzing the findings and recommendations from newly released assessments, inspections, and investigations, and incorporating new requests from Army Combatant Commanders and the Joint Staff. The Army has created new staff organizations under the leadership of the Provost Marshal General to track implementation of solutions and coordinate on-going progress.

This plan is a dynamic effort; solutions will continue to be revised as requirements dictate. The goal of this continuing effort is that commanders are provided adaptable detainee and detainee-interrogation operational capabilities through flexible policy and doctrine, well-defined principles, and thoroughly trained Soldiers and leaders with the appropriate resources to effectively conduct humane detainee operations in current and future operating environments.

Q1. What specifically is being changed?

A4. This effort will expand many facets across the Army. Based on a thorough analysis of relevant investigations, inspections and assessments; current and future lessons learned; and Combatant Commander and Army Service Component Commander Operational Needs Statements (ONS), the Army will develop and integrate appropriate solutions impacting current Army policy, doctrine, training, materiel, leadership, personnel and facilities. Most importantly, the Army is adapting current tactics, techniques and procedures to reflect what our Soldiers are most likely to encounter in the current operating environment. This will include how training on detainee operations is conducted during pre-deployment, at the Army's combat training centers, and during deployment. Additionally, this program will focus on materiel solutions, such as equipment and facilities that will better enable our Soldiers to operate in austere, uncertain environments.

Q5. When will the changes be implemented?

A5. Some of the change will seem transparent. Even though there were shortcomings in several areas, much of what the Army had before OIF will remain the foundation to the next level as we continuously improve detainee operations. Many of the recommendations that were made by the DAIG in July, in fact, were already being addressed, and some have already been completed. Other improvements have been implemented but may take many years, such as changes in Army force structure that will not be completely implemented until 2008. The number and scope of the many ongoing assessments and inspections has enabled the Army to speed up its process to identify and implement changes. The matrixed action plan also directed the creation of a Senior Leader Detainee Operations Council that will monitor the implementation of the ongoing tasks, identify new tasks, and approve completed tasks. Finally, the Army will better train its leaders and Soldiers to operate in vague, complex and unclear environments so when policy and doctrine do not provide sufficient

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guidance for a given situation, the leader and Soldier will make the correct choices and always treat detainees humanely, with dignity and respect.

Q6. How will you ensure that these types of abuses will not happen again?

A6. The creation of the Detainee Operations Oversight Council, under the Provost Marshall General, will provide the necessary oversight to the implementation of Army policy, doctrine, training, etc. Additionally, the Army will conduct regular assessments and inspections to ensure the tasks are completely implemented. The Army will also expect outside agencies to conduct follow-up assessments and investigations that will assist in determining if improvements are effective. Finally, the Army, in support of DoD is creating better procedures to leverage ICRC inspections. All of this will better enable Soldiers and units to operate more effectively in the GWOT environment.

Q7. Are these changes recognition that the abuses were related to systemic problems across the Army?

A7. As reprehensible as these abuse incidents are, they were committed by a small number of the MI and NIP personnel assigned to Abu Ghraib. These Soldiers as well as a few Leaders did not act in accordance with DoD and Army policy and doctrine. The Army processed over 50,000 individuals and detained nearly 30,000 individuals, and there are currently only 233 abuse allegations (as of 10 SEP 04). If each allegation equates to one abused detainee, then the number of those screened that were abused would be less than half a percent, and the number of those detained would equal less than three quarters of a percent. Also, there are less than 200 soldiers implicated in these allegations. These soldiers represent less than half of a percent of the number of soldiers in theater. Also, remember, that these incidents occurred while conducting military operations in demanding, stressful and dangerous conditions against enemies who regularly violate the Law of War. Looking at it from that perspective, you can see that the issue of detainee abuse was not systemic. However, there are clearly shortcomings, and the Army will put forth great effort to rapidly remove those shortcomings in an effort to eliminate the possibility of subsequent detainee abuse while simultaneously supporting the warfighter.

Q8. Who is overall in charge of supervising the implementation of these changes?

A8. The Army's Provost Marshal General. Created in October 2003, the PMG serves as Army Principal for exercising the Army's Executive Agent responsibilities for detainee operations. Additionally, the Army created an Oversight Council that assists the PMG to determine how effectively the Army is integrating these adaptations throughout the Army and the DoD. Co-chairs for this Council with the PMG are the Army G2 and G3.

Q9. What changes will be made to the way the Army uses contract interrogators?

A9. That is still under review. Contract interrogators have been employed to help bridge the gap between current requirements and available resources. As part of Army Transformation, the Army is developing more uniformed interrogators that will reduce our need for contractor interrogators over time. Also, some measures currently recommended will provide leaders with guidelines on training contract interrogators, requirements to supervise them, and what the contract interrogators can and cannot do.

Q10. How will the Army ensure interrogators are trained to the Army standard?

A10. Military interrogators are trained through the Army's Intelligence School at Ft. Huachuca, Arizona. Contract Interrogators, by the terms of the contract, are to be trained to Army standards prior

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to beginning work under the contract. Unfortunately not all contract interrogators received an appropriate level of training prior to their employment. As part of the ADO&DIO IP, the Army is adapting current policy, and training leaders on their responsibilities to train, use, and supervise contract interrogators to ensure the contract interrogators remain a useful tool and not a liability.

Q11. Will training in how dogs are used in interrogations be changed? If so, how?

A11. AR 190-12, Military Working Dog Program, notes that military police may potentially use dogs as an extension of law enforcement, or demonstration of show of force, or as a deterrent to escape, and emerging doctrine will specify escalating approval authorities. Policy currently under draft will prohibit the use of military working dogs in detainee-interrogation operations.

Q12. What changes in the MP – MI relationship are being implemented?

A12. The Army is clarifying the roles of Military Police and Military Intelligence personnel operating together in internment facilities. It is also clarifying the role of Medical personnel in a detention facility. As such, the Army has developed an interim policy to clarify the roles and responsibilities for all personnel conducting detainee and detention-intentionation operations in the same internment facility. Additionally, the Army has already begun to train MI / MP personnel together much more frequently to enhance the relationships and understanding of each other's role. Finally, the interim policy and subsequent re-writes will direct that MP personnel will be the sole commander of an internment facility and that MP personnel in a detention facility will not participate in detainee-intentionations operations. This revision, pending final analysis to incorporate findings and recommendations on the latest assessments and investigations, is also currently being incorporated into doctrine.

Q13. With the problems that occurred at Abu Ghraib, how is the Army adapting training to prepare Soldiers to work with the CIA and other governmental organizations on internment and detainee operations?

A13. The Army has developed and exported Mobile Training Teams to assist many units preparing to deploy and utilizing those that have deployed to share lessons learned and methods to improve the coordination between the military and Other Government Agencies working in a military run detention facility. Furthermore, the Joint Staff and OSD are crafting policy that will also assist with improvements. The Army maintains a collection of lessons learned through TRADOC with the Center for Army Lessons Learned, that provides background studies, analysis, and observations on previous operations in OIF and earlier Interagency coordination in Peacekeeping Operations in the Balkans and elsewhere for commanders to use and gain understanding of Interagency cooperation. Finally, the Army intends to include OGA personnel in training events to improve relationships and provide a common understanding on roles and responsibilities.

Q14. With the confusion caused by various interrogation techniques authorized only in specific theaters, how is the Army going to train Soldiers to deal with these confusing policies?

A14. The Army will focus training to clarify interrogation policy and doctrine that will direct what techniques are authorized and under what condition. Training that is already being conducted in this area is focused at the leaders and the Soldiers. Professional Military Education will focus on interrogation techniques as well as the necessary humane treatment of detainees. Leaders will also be provided more appropriate training in the history and culture of the region and of the people to better determine actionable intelligence and ways to extract that intelligence. And finally, leaders will be educated in unit activities that may detract from deriving intelligence from detainees in order to

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improve all facets of inter-ogation. Soldiers will receive much of the same training on authorized and useful inter-ogation techniques.

Q15. What changes in training is the Army going to implement that will teach Soldiers the proper means for reporting abuses or how to react to information presented by the International Committee of the Red Cross, Human Rights Watch, and other humanitarian organizations?

A15. All aspects of training will address this issue. MPs will receive this training throughout their careers. from Basic training for officer and enlisted Soldiers, to recull-ins pre-mobilization training at units. This training will instruct Soldiers what to do when they see abuse or even suspect abuse. as well as how to handle reports from the ICRC that may indicate potential abuse of detainees. MI personnel will receive the same focused training. And, Medical personnel will receive the same training including enhanced training on Medical ethics, and emphasis on the requirement to examine detainees upon capture, and how to identify indications of abuse when periodically examining detainees.

Q16. With so many leadership failures at Abu Ghraib, what is the Army doing to specifically address how small unit leaders should act when they observe abuses or inappropriate behavior?

A16. Detainee and detainee-interrogation operations and training must exemplify our Values; detainee and detainee-interrogation operations policy and doctrine must ensure ethical, legal and moral execution of detainee operations in a dynamic environment. Consequently, the Army is reinvigorating use of the ethical decision making process during its training. Our combat training centers now include more training scenarios in which Soldiers and their leaders are presented with more ambiguous tactical situations, which require them to employ ethical decision-making to accomplish their tasks. Additionally, prior to deploying, Soldiers receive reinforcement training on the correct method to process detainees and prisoners of war. This training, coupled with practical application scenarios during field training, enhance Soldier skills to report alleged abuse. Additionally, Article 92 of the Uniform Code of Military Justice clearly stipulates Soldiers' responsibilities to report inappropriate behavior.

Q17. Will similar training be provided to senior leaders?

A17. Commanders at all levels within the Army will be an integral part of this effort to implement adaptations to policy, doctrine, training etc. for detainees operations in the GWOT environment.

Q18. How will the Army ensure varying policies don't migrate to theaters where those techniques are not authorized?

A18. The Combatant Commands and the Department of Defense develop theatre-specific inter-ogation policies, and so responsibility for ensuring those particular inappropriate techniques don't migrate between theaters falls to the Department of Defense.

Doctrine is being refined by drawing from recent lessons learned in order to educate Army Soldiers and leaders on problems and solutions from current operations. Currently, actions are under way to develop and publish revised Army detention operations doctrine (MP Doctrine: Field Manual [FM] 3-10.40) and intelligence exploitation doctrine (MI Doctrine: FM 2-22.3). At the multi-service publications level TRADOC is providing support to the publication of FM 3-19.401, Detainee Operations in a Joint Environment, in coordination with the Air Land Sea Application Center. This multi-service tactics, techniques, and procedures (MTTP) manual will serve as a planning,

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coordination and reference guide for the Combatant Commanders and the Services, for execution at the tactical level of the handling, transfer, transport and release of detainees.

Q19. What changes in troop training on the Geneva Conventions and the Laws of Land Warfare are being implemented?

A19. The aberrations of detainee abuse are not representative of Army policy, doctrine, or Soldier and leader training. Current Army doctrine for instruction on the Geneva Conventions and the Law of Land Warfare is sufficient and has served the force well. Nonetheless, some Soldiers failed to meet the requirements of these laws. As such, the Army is reinforcing mandatory training for all deploying Soldiers concerning the Geneva and Hague Conventions and the tasks of "Supervising the Handling of Enemy Personnel" and "Enforce the Law." Additionally, our combat training centers now include more training scenarios in which Soldiers and their leaders are presented with more ambiguous tactical situations, requiring them to employ the ethical decision-making process to accomplish their tasks.

Home stations, mobilization sites, combat training centers, and Army schools are synchronizing efforts to incorporate theater specific lessons learned and revised tactics, techniques, and procedures.

Q20. How much will it cost to implement all of these changes?

A20. The cost has not been determined yet. Until Headquarters, Department of the Army receives input back from its Major Subordinate Commands, we will not know what the total cost will be. We anticipate receiving input back within 90 days.

6. Schedule of media and Command Information events in support of the Plan

a. 17 SEP – OCPA issues Public Affairs Guidance and talking points. OCPA posts PAG and talking points to the Army Senior Leader page and PA websites; e-mails PAG e-directly to MACOM PAOs.

b. Date TBD – (T) Army senior leader Op-Ed published in major print publication.

c. Date TBD – Media roundtable briefing: Following notification of Congress, OPMG SME hosts a roundtable briefing for the Pentagon Press Corps to explain the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan and how it addresses the findings of the inspections/investigations.

d. Date TBD - Release internal news stories: Army News Service and Soldiers Radio and Television Service produce new stories for internal audiences. PAO's will save space in their installation newspapers for the ARNEWS article(s). Information will also be carried on SoldiersRadio.com.

e. Date TBD - Senior leader media engagements: Army senior leaders take targets of opportunity to discuss the ADO-DIO IP in the context of larger discussions about the Army and Transformation.

f. NOV 03 – SOLDIERS magazine publishes article on findings of the Jones-Fay investigation and the efforts of the Plan.

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g. Date TBD – TRADOC installation PAOs with proponency for implementing changes release information as appropriate and host media visits to training.

h. TBD – (T) Army senior leaders conduct editorial boards with major print publications. The necessity of conducting conduct editorial boards will be determined by the tenor of future media coverage.

7. Points of Contact.

a. The POC for this Public Affairs Guidance is LTC Thomas Collins. OCPA (SCD) at COMM. (703)614-2459; e-mail: thomas.collins2@hqda.army.mil.

b. The HQDA POC for media inquiries is LTC Jen-y Healy, OCPA (MKD) at COMM. (703)614-2487. e-mail: gerard.healy@hqda.army.mil.

Annex F – Crosswalk between Report Findings/Recommendations and Tasks

General. The following chart depicts a crosswalk between the report recommendations and tasks integrated in Annex B (Synchronization Matrix).

INTEGRATED REPORTS	TOTAL REPORT RECOMMENDATIONS	TOTAL ACTIONABLE RECOMMENDATIONS*	TOTAL TASKS**	POLICY	DOCTRINE	ORGANIZATION	TRAINING	MATERIEL	LDRSHIP	PERSONNEL	FACILITIES	OTHER
MILLER ASSESSMENT	21	15	23	2	8	1	7	3	1	1		
RYDER ASSESSMENT	158	6	8	3	1		2			1		1
TAGUBA INVESTIGATION	39	6	17	6	3		4	1	1	1		1
NAVY IG ASSESSMENT	0	0										
DA IG INSPECTION	52	50	73	9	11	8	26	6	5	2	4	2
JACOBY ASSESSMENT	32	22	24	5	3	4	7	3		1	1	
FAY/JONES/KERN INVESTIGATION	75	42	117	29	25	11	38	2	5	3	2	2
SCHLESINGER REVIEW	14	11	66	22	12	7	16	1	3	4		1

* The number of Actionable Recommendations may be less than the number of Total Recommendations due to theater/time specific recommendations or recommendations pertaining to individual personnel.

Note that many of the remaining "actionable" recommendations have a broad scope that led to multiple tasks.

** Tasks are not cumulative in the total or any functional column as many tasks have multiple report sources.

Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. All organizations (TRADOC, USAREUR, FORSCOM, Eighth U.S. Army - Korea, USAMEDCOM, USARPAC, and USARSO) tasked by this plan to provide training packages for detainee operations and detainee-interrogation operations and related activities will include recordkeeping requirements and responsibilities as detailed in attached appendices in that training.
2. TRADOC will document recordkeeping requirements and responsibilities in the revision to all Field Manuals concerning Detainee Operations and Detainee-Interrogation Operations. Recordkeeping requirements and responsibilities should also be addressed in any revisions to all Field Manuals containing instructions on creating Operational Orders.
3. All HQDA staff elements promulgating policy concerning detainee center and detainee-interrogation operations will include recordkeeping requirements and responsibilities in that policy.
4. The G2 and OPMG will ensure that information systems used in support of detainee centers and detainee-interrogation operations, including web information centers, shall have recordkeeping requirements designed into the system to facilitate operational record information preservation.
5. All commands and staff elements will coordinate recordkeeping content of training packages, revised FMs, and policies with U.S. Army Records Management and Declassification Agency, Records Management Division, ATTN: AHRC-PDD-RR (Ms. Keapproth), 7701 Telegraph Rd, Casey Bldg. Rm. 102, Alexandria, VA 22315-3860. E-mail: Peggy.Keapproth@rmda.belvoir.army.mil.
6. Basic recordkeeping training is available at <https://www.arims.army.mil/>. If assistance is required, use the On-line Help Desk link at the bottom of the page.
7. See Appendix 1 to this Annex for the Quick Reference Guide for Deployed Units.
8. See Appendix 2 to this Annex for the list of recordkeeping requirements identified as a minimum requirement for Detainee Operations and Detainee-Interrogation Operations.
9. See Appendix 3 to this Annex for extracts of information from Army Regulations concerning recordkeeping requirements.

APPENDICES:

- 1 – Quick Reference Guide to Documenting Operations
- 2 – Record Requirements
- 3 – Records Management Regulation Extracts

Appendix 1 (Quick Reference Guide to Documenting Operations) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. Applicability. This guide applies to all Army forces that are deployed or engaged in operational missions. The guide provides instructions for the creation and preservation of records in units and parts of units deployed for combat, emergency, and special operations, both singly, and as part of a task force. The records specified in this guide provide important rights and interests' information for Soldiers and veterans. The Army must be able to research the location and activities of units and Soldiers involved in combat or contingency operations. Destruction or loss of Army records is a violation of Federal Law and must not occur.

2. Responsibilities. Commanders of deployed units will designate a point of contact for the monthly collection and transfer of records created in their units in accordance with processes to be established by the commander directing the overall operation. Records shipped by mail, either hardcopy or electronic records on removable media, should be accompanied by a completed SF 135. If this is not possible, a simple cover sheet can be used (legibly handwritten or typed) giving the unit's full name and address, UIC, unit POC info, name of task force, name of operation, inclusive dates of the records and a list of the records in the shipment.

3. Type of Records Media. This guide applies to all records regardless of media, e.g., paper, computer disks and tapes, microform, photographic film, e-mail and other electronic formats. Electronic records (received or transmitted) will be provided in the format in which they were saved. Transmit unclassified e-mail to be preserved as a record to: conops@arims.army.mil. Other unclassified records may be attached to an e-mail and sent to the same address. Put the name of the operation in the subject line. Classified records may be attached to an e-mail and sent (via SIPRNET) to conops@arims.army.smil.mil. **[NOTE: DO NOT MIX CLASSIFIED AND UNCLASSIFIED RECORDS ON ELECTRONIC MEDIA.]**

4. Records Preservation. Tab A contains a list of specific records to be created, maintained and transferred; however, the list of file numbers in Annex A is not all-inclusive, any other records that *DOCUMENT OPERATIONS* of the unit will be preserved per this instruction.

5. Copies of Records Provided to Other Organizations. From time to time organizations such as Center for Army Lessons Learned and Military History Detachments will visit deployed units to collect copies of records. DO NOT give these organizations the record copy of information to be preserved. The record copy will be handled in accordance with the instructions above.

6. Emergency Disposal of Records. Army records may be destroyed only if capture by a foreign power appears imminent. Destruction for any other reason is not authorized. If emergency destruction of records is performed, a list of those records and the inclusive dates of each will be compiled, to the extent possible, and sent to U.S. Army Records Management and Declassification Agency, Records Management Division, ATTN: AHRC-PDD-RR, 7701 Telegraph Rd, Casey Bldg. Rm. 102, Alexandria, VA 22315-3860. (<https://www.arims.army.mil/help/onlinehelp.asp>)

Appendix 1 (Quick Reference Guide to Documenting Operations) to Annex G
(Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations
and Detainee Interrogation Operations Integration Plan

7. Classification of Records. Do not "over-classify" records. Follow the classification guides in Army Security Regulations and/or the Operation Plan (OPLAN) for the operation. Ensure declassification instructions accompany all classified records, including electronic records, prior to transferring them. Mail classified records (double wrapped) by registered Official Mail.

TABS:

A – List of Relevant Detainee and Detainee-Interrogation Records

Tab A (List of Relevant Detainee and Detainee-Interrogation Records) to Appendix 1 (Quick Reference Guide to Documenting Operations) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

FUNCTIONAL AREA	FILE NO.	DESCRIPTION
Send the following records to: U.S. Armed Forces Center for Unit Records Research, ATTN: AHRC-PDD-U, Kingman Building, Room 2C08 , 7701 Telegraph Rd., Alexandria, VA 22315		
Operational Records:		
Operations	220-15a	Daily Staff Journal and TOC log w/ coordinates of locations and events
Operations	525a	Command Reports, Special Reports, Maps and Overlays, Incident Reports
Operations	525n	Operation Planning Files. OPLANS (including audiovideotapes of teleconferences)
Operations	525p	Operation Procedure Files. OPORDS (Including audiovideotapes of teleconferences)
Office Housekeeping	1hh	Office Temporary Duty Travel (Civilian TDY Orders)
Management	5b	Agreement
Nuclear/Chemical	50-5a	Nuclear accident/incident controls
Weapons/Mat'l	50-6b	Chemical accident/incident controls
Military Police	190-8b	Enemy PW/detainee general information
Military Police	190-8d	Enemy PW/detainee complaints and investigations
Military Police	190-8e	Enemy PW/detainee strength reports
Military Police	190-8f	Enemy PW/detainee rosters
Military Police	190-8h	Enemy PW/detainee educational media
Military Police	190-8i	Enemy PW/detainee noncontract labor
Military Police	190-8j	Enemy PW labor contracts
Military Police	190-8k	Enemy PW camp labor reports
Military Police	190-8q	Prisoner of war censorship
Military Police	190-8s	Enemy CI general information
Military Police	190-8u	Enemy CI complaints and investigations
Military Police	190-8v	CI strength reports
Military Police	190-8w	Enemy CI rosters
Military Police	190-8x	Enemy CI property accounting files
Military Police	190-8y	Enemy CI educational media
Military Police	190-8z	Enemy CI noncontract labor
Military Police	190-8aa	Enemy CI camp labor reports
Military Police	190-9a	Absentee Cases
Military Police	190-45b	Military Police (MP) Journals (Blotters)
Military Orders	600-8-105a	Personnel Type Orders
Army Information	360-5b	News Media and Releases
Safely	385-10f	Accident/Incident Case Files (Including nuclear, chemical and biological exposure)
Logistics Records:		
Transportation	55-355PERf	Passenger Manifests (per DOD 4500.9-R, Vol. 1)
Transportation	55-355FRTg	Bills of Lading (per DOD 4500.9-R, Vol. 2)
Logistics	710-2a	Property Book and Supporting Documents
Logistics	710-2b	Document Registers
Logistics	710-2h	Property Loss, Theft, and Recovery Reports
Logistics	710-2t	Unit Supply Reports
Logistics	735-5r	Report of Survey Files
Logistics	735-5s	Report of Survey Control Register Files
Medical Records:		
Medical	40	Clinic Logs
Medical	40-5d	Command Health Reports

Tab A (List of Relevant Detainee and Detainee-Interrogation Records) to Appendix 1 (Quick Reference Guide to Documenting Operations) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

Send the following records to: Inspector General, AITN: **SAIG-IR**, 2511 Jefferson Davis Hwy, Arlington, VA 22202-3912

Inspector General Records:

Asst., Insp., Inv.	20-1b	IG Investigations
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Send the following records to: CDR, 902d MI GP, Investigative Records Repository, AITN: **IAMG-C-IRR**, 4552 Pike Road, Fort George G. Meade, MD 20755-5995:

Intelligence Records:

Intelligence	381-20d	Counterintelligence Collection Files
Intelligence	381-20i	Foreign Personnel and Organization Files
Intelligence	381-20n	U.S. PW/MIA Detainee Intelligence
Intelligence	381c	Intelligence/Counterintelligence Sources
Intelligence	381-47a	Counterintelligence, Special Operations
Intelligence	381-100a	HUMINT Intelligence Collection

Send the following records to: CDR, U.S. Army Intelligence and Security Command Records Center, **ATTN: IAIM-RP-R**, 8825 Beulah St, Fort Belvoir, VA 22060-5246:

Intelligence	381-3a	MI Operational Management Files
Intelligence	381-3b	MI Operational Management Reports
Intelligence	381-3c	MI Non-Operational Reports
Intelligence	381-3d	MI Mission Assignments
Intelligence	381-3f	MI Project Cases
Intelligence	381-11b	Scientific and Tech Intelligence Products
Intelligence	381-20b	Captured Information

Medical Records: Units providing medical care will transmit these records in accordance with medical prescribing directives.

Medical	40-66a	Outpatient Field Medical File (Including DD 2766, DD 1380, SFs 516, 558 and 600; and Other Medical Reports).
Medical	40-66e	Foreign National Inpatient Records
Medical	40-66f	Military Inpatient Records
Medical	40-66g	Civilian Inpatient Records
Medical	40-66i	NATO Inpatient Records
Medical	40-66s	Field Medical Cards
Medical	40-905	Military Animal Records

Visual Information Records: **VI** records (still and motion) will be sent to Director, U.S. Army Visual Information Center, AITN: JDHQS-AV-E-L, Room **1A256**, 3001 Army Pentagon, Washington, DC 20310-3001 for processing into the records center.

Personnel Records: Process and transmit personnel records in accordance with personnel prescribing directives.

Appendix 2 (Record Requirements) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

These are the types of records and the current record numbers for information required by prescribing directives for Detainee Center Operations and Intelligence prescribing directives that will be or may be produced during detainee operations. Other types of records documenting the operation of detainee centers (such as office housekeeping, personnel, and medical records). The recordkeeping instructions for these other types of records are available at: <https://www.arims.army.mil/>. Enter the site and click on the RRS-A tab near the top left corner of the page. Then follow the search page instructions to locate the recordkeeping requirements for the type of record being created or received.

REC. CATEGORY	REC. TITLE	REC. NUM.
<u>MILITARY POLICE</u>	CI strength reports	190-8v
<u>MILITARY POLICE</u>	Enemy CI camp labor reports	190-8aa
<u>MILITARY POLICE</u>	Enemy CI complaints and investigations	190-8u
<u>MILITARY POLICE</u>	Enemy CI educational media	190-8y
<u>MILITARY POLICE</u>	Enemy CI general information	190-8s
<u>MILITARY POLICE</u>	Enemy CI noncontract labor - Information on the use of CI labor or paid work	190-8z1
<u>MILITARY POLICE</u>	Enemy CI noncontract labor - Overall policy and programs for the use of enemy CIs for paid work	190-8z2
<u>MILITARY POLICE</u>	Enemy CI pay and allowances records	190-8dd
<u>MILITARY POLICE</u>	Enemy CI pay data subsidiary files	190-8cc
<u>MILITARY POLICE</u>	Enemy CI payrolls	190-8bb
<u>MILITARY POLICE</u>	Enemy CI property accounting files	190-8x
<u>MILITARY POLICE</u>	Enemy CI rosters	190-8w
<u>MILITARY POLICE</u>	Enemy CI status inquiries	190-8t
<u>MILITARY POLICE</u>	Enemy PW camp labor reports	190-8k
<u>MILITARY POLICE</u>	Enemy PW labor contracts - Information on the use of PW labor contracts with contract employers	190-8j1
<u>MILITARY POLICE</u>	Enemy PW labor contracts - of overall policy and programs for PW labor contracts with contract employers and other employers	190-8j2
<u>MILITARY POLICE</u>	Enemy PW pay and allowances records	190-8p
<u>MILITARY POLICE</u>	Enemy PW pay data subsidiary files	190-8n
<u>MILITARY POLICE</u>	Enemy PW payrolls	190-8m
<u>MILITARY POLICE</u>	Enemy PW/detainee complaints and investigations	190-8d
<u>MILITARY POLICE</u>	Enemy PW/detainee educational media	190-8h
<u>MILITARY POLICE</u>	Enemy PW/detainee general information	190-8b
<u>MILITARY POLICE</u>	Enemy PW/detainee noncontract labor - Information on the use of PW or detainee labor for paid work which is not covered by contract	190-8il
<u>MILITARY POLICE</u>	Enemy PW/detainee noncontract labor - overall policy and programs for the use of enemy PW or detainees for paid work which is not covered by contract	190-8i2
<u>MILITARY POLICE</u>	Enemy PW/detainee property accounting files	190-8g
<u>MILITARY POLICE</u>	Enemy PW/detainee rosters	190-8f
<u>MILITARY POLICE</u>	Enemy PW/detainee status inquiries	190-8c
<u>MILITARY POLICE</u>	Enemy PW/detainee strength reports	190-8e
<u>MILITARY POLICE</u>	Individual enemy CI files	190-8r
<u>MILITARY POLICE</u>	Individual enemy PW/detainee files	190-8a
<u>MILITARY POLICE</u>	Prisoner of war censorship	190-8q
<u>MILITARY POLICE</u>	Arms, ammunition, and explosives security management	190-11c

Appendix 2 (Record Requirements) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

<u>MILITARY POLICE</u>	Serious incident reports	190-40a
<u>MILITARY POLICE</u>	MP reports	190-45a
<u>MILITARY POI-ICE</u>	Loss, theft, and recovery of firearms files - TOE units and other offices	190-45d2
<u>MILITARY INTELLIGENCE</u>	Intelligence reports	381a
<u>MILITARY INTELLIGENCE</u>	Intelligence/Counterintelligence Sources - IRR	381c
<u>MILITARY INTELLIGENCE</u>	Quarterly Oversight Activities Report - SAIG	381-10b
<u>MILITARY INTELLIGENCE</u>	Quarterly Oversight Activities Report - Field Input Offices	381-10c
<u>MILITARY INTELLIGENCE</u>	HUMINT Intelligence collections	381-100a
<u>MILITARY INTELLIGENCE</u>	Intelligence dissemination files	381-11c
<u>MILITARY INTELLIGENCE</u>	Advanced technology assessments	381-11a
<u>MILITARY INTELLIGENCE</u>	Scientific and technical intelligence products	381-11b
<u>MILITARY INTELLIGENCE</u>	Counterintelligence spot reports - Office maintaining record copy of investigation or incident	381-20g1
<u>MILITARY INTELLIGENCE</u>	Counterintelligence spot reports - Offices other than office maintaining record copy of investigation or incident	381-20g2
<u>MILITARY INTELLIGENCE</u>	Local intelligence, counterintelligence, and security files	381-20m
<u>MILITARY INTELLIGENCE</u>	Counterintelligence surveys and inspections	381-201
<u>MILITARY INTELLIGENCE</u>	U.S. PW/MIA/detainee intelligence -IRR	381-20n
<u>MILITARY INTELLIGENCE</u>	Counterintelligence/Security investigations -IRR: Significant incidents or adverse actions files determined to be of historical value or those of widespread value or Congressional interest.	381-20p4
<u>MILITARY INTELLIGENCE</u>	Counterintelligence/Security investigations - IRR: Routine investigations of a minor nature	381-20p2
<u>MILITARY INTELLIGENCE</u>	Counterintelligence/Security investigations - IRR: Significant incidents or adverse actions files determined not to be of historical or widespread value or Congressional interest.	381-20p3
<u>MILITARY INTELLIGENCE</u>	Counterintelligence/Security investigations - Offices responsible for preparation and CCF: adjudicative files on persons who are considered for affiliation with DOD but affiliation is not completed	381-20p1
<u>MILITARY INTELLIGENCE</u>	Captured information	381-20b
<u>MILITARY INTELLIGENCE</u>	Counterintelligence collection files - IRR	381-20d
<u>MILITARY INTELLIGENCE</u>	Counterintelligence production files	381-20e

Appendix 2 (Record Requirements) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

<u>MILITARY INTELLIGENCE</u>	Counterintelligence information requests	381-20f
<u>MILITARY INTELLIGENCE</u>	Foreign Materiel (FM) acquisition files	381-26b
<u>MILITARY INTELLIGENCE</u>	Foreign Materiel (FM) Program Plans and Reports	381-26a
<u>MILITARY INTELLIGENCE</u>	Foreign Materiel (FM) exploitation files	381-26c
<u>MILITARY INTELLIGENCE</u>	Foreign Materiel (FM) exploitation reports	381-26d
<u>MILITARY INTELLIGENCE</u>	Foreign Materiel (FM) property accountability	381-26e
<u>MILITARY INTELLIGENCE</u>	Operational mission assignments - Mission assignments other than one-time specific requirements: Major and intermediate command headquarters	381-3d1
<u>MILITARY INTELLIGENCE</u>	Operational mission assignments - One-time specific collection requirements	381-3d2
<u>MILITARY INTELLIGENCE</u>	Operational recordings	381-3e
<u>MILITARY INTELLIGENCE</u>	Operational management files	381-3a
<u>MILITARY INTELLIGENCE</u>	Operational management reports - Major and intermediate command headquarters - Other reports	381-3b2
<u>MILITARY INTELLIGENCE</u>	Operational project cases	381-3f
<u>MILITARY INTELLIGENCE</u>	Operational management reports - Special activity reports showing mission accomplishment	381-3b1
<u>MILITARY INTELLIGENCE</u>	Counterintelligence Special Operations Files - IRR	381-47a

Appendix 3 (Records Management Regulation Extracts) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

AR 25-30

The Army Publishing Program

2-12. Records management requirements

The proponent in coordination with their respective records manager is responsible for identifying those requirements contained in the proposed publication that may result in the collection of information that may be essential evidence of operations; and for determining the appropriate retention and disposition requirements, ensuring compliance with established records management policies. Proponents will retain record copies of publications as prescribed by AR 25-400-2, paragraph 2-1.

AR 25-400-2

The Army Records Information Management System (ARIMS)

2-1. Prescribing directives

- a. Proponents of prescribing directives (see AR 25-30, para 3-1) will ensure that Army regulations and DA pamphlets identify records required to support their business processes. These are the records that are created or received when carrying out the missions or functions of the programs prescribed therein. At a minimum, identification of the records should include a description of each record category, to indicate which are transfer (T) and which are keep (K) records. In addition, the retention periods for K records, placed in the standardized K6 or KE6 category, will be stated in the prescribing directive; for example, if 2 years is the time required to meet the business needs of a specific record, that is how long the record will be kept. The recordkeeping requirements for this regulation are located in the summary section of the title page.
- b. Proponents will further ensure that any requirements or established procedures governing the use and retention of the records are specified in Army regulations or DA pamphlets when necessary. These requirements may pertain to matters such as the naming, arrangement, and/or location of files and established procedures such as those governing data or input submitted for consolidated reports, summaries, or similar information. For example, input to the XYZ Report will be kept for 2 years at the installation level and 5 years at the MACOM level. This input will also be used to prepare budget estimates for HQDA approval and should be arranged according to the fiscal year to which it will apply.
- c. Proponents will coordinate any new, revised, or rescinded recordkeeping requirements (including recommended retention periods for the new or revised requirements) in Army directives with their records management officers. Records management officers will use this regulation to identify the RN under which the records will be kept and send requests for new, revised, or rescinded numbers, along with proposed disposition instructions as needed, to the U.S. Army Records Management and Declassification Agency, Records Management Division, ATTN: AHRC-PDD-RR, 7701 Telegraph Rd, Casey Bldg. Rm. 102, Alexandria, VA 22315-3860 or to info@rmda.belvoir.army.mil, which is the contact address on the USARMDA Homepage at www.rmda.belvoir.army.mil. Temporary RNs, titles, and disposition instructions for new numbers will be established in accordance with paragraph 2-2b. These requirements should be addressed in broad terms whenever possible, identifying only specific forms, systems, documents, and so on, when needed for clarity, and conspicuously placed in the Army directive prescribing the creation and use of those records.

Appendix 3 (Records Management Regulation Extracts) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

Army Regulation 25-1

ARMY KNOWLEDGE MANAGEMENT AND INFORMATION TECHNOLOGY MANAGEMENT

**Chapter 2
Responsibilities**

2-3. Principal HQDA officials

Within their respective areas of functional and process proponency, principal HQDA officials will —

j. Appoint in writing a records official to manage the internal records of the organization and its sub-elements. Each official will act as a point of contact (POC) for recordkeeping requirements of the respective functional area and will perform duties as prescribed in paragraph 8-29.

2-10. The Deputy Chief of Staff, G-1

The DCS, G-1 will, in addition to the responsibilities in paragraph 2-3 —

- a. Serve as Archivist of the Army.
- b. Serve as the senior Army official for records management and its various subprograms.
- c. Develop and maintain the Army Information Collection required by 44 USC and chapter 8 of this regulation.
- d. Promulgate policy and procedures for the records management program and its various subprograms.
- e. Implement declassification requirements in accordance with EO 12958.
- f. Advise the SECARMY concerning the destruction of records in legal custody in an Army repository outside the continental United States (OCONUS) during a state of war between the United States and another nation or when hostile action (by a foreign power, terrorist agents, or public demonstrators) seems imminent.

2-16. MACOM commanders

For the internal IM/IT responsibilities of their commands, MACOM commanders will —

- n. Appoint a command records administrator to oversee the Records Management Program throughout the command.
- o. Ensure that written contingency plans providing for effective withdrawal or destruction of records in hostile or unstable conditions are prepared by all commands and other elements in overseas areas not under the jurisdiction of a major overseas commander.

Appendix 3 (Records Management Regulation Extracts) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

p. Conduct command-wide evaluations of records management programs relating to the adequacy of documentation, maintenance, use, and disposition of records every 3 years.

2-17. Commanding General, U.S. Army Training and Doctrine Command

The Commanding General (CG), TRADOC will, in addition to the duties listed in paragraph 2-16 —

e. Incorporate records management training in functional and MOS-producing courses.

2-21. Commanding General, U.S. Army Intelligence and Security Command

The CG, U.S. Army Intelligence and Security Command (INSCOM) will, in addition to the duties listed in paragraph 2-16 —

b. Operate the U.S. Army Cryptologic Records Center, the repository for all permanent cryptologic records.

c. Operate the U.S. Army Investigative Records Repository to support intelligence and counterintelligence activities or other Army intelligence programs.

2-24. Commanders of the Army Component combatant commands

These commanders will —

g. Integrate records management support into operational plans for the collection and transfer of records created by deployed units in contingency operations per AR 25-400-2.

2-25. Commanding General, U.S. Army Reserve Command and the Chief, National Guard Bureau

The Commanding General, Army Reserve Command, and the Chief, National Guard Bureau have the same responsibilities as specified in paragraphs 2-14a and c and 2-16.

2-26. Commanders or directors of MSCs, field operating agencies, DRUs, separately authorized activities, tenant, and satellite organizations

Commanders or directors of MSCs, field operating agencies (FOAs), DRUs, separately authorized activities, tenant, and satellite organizations will, based on guidance of their parent organization, accomplish the same IM responsibilities as their parent organization commensurate with their mission, size, responsibilities, and location.

a. Commanders of subordinate organizations will designate a senior IM official who will have staff responsibility for the supported organization equivalent to the senior IM official at MACOM level.

b. FOAs and other organizations will, as a minimum —

(3) Designate in writing a subordinate organization records administrator who will perform duties as described in paragraph 8-2g.

Appendix 3 (Records Management Regulation Extracts) to Annex G (Recordkeeping Requirements for Detainee Operations) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

2-27. State Area Command, U.S. Army Reserve Command, or comparable-level community commanders

State Area Command (STARAC), U.S. Army Reserve Command, or comparable-level community commanders will —

b. Appoint a records manager responsible for the records management program.

2-28. Program, project, and product managers and IT materiel developers

Program, project, and product managers (PMs) and IT materiel developers will —

d. Ensure that records management requirements are included in systems throughout their life cycle.

2-29. PEOs and direct-reporting PMs

PEOs and direct-reporting PMs will —

f. Ensure records management requirements are included in systems throughout their life cycle. Ensure compliance with the Army's Networthiness Programs for all PM-developed C4/IT systems.

8-3. Life-cycle management of records

a. Maintaining Army information that meets the definition of a record is the responsibility of all military, civilian, and contractor personnel, commanders, and leaders (See AR 25-400-2, chap 6, on how to maintain official records). Create only the minimum records essential and adequate to support, sustain, and document the following:

(1) Military operations in time of peace, war, and operations other than war (for example, contingency operations and humanitarian, peacekeeping, and nation building missions).

(2) The conduct of all other activities of the Army's official business.

Annex Z (References) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

1. HQDA, The Army Plan (TAP) Section I (Army Strategic Planning Guidance), dated 8 December 2003.
2. HQDA, DAMO-ZA, The Army Campaign Plan, dated 12 April 2004.
3. AR 190-8, Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees, dated 1 October 1997.
4. Assessment of DoD Counterterrorism Interrogation and Detention Operations in Iraq (MG Miller's Report), 31 August to 9 September 2003 (S).
5. Assessment of Detention and Corrections Operations in Iraq (MG Ryder's Report), 6 November 2003 (U).
6. Administrative Investigation of Alleged Detainee Abuse by the 800th Military Police Brigade (MG Taguba Report), 24 JAN - 9 MAR 04 (S).
7. Treatment of Enemy Combatants Detained at Naval Station Guantanamo Bay, Cuba, and Naval Consolidated Brig Charleston (VADM Church GTMO Report), 11 MAY 04 (S).
8. Detainee Operations Inspection Report, Department of the Army Inspector General, 21 July 2004 (U).
9. Department of Defense Directive 2310.1, DoD Enemy POW Detainee Program, 18 August 1994 (U).
10. Interim update, AR 190-8, Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees, dated 26 July 2004 (U).
11. General Order Number 9, Establishment of the Office of the Provost Marshal General, dated 26 SEP 03.
12. Review of Detainee Operations and Facilities in Afghanistan (BG Jacoby Report), dated 26 June 2004.
13. Investigation of Interrogation Procedures Used By the 205th Military Intelligence Brigade and Contractors at Abu Ghraib Prison, Iraq (MG Fay, LTG Jones, GEN Kern Report), dated 23 August 2004.
14. Final Report of the Independent Panel to Review DoD Detention Operations (Dr Schlesinger Panel), dated August 2004.

Annex Z (References) to the Army Detainee Operations and Detainee Interrogation Operations Integration Plan

The following reports have not yet been received and therefore were not integrated into this plan at the time of publication.

1. Administrative Investigation of Alleged Detainee Abuse by the Combined Joint Special Operations Task Force – Arabian Peninsula (BG Formica Report).
2. Review of DoD Interrogation techniques in the War on Terror (VADM Church), estimated release date is 20 September 2004.
3. Assessment of Army Reserve Military Intelligence and Military Police Training (LTG Helmly Report), estimated completion date is 1 DEC 04.

Appendix 1 (Policy) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan (U)

P o		Policy						
Bin #	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
Po	1	OPMG	OTJAG	(FOUO) [General] Conduct DoD/DA detainee policy-gap analysis, (include addressing role of national level agencies in detainee operations to include appropriate protocols for sharing valuable intelligence assets) and integrate throughout Army Detainee Operations and Detainee Interrogation Operations Integration Plan	D 2 D 3 T 5	Sep-2004		Interim Policy staffing completed.
Po	1.1	OPMG	OTJAG	(FOUO) Publish interim Army Regulation (AR) 190-8, Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees	D 2 T 5 T 2.1 T 9 (all) L 1	Oct-2004		Interim Policy staffing completed
Po	1.2	OPMG	OTJAG	(FOUO) Publish updated AR 190-8, Enemy Prisoner of War, Retained Personnel, Civilian Internees and Other Detainees. Ensure policy addresses the following (at a minimum): relationship between mission requirements for reestablishing a civilian prison system and detainee operations, administrative responsibilities related to timely release of detainees; detailed instructions in areas of discipline; instruments of restraint and treatment of prisoners awaiting trial; information and evidence collection on detainees; use of biometrics for detainee identification non-compliant detainees.	D 2 D 3 D 4 D 5 T 1 T 2 T 3.2 T 5 M 2.2 L 3	Sep-2005		
Po	1.3	OPMG	OTJAG	(FOUO) Assist DOD in its policy review and update of DoDD 2310.1	D 1	Jun-2005		
Po	1.4	OPMG	OTJAG	(FOUO) Ensure definition of detainee operations is consistent throughout the Department of Defense (OSD, JS, Services); includes the definition of detainee categories and detainee status and the corresponding treatment consistent with U S jurisprudence, military doctrine, and with U S interpretation of the Geneva Conventions	D 1 D 2	Jun-2005		
Po	2	OPMG	G2 OTJAG	(FOUO) [Relationships] Establish policy clearly delineating the relationship between MI and MP personnel with respect to interrogation operations and that clearly defines the organizational structures, command relationships, roles and responsibilities of MI, MP, and Medical personnel operating interrogation facilities.	D 3 (all) D 4 (all) T 5	Oct-2004		Interim Policy staffing completed

Appendix 1 (Policy) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan (U)

Po	2.1	G2	OTJAG OPMG	(FOUO) Add to and update policy (AR 381-100) to clearly define organizational structures, command relationships, and roles and responsibilities of Military Intelligence personnel operating in interrogation facilities. Ensure AR addresses a target ratio for interrogators to detainees of intelligence value, and the definition of acceptable interrogation techniques	D 2 D 3 (all) D 5 (all) O 3 T 3 (all) T 4 (all) L 3	Jun-2005		Interim Policy staffing completed.
Po	2.2	OPMG	OTJAG	(FOUO) Revise policy to ensure a single staff proponent or single authority for all internment, confinement, detainment operations, and interrogation, to include action under the UCMJ is appointed at all levels of command.	D 2.1 D 2.2 D 2.3 O 9 T 5	Mar-2005		
Po	2.3	OPMG	OTJAG	(FOUO) Ensure policy states that the theater proponent for detainee affairs have assigned to it a dedicated Senior Judge Advocate, with specialized training and knowledge of international and operational law	D 6 O 8 T 6	Mar-2005		
Po	3	OPMG	G2	(FOUO) [Procedures] Update detainee policy to specifically address the administration (processing, accountability, movement, and disposition), internment / resettlement, and intelligence exploitation in any operating environment, enabling Commanders to better manage resources, ensure safe and secure custodial environments and improve intelligence gathering	D 8 O 1.2 O 2 T 3.1 T 5 L 3	Mar-2005		
Po	3.1	OPMG	G2 OTJAG	(FOUO) Revise policy to advise commanders to ensure that appropriate copies of the Geneva Convention Relative to the Treatment of Prisoners of War and notice of protections be made available in both English and the detainees' language and be prominently displayed in all detention facilities	D 6 T 3.3 T 6.5	Oct-2004		
Po	3.2	OPMG	G2 OTJAG	(FOUO) Revise policy to advise commanders to publish a complete and comprehensive set of SOPs regarding treatment of detainees, and that all personnel be required to read and sign the SOPs. Commanders must ensure local policies comply with Law of Land Warfare and the Geneva conventions	D 6.2 T 3.3 T 6.4 T 6.5 L 1 L 2	Mar-2005		
Po	3.3	OPMG	G2 OTJAG	(FOUO) Develop policy that reinforces the leadership responsibility of reporting instances of detainee abuse to appropriate commanders	D 7 T 1 (all) T 6.5 T 7.2 L 2 (all)	Oct-2004		
Po	3.4	OPMG	OTJAG	(FOUO) Ensure policy advises commanders to remove all weapons from the interior and close proximity of all internment/correctional facilities, and to develop comprehensive visitation SOPs, enforce key control programs, and emergency action programs	D 8 D 12 T 3.3	Mar-2005		

Appendix 1 (Policy) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan (U)

Po	3.5	OPMG	G3 OPMG OTJAG	(FOUO) Create policy to clarify how Soldiers are to apply the Geneva conventions to detainee operations and detainee-interrogation operations and their duty to report violations.	D 6 (all) T 1 T 6.5	Oct-2004		
Po	3.6	G3	OPMG	(FOUO) Establish policy for the unique requirements for detainee operations and detainee-interrogation operations Force Protection.	D 12 O 1.3 M 2 F 3	Jun-2005		
Po	3.7	OPMG	G2 OTJAG	(FOUO) Create policy clarifying screening, interrogation and release / transfer procedures at the tactical level.	D 5.2 D 5.3 D 5.4	Mar-2005		
Po	4	OPMG	OTJAG OTSG	(FOUO) [Medical] Revise policy to clarify the medical health care responsibilities for each category of detainee, (include an example of detainee health care policy) and the role of the Behavioral Science Consultation Team support to interrogation operations. [Policy must differentiate between patient (detainee) care and support to detainee interrogation operations.] and emphasizes the medical community's responsibility to report suspected detainee abuse	D 3 D 3.1 D 7 O 4 T 7 (all) L 2	Mar-2005		AMEDD Center and school is reviewing proper burial policy for EPW casualties to minimize spread of communicable diseases, as well as including DO in the POIs of all medical courses during the critical task selection board (CTSB) process. Will change program of instruction for preventive medicine personnel. Will be included in AR 190-8 re-write
Po	4.1	MEDCOM	OTSG OTJAG	(FOUO) Establish policy that defines Medical Ethics in support of Detainee operations, to include the requirement to and procedures for reporting suspected detainee abuse	D 7 T 7.2 T 7.5	Mar-2005		
Po	4.2	OPMG	OTJAG OTSG	(FOUO) Revise policy to establish Institutional Correction Programs (work, recreation, education, spiritual services and mental health services) within detention facilities for long-term detention	D 7 T 7.3	Mar-2005		
Po	5	G2		(FOUO) [Interrogations] Propose to DoD that the Army be designated the Executive Agent for interrogation policy and doctrine. (Complements the Army's EA responsibility for Detainee Operations.)	D 2	Dec-2004		OSD-DA has already started development of DoD Interrogation Policy
Po	5.1	G2	OTJAG	(FOUO) Propose to the Joint Staff and DoD that DoD develop DoD detainee interrogation policy. Policy should be simple, direct, understandable at the MP and interrogator level, have safeguards, and be enforced.	D 5 T 4.7 T 4.8 T 11	Dec-2004		
Po	5.2	G2	OTJAG	(FOUO) Publish interrogation guidance that applies to all services and agencies.	D 2	Jun-2005		
Po	5.3	G2	OTJAG	(FOUO) Revise interrogation policy that provides limits of authority on interrogation techniques that are simple, direct, and include safeguards against abuse.	D 5 D 5.1 D 5.4 T 4	Jun-2005		
Po	5.4	G2	OPMG G3 OTJAG	(FOUO) Revise policy to recommend the early promulgation of interrogation policy during planning, including crisis action planning	D 5.4	Jun-2005		
Po	5.5	G2	OTJAG	(FOUO) Revise policy to strongly recommend video taping of all detainee interrogations.	D 5.1 D 5.4 T 4	Jun-2005		

Appendix 1 (Policy) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan (U)

Po	5.6	G2	OTJAG	(FOUO) Include in policy, a suspension of duty requirement for interrogators under active investigation for detainee abuse.	D 5	Jun-2005	
Po	5.7	G3	G2	(FOUO) Develop policy that advises commanders to maintain unit integrity with military intelligence units, especially those conducting detainee interrogation operations.	O 3 6	Mar-2005	
Po	6	ASA (ALT)	G2 OPMG OTJAG	(FOUO) [Contractors/OGAs] Create policy that takes a more aggressive approach to contract management and requires background investigations of prospective contractors and include a clause, which requires the contractor to remove employees from theater for acts of misconduct.	D 4 T 8 T 8.1	Jun-2005	
Po	6.1	G2	G3 OTJAG	(FOUO) Evaluate a policy that would require civilian interrogators to be former military interrogators trained in current interrogation policy and doctrine or receive formal training in current military interrogation policy and doctrine. Define what command will define the training requirement for which contingency, and ensure policy directs commanders to provide rigorous oversight to the training and performance of contractors.	D 4 T 8 M 4	Jun-2005	
Po	6.2	OPMG	G2 OTJAG	(FOUO) Create policy that requires the screening of contractors and OGA personnel before allowing them to enter and work in Army run detention facilities, and delineates guidelines for compliance by all OGA using military detention facilities.	D 4 D 4.1 D 5 T 8 T 8.2	Mar-2005	
Po	6.3	OPMG	G2 OTJAG	(FOUO) Develop policy that clearly defines the relationship with and command and control of civilian contract individuals and OGAs, and specifies that commanders will provide rigorous oversight to the performance of contract and OGA individuals.	D 4 D 4.1 T 8 T 8.1	Mar-2005	
Po	6.4	OPMG	G2 OTJAG	(FOUO) Require a properly trained COR be on site with the contractor.	D 4 T 8	Mar-2005	
Po	6.5	G3	OPMG	(FOUO) Include in policy, a draft SOP or an example MOU for Commanders to use when deployed that develops acceptable policy and procedures for handling, detaining, and interrogating detainees from OGAs.	D 4.1 T 8.2	Dec-2004	
Po	7	OPMG	G2 G3 OTJAG	(FOUO) [ICRC] Revise policy to address the important role that the ICRC plays in detainee operations, and that facility commanders must foster positive relationships with ICRC personnel.	D 4.2 T 8.3	Mar-2005	
Po	7.1	OPMG	OTJAG	(FOUO) Create policy that requires ICRC reports to be investigated by an independent investigative authority.	D 4.2 T 3.3 T 8.3	Mar-2005	

Appendix 1 (Policy) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan (U)

Po	7.2	OPMG	OTJAG	(FOUO) Create policy that sets forth procedures and responsibilities for ICRC visits, reports, and responses.	D 4.2 T 3.3 T 5.1 T 7.2 T 8.3	Oct-2004		
Po	8	OPMG	G2 OTJAG	(FOUO) [Military Working Dogs] Create policy on the use of K-9 which clarifies procedures when employing MWD as an extension of law enforcement, or demonstration of show of force, or as a deterrent to escape, and the needs to specify escalating approval authorities; include a prohibition on the use of MWD in detainee-interrogation operations, or precisely state the approval authority and circumstances where MWD can be used	D 10	Mar-2005		
Po	9	OPMG	G2 MEDCOM	(U) [Recordkeeping] Include in policy the requirement and responsibilities on recordkeeping regarding Detainee operations and Detainee-Interrogation operations	D 8.1 T 15 T 15.1 T 15.3 L 5	Sell-2005		
Po	10	OPMG	G3 G2 OTJAG	(FOUO) [Civilian internment facility] Revise policy to address the need for Commanders and Military Police units to prepare to operate civilian internment and detention facilities where normal law has broken down in an occupied or failed state.	D 6.2 O 1 O 1.2	Mar-2005		
Po	11	G3	OTJAG FORSCOM	(FOUO) [Theater Mission Assignment] Develop (with CFLCC and FORSCOM) a policy proposal for the CSA on how to ensure units receive their theater mission upon mobilization to enhance battle-focused training		Dec-2004		G3 drafted policy guidance.
Po	12	G3	OPMG G2 OTJAG	(FOUO) [IDA IG Action Plan] Prepare correspondence that advises Commanders to be proactive in identifying and executing ongoing corrective actions as a result of DA IG and this plan.	D 1	Sep-2004		

Appendix 2 (Doctrine) to Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

D		Doctrine							
Bin	#	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
D	1	TRADOC	OPMG	(FOUO) [Lessons Learned] Review and improve processes for capturing and validating lessons learned in order to rapidly modify doctrine and incorporate into training application for Soldiers and units	Po 12 T 9 T 16 2	Jun-2005		USAMPS has formed a Tiger Team to research lessons learned, evaluate those lessons learned and incorporate into the applicable DOTMLPF Domain	
D	2	TRADOC	G3	(FOUO) [Joint] Ensure Army doctrine affected by this plan is synchronized with Joint doctrine	Po 1 Po 1.3 Po 1.4 Po 2.1 Po 5 Po 5.2	Jun-2005		Parallel efforts for JP 3-63 and FM 3-19.40 are underway	
D	2.1	TRADOC	OPMG G3 G2	(FOUO) In concert with JFCOM, review the concept and clarify responsibilities for a single staff position for Detention and Interrogation operations as part of a JTF capable organization	Po 2.2 O 9 T 4.9	Jun-2005			
D	2.2	TRADOC	OPMG G3 G2	(FOUO) Ensure doctrine recommends that a single commander, or single coordinating authority be responsible for overall detainee operations throughout a Theater of Operations, and at all subordinate levels of command	Po 2.2 O 9 T 4.9	Jun-2005		JP 3-63 will recommend a Detainee Internment Facility Commander - responsible for both detention and interrogation.	
D	2.3	TRADOC	G2 OTJAG G3	(FOUO) Ensure Army and Joint doctrine recommends that a single coordinating authority is established for all HUMINT Collection and Analysis related to Detainee Interrogation Operations in a theater of operations.	Po 2.2 O 3 O 3.4 O 3.5 O 9 T 4.9	Jun-2005		The doctrine for use of third-country nationals should include a requirement for Geneva Conventions training in cases where the third-country nationals will have frequent direct contact with detainees. Primarily interpreters, or perhaps medical personnel from a third country. In some instances, screening and training requirements for third-country-nationals should mirror requirements for US contractors, depending on the degree of contact with the detainees.	
D	2.4	TRADOC	G2 G3 OPMG	(FOUO) ICW the Joint Staff, update Joint and Army doctrine to address the concept, organization and operations, and procedures for the JIDC -- address the responsibilities of the JIDC OIC	O 6 T 4.3 T 10 Pe 2	Jun-2005		TRADOC is engaged in a multi-service publication via the Air, Land, Sea Application center at Langley AFB which will result in a new Army FM 3-19.401 Detainee Operations in a Joint Environment. Support to JS in development of new JP 3-63, Detainee Operations	
D	2.5	TRADOC	G2	(FOUO) Ensure doctrine reflects close cooperation between strategic analytical community and collector and analysts in the field. (Address the interrogator Tiger Team concept and its integration through CJ2X and JTF-CT.)	O 3.1 O 3.3 O 3.5 T 4.9	Jun-2005			

Appendix 2 (Doctrine) to Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

D	3	TRADOC	G3 G2 OPMG	(FOUO) [MI / MP Relationships] Review, expand, revise detainee operations doctrine as appropriate to specifically address detainee administration, (to include detainee disciplinary measures), internment and resettlement, and facilitate intelligence exploitation enabling commanders to better manage resources. ensure safe and secure custodial environments, (including force protection considerations for detainees), and improve intelligence collection; Focus too on MP/MI relationships and Medical responsibilities to detainee and detainee-interrogation operations	Po 1 Po 2 (all) Po 3 (all) Po 4 O 4 T 3 T 5 T 7 2 T 9	Sep-2005		FM 34-52, Intelligence Interrogation. 8 May 1987 is being replaced by FM 2-22.3. Combine Arms Command (CAC) is TRADOC lead for revising TRADOC DOTMLPF actions in detainee operations. Additionally, US Army Forces command has incorporated specific leader and soldier training to include enforcing the Law of War and the Geneva and Hague Conventions for deploying units. Further, the US Army Military Police School (USAMPS) has provided a training support package for detainee operations training that US Army forces command has incorporated into the pre-deployment training for units that will perform the mission at a detention facility. JP 3-63 published 3d QTR 05 (TRADOC Input due 15 Nov); FM 3-19.40 to be published FM 2-22.3 in draft DRAG, anticipate being published Oct 04. ALSA pub (FM3-19.401) in final staffing w/SJA. New I/R Company AHTEP Manual to be published TBD, I/R BN ARTEP manual publish TBD. FM3-31 publish TBD
D	3.1	TRADOC	G2	(FOUO) Clarify doctrine to define the organizational structures, command relationships, and roles and responsibilities of personnel operating internment and interrogation facilities IAW AR 190-8	Po 2 Po 2 2 Po 4 Po 5 O 3 (all) T 3 T 5 T 7 2	Sep-2005		JP 3-63 will cover roles/responsibilities within the internment facility (interrogation being a part of the internment facility)
D	3.2	TRADOC	G3	(FOUO) In Detainee doctrine and Interrogation Operations doctrine, clearly articulate the interdependent and independent roles of the Military Police custody and control mission and the Military Intelligence interrogation mission IAW AR 190-8, precisely define the guidance of MPs "setting the conditions" for interrogation	Po 2 Po 4 Po 5 O 3 2 T 3 (all) T 5 T 9	Sep-2005		G3 TR pre-mobilization tracking within FOHSCOM and ICW OPMG coordinating long-term P-DOTMLPF solutions with Army Detainee Operations Plan. JP 3-63 has a separate chapter regarding roles and responsibilities from SecDef to Guard Commander as well as roles/responsibilities of the commander of an interrogation facility
D	3.3	TRADOC	G3 G2 OPMG	(FOUO) Ensure both MI and MP doctrine are consistent in the requirements that Commanders establish authorities and procedures for a unified strategy to detain, interrogate, and report information from detainees / internees	Po 2 Po 4 Po 5 O 3 2 T 3 T 5 T 9	Sep-2005		JP 3-63 has a separate chapter regarding roles and responsibilities from SecDef to Guard Commander as well as roles/responsibilities of the commander of an interrogation facility.
D	3.4	TRADOC	G2 OPMG	(FOUO) Ensure doctrine recommends that a Unity of Effort exists to integrate detention operations, interrogation operations, and collection management at all levels of command	Po 2.2 O 3 O 3 4 O 3 5 O 9 T 4 9	Sep-2005		

Appendix 2 (Doctrine) to Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

D	3.5	TRADOC	G3 G2 OPMG	(FOUO) Modify MP and MI stability and support operations doctrine at division level and below to reflect the need for long term detention facilities and interrogation of detainees at the tactical level.	Po 10 T 3.2 T 3.3 T 5 T 5.1 T 9 T 11	Sep-2005		USAMPS has proposed a Forward Collection Point for holding detainees up to 30 days. Detainees interned at this facility have only direct, tactical intelligence for the maneuver commander (based on reports from the IG report)
D	4	TRADOC	OPMG	(FOUO) [Relationships with others] Ensure doctrine states that commanders are responsible to ensure third country nationals, and local contractors working in support of detention operations are properly supervised and adhering to a standardized and approved uniform, badging, and escorting standard operating procedure, and meet the requirements in policy	Po 1.2 Po 2 Po 6 (all) T 8 (all)	Sep-2005		
D	4.1	TRADOC	OPMG G2	(FOUO) Incorporate into doctrine, lessons learned on the HUMINT Collection and Targeting Meeting to better synchronize interrogation and collection efforts in theater with OGA, indigenous intelligence agencies, and SOF to include the necessity for systems information sharing, coordinated taskings, and internee access	Po 1.2 Po 2 Po 6 T 8	Sep-2005		
D	4.2	TRADOC	OPMG OTJAG	(FOUO) Review and Improve doctrine as necessary to integrate the role of the ICRC and the proper administrative procedures for their visits and subsequent handling of reports	Po 7 (all) T 8.3	Jun-2005		USAMPS' writing of JP 3-63 and revision of FM 3-19.40 will cover aspects of the ICRC and administrative procedures for visits and handling reports.
D	4.3	TRADOC	OPMG G2 OTJAG	(FOUO) Ensure doctrine clarifies commanders responsibilities for the actions of OGA operating within Army-run detention facilities, including OGA adherence to DoD practices and procedures while performing detainee interrogation operations at DoD facilities	Po 2.1 Po 5.3 Po 5.6 T 4 L 3	Sep-2005		
D	5	TRADOC	G2 OPMG	(FOUO) [Interrogation] Update FM 34-52. Intelligence Interrogation, SEP 92, to be in compliance with recommended Army and DoD policy regarding detainee interrogation operations, focusing on management and conduct of detainee interrogation operations, and that recognizes the realities of the GWOT, including SASO, contract management, and Mobile Interrogation Teams pushed "forward" to obtain timely, actionable intelligence	Po 2.1 Po 5.3 T 4 (all) L 3	Jun-2005		FM 34-52 superceded by FM 2-22.3 Release expected by Jun 2005
D	5.1	TRADOC	G2 OTJAG	(FOUO) Revise doctrine to identify interrogation approach techniques that are acceptable, effective and legal for non-compliant detainees, delineates responsibilities, and adds requirements for video taping interrogations at strategic and tactical levels	Po 5.5 T 3.2 T 4.3 T 4.10 M 2.1 L 3	Jun-2005		

Appendix 2 (Doctrine) to Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

D	5.2	TRADOC	G3 G2 OPMG	(FOUO) Expand doctrine to address the criteria for establishing and operating collecting points to enable commanders to more effectively conduct intelligence exploitation across the full spectrum of operations.	Po 3.7 O 3.1 O 3.4 O 4 T 5 (all)	Jun-2005		G3 Tasking with G3, TRADOC. FORSCOM to develop Program of Objectives and Milestones (POAM) for Arriiy Detainee Operations Plan (ADO&D-IO IP) with S 2 Sep 04 THADOC had first OPT on 12 Aug. with follow-on to confirm timeline 26 Aug 04 Actions will be incorporated into ADO&D-IO IP
D	5.3	TRADOC	G2 OTJAG	(FOUO) Update doctrine to integrate tactical interrogation at battalion and company level to assist in the intelligence exploitation of detainees immediately upon capture.	Po 3.7 O 3.1 O 3.4 O 4 T 4.5 T 4.8	Dec-2004		G3 tasked TRADOC and FORSCOM to develop Objectives and Milestones for Implementation plan for Army Detainee Operations Plan (ADO&D-IO IP) with S 2 Sep 04. TRADOC had first OPT on 12 Aug. with follow-on to confirm timeline 26 Aug 04 Actions will be incorporated into ADO&D-IO IP
D	5.4	TRADOC	G2	(FOUO) Revise doctrine to include the requirement for and utility of early promulgation of interrogation policy during planning, including in crisis action planning	Po 5.4 T 4.3 T 4.4	Self-2005		
D	6	TRADOC	OTJAG	(FOUO) [Law of War and Geneva Conventions] Update Army Law of War Doctrine and review and make recommendations to DoD Law of War related doctrine.	Po 1.4 Po 2.3 Po 3.1 Po 3.2 Po 3.4 T 6 L 1	Sep-2005		
D	6.1	TRADOC	OTJAG	(FOUO) Incorporate Law of War into Detainee and Interrogation Doctrine	Po 1.4 Po 3.1 Po 3.2 Po 3.4 T 6 L 1	Sep-2005		
D	6.2	TKADOC	G2 G3 OPMG OTSG	(FOUO) Develop doctrine for detention operations to remain within Geneva conventions, International Law and AR 190-8 during counter insurgency and stability operations, emphasizing conditions under which normal law enforcement has broken down in an occupied or failed state	Po 3.1 O 1.2 T 6 L 1	Sep-2005		
D	7	MEDCOM	OTJAG	(FOUO) [Medical] Update medical detainee operations doctrine to specifically address detainee health care requirements, and requirement to report signs of detainee abuse	Po 4.1 Po 4.2 L 1 O 4 T 7	Mar-2005		Current Doctrine is applicable with reinforcement during unit pre deployment training
D	8	TRADOC	OPMG	(FOUO) [Administrative] Review, expand, and/or revise doctrine as appropriate for the administrative processing of detainees to improve accountability, movement, and disposition across the full spectrum of operations.	Po 3.4 T 15 (all)	Jun-2005		USAMPS has proposed a Forward Collection Point for holding detainees for up to 30 days, guarded by an I/R PLT and coordinating transportation to the next level facility

Appendix 2 (Doctrine) to Annex B (Synchronization Matrix) to the Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

D	8.1	TRADOC	G3 G1 OPMG	(FOUO) Review and revise doctrine as necessary to document record keeping and information sharing requirements and responsibilities concerning Detainee Operations and Detainee-Interrogation Operations IAW Arinex G of the base plan	Po 9 T 15 (all) M 2 (all) L 5	Sep-2005		JP 3-63 will cover the roles/responsibilities of the TDRC/NDRC FM 3-19 40 will cover more detail with respect to record keeping, especially tracking a detainee from point of capture to final release or transfer
D	8.2	TRADOC	OPMG G2 OTJAG	(FOUO) Integrate into detainee operations doctrine, the standards and processes for preparation of a case file for a six month review board that would take into consideration the following items: 1) contact(s) by MI representatives since the last review; 2) amount of useful information/Intel obtained	Po 9 T 15 (all) M 2 L 5	Sep-2005		
D	8.3	THADOC	OPMG	(FOUO) Analyze and develop Theater Detainee Reporting Center (TDRC) doctrine and processes, and update National Detainee Reporting Center (NDRC) doctrine and processes	O 2 Pe 3	Jun-2005		Covered in JP 3-63/FM 3-19 40
D	g	TRADOC	G4	(FOUO) [<u>Sustainment</u>] Assess and modify Sustainment planning factors to account for sustaining Detainee Operations and Detainee Interrogation Operations.	Po 1.2 O 1.2 M 2 L 2.3 F 1 M 2.2	Sep-2005		
D	10	TRADOC	G2 G3 OPMG	(FOUO) [<u>MWD</u>] Create doctrine on the use of K-9 in detainee operations, which describes when and how to use MWD as an extension of law enforcement, as a show of force, or as a deterrent to escape attempts	Po 8	Jun-2005		FM 3-19 17 shall cover aspects of when/how to use K9 during detainee operations Manual is currently in draft form awaiting final approval
D	11	TRADOC	G2 G3 OPMG OTJAG	(FOUO) [<u>Values</u>] Update doctrine, including FM 7 and FM 7.1, to address the requirement and importance of applying Army Values, specifically providing humane treatment to detainees and the strategic consequences when this standard is not achieved	Po 3.5 T 2 T 11 L 1 L 2	Jun-2005		
D	12	TRADOC	OPMG G3	(FOUO) [<u>Force Protection</u>] From a force protection standpoint, assess both doctrinal employment and organizational structure of I/R units operating in a non-linear environment without a defined secure rear area. develop recommendation for force protection in terms of both organic capabilities and/or external support (e.g. CS MP Pelt), along with organizational and/or materiel changes as appropriate	Po 3.4 Po 3.6 O 1.3 M 2 F 3	Sep-2005		USAMPS is proposing a modular, mobile I/R design at the FCP to allow for continuity of operations as the UAIBCT is maneuvering. An I/R Platoon (Guard) will be attached to the UAIBCT to conduct detainee operations at the FCP

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O Organizations								
Bin #	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
O 1	TRADOC	G3 OPMG	(FOUO) <u>Military Policy Force Structure</u> Update Military Police force structure design at the UA, UEy, and UEx levels to support the simultaneous execution of detainee operations and other battlefield missions; ensure the AC/RC mix is appropriately maintained.	P 10 F 1 Pe 3	Nov-2005		I/R manning positions are documented in evolving UEx and Maneuver Enhancement BDE designs. TRADOC needs to reassess iR UEx/UA requirements given evolving operational realities, concepts and doctrine. Determination includes additional positions or force structure changes. If expedited, force design or force structure changes could be programmed within six months. Any significant changes would be programmed in ongoing TAA process or out of cycle documentation actions and approved / directed by army leadership. Estimate min of six months to complete (Jan 05). Changes could be programmed for implementation w/in 2 years hereafter depending on magnitude and resource supportability. BCT has organic MP PLT. MP staff officer & NCO. UEx PM Staff includes 2 MOS 31E positions; recommended ME Bde MP Staff will have 31E. recommended UEx level MP C S Co Allocation rules: - Escort and move/hold detainees at central collection point; recommended rule for MP CS Co to support ea UA - examine potential redesign of MP Guard Co to support UA for I/R operations. USAIC is structuring HUMINT capability to UAs.	
O 1.1	TRADOC	G3 OPMG	(FOUO) Implement the Military Police Internment/Resettlement Battalion Force Design Update.	F 1	Sep-2004		Must assess current TAA Rules of Allocation (ROA) that generate I/R SRC unit requirements to ensure modeling addresses operational requirements; incorporate lessons learned from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF); assess current I/R force structure inventory and AC/RC balance to determine whether they currently meet projected requirements for MCOs, Phase IV rotational requirements, and small scale contingency operations. Assess organizational design of I/R Bans to determine the feasibility of creating a modular capability from within the organization for augmenting combat support Bans and Beds with an I/R Staff Cell (intent is to use this modular capability to expand long-term detainee operations in theater or to deploy only the selected modular section of I/R BN s) with combat support Beds or Bans for other contingencies as was done in Panama, Haiti, and Kosovo.	

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Q 1.2	TRADOC	G3 OPMG	(FOUO) Assess organizational design of CS BNS and BE to ensure they have capability to command and control long-term detainee operations and determine if any organizational changes are needed to provide support in these capabilities.	Po 10 D 6.2 D 9	Mar-2005	USAMPS: 1. TAA MP I/R unit requirements determination and resourcing will generate the number of I/R Beds and Ban/Co Redesign FDU will add MOS 31E staff position to the CS Ban TOE 2. Recommended MP CS Ban/Co Redesign FDU will add MOS 31E staff position to the CS Ban TOE 3. Separate action will determine what MP CS Bed MOS 31B position should be converted to MOS 31E and if there is a requirement for an additional position(s).
Q 1.3	TRADOC	OPMG G3	(FOUO) Assess both doctrinal employment and organizational structure of I/R units from a force protection standpoint to determine self-sufficiency regarding force protection across the spectrum of conflict. Recommendations, if necessary should include personnel and equipment as appropriate.	Po 3.6 D 12 M 2 F 3	Mar-2005	USAMPS: 1. Also check for the Materiel domain 2. For MPO, the I/R Co operates as part of a I/R unit. For SASO, employ MPO will determine external unit dependencies requirements.
Q 1.4	TRADOC	G3 OPMG	(FOUO) Continue integration of MOS 31E staff NCOs into development of UEy staffs to provide operational expertise on detainee operations and to serve as detainee operations advisors (as subject matter experts) at all levels of command.	Po 4	Nov-2005	USAMPS: 1. TRADOC assess requirement to add E7 MOS 31E (Interim/Resettlement) position to the BCT and SBCT 2. UEy PM Staff includes 2 MOS 31E positions. 3. Recommended ME Bed MP and UEy PM staffs will have a MOS 31E position(s) 4. Recommended MP CS Ban/Co redesign will add MOS 31E staff positions to both TOEs 5. Recommend MP Cod FDU Jr included MOS 31E positions. 6. Recommended UEy PM staff includes MOS 31E positions. 7. Proponent relooking other MP designs to determine which MOS 31E positions should be converted to MOS 31E.
Q 1.5	TRADOC	G3 OPMG	(FOUO) Assess organization, structure, and number of the FDU for the Military Police Command (REC 196(1)G(00)) to ensure command and control capabilities for detainee operations as well as all other MP battlefield functions are met. Specifically analyze and assess if the appropriate number of 31E staff is assigned to the COs.	Po 4	Dec-2004	USAMPS: 1. For MCC, the MP Cod FDU design is sufficient. 2. For SASO, the long term Detention operations structure for the I/R Bed, and MPO/IR Bed. Lsn Det force structure. If fully identified and a resource is provided, the required C2 capability.

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○	2	TRADOC	G3 OPMG	(FOUO) [NDRC/TDRC] Review National Detainee Reporting Center (NDRC), Theater Detainee Reporting Center (TDRC), and I/R IC organizations to ensure adequate force structure to support full spectrum operations now and in the future, and in accordance with AR 190-8	D 8 3 Pe 3	Mar-2005	Assess design, capabilities and force structure (to include force mix and inventory) of the MP Det I/R Information Center (SRC 19643L00) to meet requirements of Joint and Combatant Commanders in both MCOs, Phase IV Rotations, and small scale contingency operations. Assess new modular designs imbedded (recapped under) into I/R Bans, which can support TDRC requirements either in conjunction with I/R Ban missions or independently in a GS role
○	2.1	TRADOC	G3 OPMG	(FOUO) Review and update National Detainee Reporting Center (NDRC)/Theater Detainee Reporting Center (TDRC) force structure requirements to support full spectrum operations. Assess the organizational structure and capabilities of the OPMG NDRC Staff Section to meet legal requirements of detainee reporting and operations of a long term National Archive System.	D 8 3 Pe 3	Sep-2005	
○	3	G3	TRADOC G2	(FOUO) [Military Intelligence Force Structure] Adjust documentation of unit organizations to meet interrogator personnel manning requirements, authorizations, and capabilities in order to provide commanders with timely intelligence.	Po 2 1 D 2 2 D 3 1 D 3 4	Nov-2005	Changes in MI force structure (more HUMINT) will be implemented with each modular conversion as detailed in subtasks below. Additionally, implementation of the approved NOFC eliminating the language requirement for Skill Level 10 Human Intelligence Collectors will enable HRC and TRADOC to more rapidly increase operating strength and fill increased authorizations for trained tactical HUMINT collectors on the ground
○	3.1	G3	THADOC G2	(FOUO) Update Military Intelligence force structure at Division level and below to integrate the requirement for Detainee operations that allows for timely intelligence exploitation	D 2.5 D 3 1 D 5 2 D 5 3 F 3 2	Nov-2005 (Transition to be complete by 4th Qtr FY 07 for AC, FY10 for AHNG)	Modular redesign improves HUMINT support at UEx and UA by adding organic HUMINT Collection Teams to each UA and a HUMINT analysis and management capability to each UA and UEx headquarters. G3 FM has implemented conversions for 3ID, 10 th MTN and 101 st . G3 FM is currently working 4ID; other units will proceed according to current Army modularity schedule
○	3.2	G3	TRADOC G2	(FOUO) Continue to refine and implement the force structure changes in the Military Intelligence Counterintelligence/Human Intelligence Force Design Updates into the development of Corps Intelligence Units	D 3 1 D 3 2	Dec-2004 (Implementation occurs from 1st Qtr FY05 (III Corps) through 4th Qtr FY07 [COMPO 3])	MI-CI/HUMINT FDU adds two Corps Support Bns in COMPO 3 and adds one COMPO 1 CI Company to III Corps

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○	3.3	G3	TRADOC G2	(FOUO) Implement the modular redesign for Human Intelligence and Operational Management Teams in Units of Action to provide a seamless intelligence capability from the tactical to strategic level	D 2.5 D 3.1 D 3.3	Nov-2005: (Transformation to be complete by 4th Qtr FY 07 for AC, FY10 for AHNG)		Modular redesign increases organic HUMINT Collection Teams in each UA and adds HUMINT analysis and management capability to each UEx. These force structure changes will be implemented with each modular conversion. G3 FM has implemented conversions for 31D, 10th MTN and 101st. G3 FM is currently working 4ID; other units will proceed according to current Army modularity schedule.
○	3.5	G3	TRADOC G2	(FOUO) Ensure Military Intelligence G2X/S2X force structure at the division level and below will facilitate timely intelligence exploitation of detainees	D 2.3 D 3.1 D 3.2 D 3.4 D 5.2 D 5.3 T 4.5	Nov-2005: (Transformation to be complete by 4th Qtr FY 07 for AC, FY10 for ARNG)		Modular transformation provides G2X/S2X force structure in each UEx and Operational Management Team for HUMINT Operations in each UA. Conversions implemented for 31D, 10th MTN and 101st AASLT. 4th ID implementation currently working. Other units will proceed according to current Army modularity schedule.
○	3.6	G3	G2 TRADOC	(FOUO) Update MI force structure to include in-theater analysis capability integrated in the interrogation operations to allow for access / leverage of the worldwide intelligence database	Po 1 D 2.3 D 2.5 D 3.1 D 3.4 T 4.5 M 1.1 M 1.2	Nov-2005		Addition of G2X/S2X elements at UA and UEx headquarters will provide this capability at Division and below, however a materiel solution must be fielded to provide access/leverage of worldwide intel databases.
○	3.7	G3	G2 TRADOC	(FOUO) Develop MI Force Structure that will diminish the possibility for commanders to not maintain unit integrity for deployed MI units	Po 5.7 D 3.1	Jun-2005		
○	4	G3	MAEDCOM TRADOC OTSG	(FOUO) [Medical] Analyze and modify medical force structure to effectively support detainee operations in the current operating environment from collection points to internment facilities.	Po 4 D 3 D 5.2 D 5.3 D 7	Nov-2005		Must first analyze the mission of Detainee Operations and determine medical requirements by Health Service Support BOS's (Hospitalization, Evacuation and Regulation, Medical Treatment, Dental, Combat Stress Control Preventive Medicine, Lab, Veterinary, Medical Logistics, and Battle Command), then modify Detainee Operations-specific force structure to effectively support medical needs of detainee operations in the current operating environment. Additionally ensure detainee operation workloads are adequately captured in medical force structure basis of allocation resulting in sufficient medical forces to support the mission. USAMPS Include availability of PM and medical treatment section in each MP I/R Ban HHC (19646A000)
		G3		(FOUO) [Linkage to ACP] Ensure ADO&AD-1 IP is synched with ACP DPs 23v (Support UA Structure) and 35 (UEy Theater CS and CSS Structure). These DPs are scheduled for Nov 04 decision.		Nov-2005		

Appendix 3 (Organizations) to ANNEX B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

O	6	G3	G2 TRADOC OPMG	(FOUO) [JIDC] ICW the Joint Staff, structure the JIDC (man, train and equip) as a standard military organization with established appropriate authorization and with a functional chain of command to direct interrogation operations	Po 2.3 D 2.4 T 4.3 T 10 Pe 2	Nov-2005	
O	7	G3	OPMG G2 TRADOC	(FOUO) [Deployable Detention Facility] Define with the Joint Staff, the doctrinal concept and organizational construct of a deployable detention facility -- its composition, and employment concepts.	M 5	Nov-2005	
O	8	G1	OTJAG	(FOUO) [Staff Judge Advocate] Assess the need and implement as necessary, an increase in SJA personnel to assist in detainee operations in future conflicts.	Po 2.3 Pe 5	Nov-2005	USAMPS: Assess the requirement to add SJA personnel to the MP I/R BN HHC (19646A000)
O	9	TRADOC	OPMG G2 G3 OTJAG OTSG	(FOUO) [Headquarters Force Structure] Identify Army HQs structures or special staff element to assume single staff proponentcy for theater-wide detainee and detainee-interrogation operations	Po 2.2 D 2.1 D 2.2 D 2.3 D 3.4	Mar-2005	
O	10	G3	G8 G1	(FOUO) [Joint] Expedite the planned development and transition of Corps-level command and control headquarters into JTF-capable organizations	D 2	Jun-2007	date for planned; looks like it'll be soon anyway; may want to explore a provisional organization -- a TTP solution to a structural issue
O	10.1	TRADOC	G3 G2 G1 G8	(FOUO) Based on JFCOM/TRADOC study and recommendations, institutionalize the personnel and equipment needs of future JTF-capable headquarters, including the intelligence architecture of such headquarters	D 2	July-2007	

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

T									
Training									
Bin	#	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
T	1	G3	OTJAG	(FOUO) [Training Guidance] Develop methods to enforce the basic fundamental discipline standards of Soldiers and reinforce the importance of humane treatment of detainees and the responsibility to report abuse and which immediately corrects inappropriate behavior of Soldiers towards detainees to ensure the proper treatment of detainees	Po 1 2 Po 3 3 Po 3 5 L 1 L 2 L 6	Oct-2004		G3 drafted policy guidance	
T	1 1	G3	OTJAG	(FOUO) Coordinate through JS to ensure MNF-I and CJTF 76 develop methods to segregate enemy prisoners of war and civilian internees to ensure compliance with the Geneva Conventions and Army regulations	Po 3 3	Dec-2004			
T	1 2	G3		(FOUO) Coordinate through JS IOT ensure all ILO MP units within CFLCC are trained prior to completing RSO	Po 3 3	Mar-2005		G3 drafted policy guidance	
T	1 3	G3	TRADOC	(FOUO) Develop methods to enhance basic leadership skills to balance mission requirements with unit capabilities soldier morale and effectiveness protecting soldiers from outside pressures to accomplish the mission and to develop rigorous and challenging training to help prepare units and soldiers for the pressures of combat	L 2 2	Dec-2005			
T	2	TRADOC	G2 G3 OTJAG	(FOUO) [Leader Training] Integrate training into all PME that strongly emphasizes leaders' responsibilities to have adequate supervision and control processes in place to ensure the proper treatment of detainees Ensure training includes the potential for abuse involved in detainee operations and detainee interrogation operations methods to train Soldiers on their responsibility to treat detainees humanely and their responsibility to report abuse	Po 1 2 D 9 L 1 L 2 L 2 1 L 4	Mar 2005		G3 tasked TRADOC and FORSCOM to develop Objectives Milestones for implementation plan for Army Detainee Operations Plan (ADO&D-IO IP) with S 2 Sep 04 TRADOC had first OPT on 12 Aug with follow-on to confirm timeline 26 Aug 04 Actions will be incorporated into ADO&D-IO IP Lessons Learned are already being incorporated into OES and NCOES at USAMPS and USAIC&FH	
T	2 1	G3	EUSA FORSCOM TRADOC USAREUR USARPAC USASOC USARSO	(FOUO) Develop / implement a train the trainer package that strongly emphasizes leaders responsibilities to have adequate supervision and control processes in place to ensure the proper treatment of detainees, and the immediate reporting of detainee abuse	Po 1 1 Po 3 3 D 6 2 D 8 L 1 L 2 L 2 1	Mar-2005		FORSCOM OIF Training guidance Change 3 incorporates specific leader tasks and individual tasks to include Law of war and Geneva Convention IAW FM 27 10 The Law of Land warfare Additionally G3 tasked TRADOC and FORSCOM to develop Objectives Milestones for Implementation plan for Army Detainee Operations Plan (ADO&D IO IP) with S 2 Sep 04 TRADOC has had first OPT on 12 Aug with follow on to confirm timeline 26 Aug 04 Actions will be incorporated into ADO&D IO IP USAMPS TSP identified 36 tasks which can be incorporated into train the trainer package	

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

	2.2	TRADOC	G3 FORSCOM OPMG	(FOUO) Assess, and if necessary, adjust leader commander and staff training programs to improve training management when deployed to include the use of AARs Lessons Learned METL development and refinement individual and leader training development programs, and maintaining documents	L 1 L 2 L 2.1 L 4	Sep-2005		TRADOC to revise MI BOLC to reflect appropriate additional training requirements and integrate lessons learned
	2.3	G3	FORSCOM	(FOUO) Ensure pre-deployment training includes a strong emphasis on leaders' responsibilities to have adequate supervision and control processes in place to ensure proper treatment of and prevent abuse of detainees	Po 3.3 L 1 L 2 L 2.1	Mar-2005		G3 TR pre-mobilization tracking within FORSCOM and ICW OPMG, coordinating long-term P-DOTMLPF solutions with Army Detainee Operations Plan.
T	3	TRADOC	OPMG G2	(FOUO) [MI/MP Relationship] Analyze, and make a recommendation on the utility and feasibility of implementing a cross-branched training program between Military Intelligence and Military Policy in Detention and Detention-Interrogation Operations training	Po 2.1 D 3 D 3.1 D 3.2 D 3.3	Dec-2005		
T	3.1	G3	TRADOC FORSCOM OTJAG NGB OCAR	(FOUO) Develop a comprehensive and repetitive training program for all MI / MP personnel - from IET through mobilization and theater specific MREs includes Law of Land Warfare, FM 27-10, specifically the Geneva Convention Relative to the Treatment of Prisoners	Po 2.1 Po 3 Po 3.5 D 3.2	Dec-2005		
T	3.2	G3	FORSCOM	(FOUO) Incorporate integrated Military Police and Military Intelligence detainee operations into field training exercises home station and mobilization site training and combat training center rotations (Re-instate large EPW/Detainee exercises) Ensure programs adhere to all updates in policy and doctrine	Po 1.2 Po 2 Po 2.1 D 3 D 3.2 D 3.5 D 5.1	Mar-2005		Military Police Detention Operations and Military intelligence Interrogation scenarios have been integrated into training scenarios at the Combat training centers for deploying units Additionally US Army Forces command has incorporated specific leader and soldier training to include enforcing the Law of War and the Geneva and Hague Conventions for deploying units Additionally the USAMPS has provided a training support package for detainee operations training that US Army forces command has incorporated into the pre-deployment training for units that will perform the mission at a detention facility G3 TR is working with CAC TRADOC on Integrating this task into ADO&D-IO IP
T	3.3	TRADOC	OPMG G2 OTJAG	(FOUO) Develop and implement standardized Task, Conditions, and Standards for detention facility operations for the handling of detainees and criminal prisoners after in-processing, (include roll calls, managing an operational journal developing accountability SOP, developing SIRs, producing SITREPS, and developing a training plan of action, and coordinating medical support) and for record keeping and communication and coordination between military intelligence, military police, medical personnel and JAG to insure files are kept current and required dates are being met, to expedite detainee release when ordered.	Po 2.1 Po 3.2 Po 3.4 Po 7.1 Po 7.2 D 3.5	Mar-2006		Lessons Learned are already being incorporated into OES and NCOES at USAMPS and USAICBFH

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Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

T	4	G3	G2	(FOUO) <u>Interrogation</u> Coordinate with MNF-I and C.JTF-76 via JS and USCENCOM to ensure standardized interrogation approach techniques are received, understood, trained, and enforced by all units.	Po 2.1 Po 5.3 Po 5.5 D 4.3 D 5	Oct-2004		G3 drafted policy guidance.
T	4.1	TRADOC	G2	(FOUO) Standardize the requirement for deploying interrogators and analysts to attend Strategic Interrogation and Analyst training at Intelligence Support to Counterterrorism, USAIC, Ft Huachuca.	Po 2.1 D 2.5 D 5	Sep-2005		
T	4.2	TRADOC	G2	(FOUO) Ensure Professional Military Education (PME) for analysts and interrogators incorporates all information systems, data bases, and availability of additional sources available to assist in planning and execution of detainee interrogation.	Po 2.1 D 2.5 D 5 M 1.1 M 1.2	Sep-2005		
T	4.3	TRADOC	G2 G3 OTJAG	(FOUO) Create formal advanced interrogation training for MI leaders and supervisors that includes management procedures, automation support, records management, collection management, and JIDC operations.	Po 1.2 Po 2.1 Po 5.5 D 2.4 D 5 D 5.1 O 6 M 1.1 M 2.1 Pe 2	Dec-2005		
T	4.4	TRADOC	G2	(FOUO) Integrate the G2X/S2X Battle Staff Course for all Military Intelligence officers assigned to G2X/S2X positions.	Po 2.1 D 5 D 5.8	Dec-2005		
T	4.5	TRADOC	G2	(FOUO) Integrate additional training on the collection and analysis of HUMINT into MI PME programs of instruction to prepare leaders for the HUMINT intensive demands of insurgency.	Po 2.1 D 5 D 5.3 O 3.4	Jan-2005		
T	4.6	TRADOC	G2 G3 OPMG OTJAG	(FOUO) Increase leaders training on culture, traditions, and history to be able to leverage intelligence from detainees.	Po 2.1 D 5	Mar-2005		
T	4.7	TRADOC	G2 OPMG G3	(FOUO) Increase leader training regarding interrogation and detainee chain of custody to reduce the possibility that unit actions do not interfere with or negatively affect the interrogation of detainees.	Po 2.1 Po 5.1 D 5	Mar-2005		
T	4.8	TRADOC	G2 TRADOC FORSCOM	(FOUO) Integrate tactical questioning and tactical interrogation at the company and battalion levels to assist in the intelligence exploitation of detainees immediately upon capture. Training should address questioning techniques to obtain actionable intelligence, and proper EPW and detainee handling to ensure correct tagging and cataloging of pocket litter and possessions, and GC requirements for detainee and EPW treatment.	Po 2.1 Po 5.1 Po 3.7 D 5 D 5.3 M 2.2	Mar-2005		

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

T	4.9	TRADOC	G2 G3 OTJAG	(FOUO) Increase training to command and staff elements on the conduct direction and oversight of interrogation operations	Po 2 1 D 2 1 D 2 2 D 2 3 D 2 5 D 2 4 D 2 5 L 1 L 6	Mar-2005		
T	4.10	TRADOC	G2 OTJAG	(FOUO) Develop training for interrogation techniques such as sleep adjustment and isolation	Po 2 1 D 5 D 5 1	Mar-2005		
T	5	G3	EUSA FORSCOM TRADOC USAREUR USARPAC USASOC	(FOUO) <u>[MP/Detention Operations]</u> Integrate a prescribed detainee operations training program into mandatory unit training. Ensure programs adhere to all updates in policy and doctrine and include the participation of all capabilities required to operate in a detention facility -- MP MI and medical	Po 1 Po 1 1 Po 1 2 Po 2 Po 2 2 Po 3 D 3 D 3 1 D 3 2 D 3 3 D 5 2	Dec-2005		G3 tasked TRADOC and FORSCOM to develop Objectives and Milestones for implementation plan for Army Detainee Operations Plan (ADO&D-IO IP) with S 2 Sep 04. TRADOC has had first OPT on 12 Aug with follow-on to confirm timeline 26 Aug 04. Actions will be incorporated into ADO&D-IO IP.
	5.1		EUSA FORSCOM TRADOC USAREUR USARPAC USASOC	(FOUO) Integrate a standardized detainee operations training package as part of pre-and post mobilization training for all soldiers. should ensure ROE are known and application thoroughly understood. should include cultural sensitivity training. increased focus in the 5 Ss (search silence segregate safeguard and speed to the rear) to improve tactical detention and detainee-interrogation operations and reducing detainee abuse at the Point of Capture	Po 7 2 D 3 5 D 5 2	Sep-2005		USAMPS has provided a training support package for detainee operations that FORSCOM has incorporated into pre deployment training for units that will perform the mission at a detention facility. In addition detention training (select tasks) is required for all deploying soldiers
	5.2	TRADOC	G2 G3	(FOUO) Integrate standardized detainee operations training into appropriate Army proponent school common core programs of instruction and training support packages	Po 1 1 Po 1 2 Po 2 4 D 5 2	Sep-2005		G3 tasked TRADOC and FORSCOM to develop Objectives and Milestones for implementation plan for Army Detainee Operations Plan (ADO&D IO IP) with S 2 Sep 04. TRADOC had first OPT on 12 Aug with follow-on to confirm timeline 26 Aug 04. Actions will be incorporated into ADO&D IO IP.
T	6	OTJAG	TRADOC	(FOUO) <u>[Law of War/Geneva Conventions]</u> Update Army Law of War training Program and review and make recommendations to DoD Law of War training Program	Po 2 3 Po 3 1 D 6 D 6 1 D 6 2 L 1 L 2	Dec-2005		
T	6.1	OTJAG	TRADOC	(FOUO) Develop specific learning objectives for Level B Law of War Training:	L 1 L 2	Dec-2005		G3 tasked FORSCOM to develop Objectives and Milestones for implementation plan for Army Detainee Operations Plan (ADO&D IO IP) with S 2 Sep 04. TRADOC has had first OPT on 12 Aug with follow-on to confirm timeline 26 Aug 04. Actions will be incorporated into ADO&D-IO IP.

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

T	6.2	OTJAG	TRADOC	(FOUO) Develop a training program for instructors and evaluators for Level B Law of War Training.	L 1 L 2	Dec-2005		
T	6.3	G3	OTJAG	(FOUO) Mandate Level B Law of War training has specific learning objectives, be conducted by an instructor/evaluator in a structured manner, and be presented and evaluated annually using the established training conditions and performance standards	L 1 L 2	Dec-2004		G3 tasked TRADOC to develop Objectives and Milestones for implementation plan for Army Detainee Operations Plan (ADO&D-IO IP) with S: 2 Sep 04 TRADOC has had first OPT on 12 Aug, with follow-on to confirm timeline 26 Aug 04. Actions will be incorporated into ADO&D-IO IP.
T	6.4	TRADOC		(FOUO) Verify that the training conditions and performance standards for Level B Law of War Training are appropriate for current and future environments.	L 1 L 2	Dec-2005		
T	6.5	TRADOC	OTJAG	(FOUO) Add additional Geneva conventions training to the POI in advanced interrogations training programs and include Soldier responsibility for reporting detainee abuse	Po 3.1 Po 3.2 Po 3.3 Po 3.5 L 1 L 2	Mar-2005		
T	7	MEDCOM	TRADOC	(FOUO) [Medical] Review program of instruction for medical areas of concentration (AOC), occupational specialties (MOS), and additional skill identifiers (ASI) on medical treatment requirements in a detention facility IAW regulations.	Po 4 (all) D 7	Jun-2005		Current standard of care is appropriate. One core common ethics standard is taught. Add requirement for additional DNBI surveillance at EPW/Detainee camps.
T	7.1	MEDCOM	TRADOC	(FOUO) Integrate standardized medical aspects of detainee operations training into appropriate Army proponent school common core programs of instruction and training support packages	Po 4 Po 4.1	Sep-2005		USAMPS identified 13 critical tasks (BNOC/ ANOC); USAMPS TSP identified 36 tasks which can be incorporated into train the trainer package; I/R TSP being used at movement training centers for MP units; additional topics might include: proper treatment of detainees; I/R operations; Law of War, Geneva Convention; ethical decision making; EO/Sexual Harassment, Standards of Conduct, UCMJ; Army values
T	7.2	MEDCOM		(FOUO) Integrate training into appropriate Professional Military Medical Education that strongly emphasizes leader responsibilities to ensure the operational commander is informed of the mental and physical health status of the detainee population, to include any signs of detainee abuse	Po 3.3 Po 4 Po 4.1 Po 7.2 D 3 D 3.1 L 1	Dec-2005		G3 drafted policy guidance.
T	7.3	MEDCOM	TRADOC	(FOUO) Ensure all health care personnel are trained on the medical treatment requirements for detainees IAW Army Regulations	Po 4 (all) F 4 Z 2	Jun-2005		
T	7.4	MEDCOM	TRADOC FORSCOM OTJAG	(FOUO) Ensure all medical personnel are trained in the preventive medicine aspects of detainee operations to ensure compliance with policy and Laws of Land Warfare.	Po 4 (all)	Jun-2005		Curriculum appropriate. minor changes identified and will be incorporated into POI in SEP 04. AMEDD Officer Basic Behavioral Science Track will include medical personnel role during detainee operations, and how to identify behaviors exhibited by those working detainee operations during combat stress control phase of OBC and OAC.
T	7.5	MEDCOM	OTJAG TRADOC	(FOUO) Implement training for health care professions that clearly defines Medical Ethics in support of Detainee operations.	Po 4 (all)	Mar-2005		Borden Institute (OTSG) developing Leader Guide for Medical Ethics in support of Detainee Operations

T	7 6	G3	EUSA FORSCOM TRADOC USAREUR USARPAC USASOC USARSO	(FOUO) Ensure deploying units have trained field sanitation teams prior to deployment	Po D W E M 3 1	Mar-2005		G3 tasked TRADOC to develop Objectives and Milestones for implementation plan for Army Detainee Operations Plan (AD&D-IO IP) with S 2 Sep 04 TRADOC had first OPT on 12 Aug with follow on to confirm timeline 26 Aug 04 Actions will be incorporated into AD&D-IO IP Update to AR 350-1 required to meet annual requirement
T				(FOUO) [Relationships with Others] Develop and provide contract training so the contractor can protect Army interests and the training reinforces who can supervise whom and who is in charge and who is held accountable	Po 6 Po 7 Po 53 Po 64 a 4 a 3 a 4	Dec 2004		
T	8 1	TRADOC	G2	(FOUO) Incorporate contract interrogators into detainee operations training events and scenarios to enhance relationships develop doctrine and TFPs and improve the use management and discipline of contract interrogators	Po 6 Po 63 D 4 M 4	Jun-2005		
1	6 7	TRADOC	G3	(FOUO) Incorporate OGA into detainee operations training events and scenarios to enhance relationships and develop doctrine and TFPs regarding detention and interrogation of OGA and their detainees in US Army detention facilities	Po 62 Po 65 D 4 Z 5	Jun 2005		
T	6 3	TRADOC	G3	(FOUO) Incorporate ICRC and other NGO/PVO into detainee operations training events and scenarios to enhance relationships develop doctrine and TFPs and improve the understanding of the ICRC and other NGO/PVOs	Po 7 Po 71 Po 72 D 4 D 42 Z S	Jun 2005		
T	9	TRADOC	G2	(FOUO) [Mobile Training Teams] Develop MTTs to support an army wide training program to ensure everyone involved in detention operations and/or interrogations is properly trained	Po 11 Po 3.5 D 1 a 32 a 33	Dec 2004		
T	9 1	TRADOC	G3	(FOUO) Require all MTTs to produce and publish AARS so that effectiveness can be measured	Po 11 a 35	Dec-2004		

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

	9 2	TRADOC	G2 G3 OPMG OTJAG	(FOUO) Ensure MTTs are theater specific and do not contradict local or national policy include case studies from recent and past detainee and detainee interrogation operations and address likely issues interrogators and their supervisors will encounter Instruction should include the integration of Army values and ethical decision making to deal with interrogation issues that are not clearly prohibited or allowed Instruction should also stress that methods employed by US Army Interrogators will represent US values	Po 1 1	Dec-2004	
T	10	TRADOC	G2 G3	(FOUO) [Joint] Train the JIDC for intelligence gathering other than tactical and how to use translators and analysts	Po 5 1 D 2 4 O 6 Pe 2	Dec-2005	
T	11	TRADOC	G3 G2 OTJAG	(FOUO) [Values] Update Values training highlighted in AR 350-1 and DA PAM 350-58 to address the requirement for humane treatment of detainees	D 11 L 5	Sep-2005	
T	12	FORSCOM	G3 G2	(FOUO) [Mobilization] Assess and modify as necessary extending the post-Mobilization training time for units that have a large number of cross-leveled Reserve Component Soldiers to ensure cross-leveled soldiers are integrated into the team.		Dec-2004	
T	13	TRADOC	OPMG G3 GL	(FOUO) [Cordon and Search] Analyze TTP regarding cordon and search operations to improve upon pre-operational intelligence analysis profiling training and incorporating host nation or indigenous military or police forces in the conduct of the operation		Mar-2005	
T	14	TRADOC		(FOUO) Assess the need for and incorporate as necessary familiarization training in age determination methods for all soldiers and leaders		Sep 2005	
T	15	OPMG	G2 G3 EUSA TRADOC USAREUH USARPAC USASOC USARSO	(U) [Administrative] Provide training packages for Detainee Operations and Detainee Interrogation Operations and related activities that include recordkeeping and information sharing requirements and responsibilities	Po 9 D 8 D 8 1 D 8 2 L 5	Sep 2005	
T	15 1	TRADOC	G2 OPMG OTJAG	(FOUO) Develop Common Task Training to support collecting and recording required detainee information	Po 9 D 8 D 8 2	Sep-2005	
T	15 2	TRADOC	OPMG	(FOUO) Incorporate TTP for properly disposing of detainees using examples of Detainee Disposition Form Worksheets and Detainee Inquiry Response Forms to compliment the Apprehension form and help capture the command's recommendation.	D 1 D 8 D 8 1 D 8 2	Mar-2005	

Appendix 4 (Training) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

T	15 3	TRADOC		(U) Include recordkeeping and information sharing requirements and responsibilities in the Field Manuals concerning Detainee Operations and Detainee Interrogation Operations IAW Annex G of the base plan.	Po 9 D 8 D 8.1 D 8.2 L 5	Sep-2005		
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Materiel

Bin	OPR	OCR	Task	Linkage	Suspense	Status	Comments
M 1	OPMG		(FOUO) Information Technology Solutions Development and Deployment for the Detainee Reporting Center process. Structure and implement methods for maintaining information on detainees, their property, and other related equipment.	D 83 Pe 3	Mar-2005		USAIC&FH Battle Lab has developed and fielded the Biometric Automated Toolset (BAT). BAT is a multi-purpose information system encompassing the functions of detainee processing / management, source vetting, and intelligence collection and reporting.
H 11	G2	OPMG	(FOUO) Enhance detainee management systems to support rapid exploitation of intelligence communication databases pertinent to detainee information. Pathfinder ingests all information from the BAT database and correlates it with other known DBs to provide for data mining, information visualization, intelligence exploitation, and access to national databases at the unit level, to support the GWOT.	D 8 T 42 L 23 Pe 3	Sep-2005		NGIC has developed and fielded the PATHFINDER DB. It enhances the information management systems to support rapid, integrated exploitation of intelligence communication databases pertinent to detainee information. PATHFINDER ingests all information from the BAT database and correlates it with other known DBs to provide for data mining, information visualization, intelligence exploitation, and access to US national data bases at the unit level, to support the GWOT.
H 12	OPMG	G2	(FOUO) Develop information technology solutions to create a world-wide integrated detainee database to share detainee information regarding location, and ensure access to information by interrogative personnel.	D 8 T 42 Pe 3	Mar-2005		USAMPS, DFD, Materiel Section, is examining a standardized detainee processing kit which contains a barcode marking kit which will link all detainees with their personal property to include all historical data associated with the detainee.
H 13	OPMG		(FOUO) Analyze and compare technologies against DRS database. Include an analysis of existing and proposed records management systems in this analysis.	D 3 Pe 3	Sep-2005		
H 14	G1	OPHG	(FOUO) Build records management query interface to all information technology solution	D 8 L 23 Pe 3	Sep-2005		

Appendix 5 (Materiel) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

M	2	TRADOC	G8 OPMG	(FOUO) [Equipment shortfalls] Review and adjust minimum equipment requirements for detainee operations to ensure successful unit mission accomplishment for any unit responsible for detainee operations, specifically SINCGARS radios, squad radios, transportation assets, computers, a computer network, secure electronic transfer capability, access to National level data bases down to unit level, handheld metal detectors to assist in physical examinations, non-lethal equipment, and real time data transfer to support detainee operations in full spectrum operations.	Po 3.6 D 12 O 1.3 L 2.3 F 3	Dec-2004		Internment / Resettlement manning positions have been documented in evolving UEx and Maneuver Enhancement Bed designs. TRADOC needs to reassess IR UEx/UA requirements given evolving operational realities, concepts and doctrine. This would include determination if additional positions or force structure changes are needed. If allowed to proceed on an expedited basis, force design or force structure changes could be programmed with-in six months. Any significant changes would then need to be programmed in ongoing TAA process or out of cycle documentation actions and approved / directed by army leadership. Estimate it will take minimum of another six months to complete (Jan 05). Changes could be programmed for implementation within two years thereafter on magnitude and resource supportability. Based on length of stay at Bde-level for detainees, units may be required to acquire additional equipment (sensor packages, field processing kits, increased secure communication packages, TDRC related equipment, additional pre-fab/semi permanent confinement facilities)
M	2.1	TRADOC	G2 G3 G8	(FOUO) Determine requirements for video taping all detainee interrogations operations, and resource	Po 5.5 D 5.1 I 4.3	Dec-2004		
M	2.2	TRADOC		(FOUO) Establish and identify resource requirements for a standardized "Detainee Field Processing Kit" that will enable capturing units to properly secure and process detainees quickly, efficiently, and safely	D 9 T 4.8	Dec-2004		USAMPS DFD, Materiel Section, has developed a standardized detainee field processing kit and is tailoring the kit towards Platoon, Battalion and Brigade elements. G3 tasked TRADOC and FORSCOM to develop Objectives and Milestones for Implementation plan for Army Detainee Operations Plan (ADO&D-IO IP) with S: 2 Sep 04. TRADOC had first OPT on 12 Aug, with follow-on to confirm timeline 26 Aug 04. Actions will be incorporated into ADO&D-IO IP.
M	3	G3	EUSA FORSCOM TRADOC USAHEUH USARPAC USASOC	(FOUO) [Medical] Equip field sanitation teams prior to deployment.	T 7.6	Dec-2004		
M	3.1	MEDCOM		(FOUO) Ensure that units have the required medical equipment and supplies for treating detainees	T 7.6	Dec-2004		All sets determined to have appropriate level of medical supplies, including the military police battalion medical squad medical equipment sets.

Appendix 5 (Materiel) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

M	4	G3	G2	(FOUO) [Contracting] Coordinate with JS in order to modify CFLCC contracting officer representative MNF-I C2 Interrogation Cell Statement of Work to require civilian interrogators to be former military Interrogators trained in current interrogation policy and doctrine	Po 6 1 D 4 T 8 1	Dec 2004		G3 drafted policy guidance
M	5	OPMG	G2 FORSCOM	(FOUO) [Deployable Detention Facility] Based on the Army / Joint Staff study develop necessary equipment and materiel standards for a deployable detention facility its composition and employment concepts - consider Closed Circuit TV anti intrusion devices security alarm systems centrally controlled door locks to enhance force protection and interrogation	O 7 F 2	Dec-2005		
M	6	G3	TRADOC OPMG	(FOUO) [Training Support] Assess the requirement and provide additional resources as needed to properly assess detainee operations and detainee interrogation operations training standards e.g video cameras computer support and electronic instrumentation to track detainee role-players		Dec-2004		

Appendix 6 (Leadership) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

L Leadership								
Bin	#	OPR	OCR	Task	Linkage	Suspense	Status	Comments
L	1	G3	OTJAG TRADOC FORSCOM	(FOUO) [Law of War/Geneva Conventions] Develop methods to stress to Commanders the importance of humane treatment of detainees and continue to supervise and train Soldiers on their responsibility to treat detainees humanely and their responsibility to report abuse	Po 1 1 Po 1.2 Po 3 2 D 6 D 6 1 D 6 2 D 7 D 11 T 1 T 2 (all) T 6 (all) T 7.2	Dec-2004		G3 drafted policy guidance
L	2	G3	OTJAG TRADOC FORSCOM	(FOUO) [Command Responsibility] Direct Commanders to enforce the basic fundamental discipline standards of Soldiers, provide training, and immediately correct inappropriate behavior of Soldiers towards detainees to ensure the proper treatment of detainees	Po 3 2 Po 3.3 Po 4 D 11 T 2 (all) T 6 (all)	Dec-2004		
L	2 1	G3	OTJAG TRADOC FORSCOM	(FOUO) Direct Commanders to assess the quality of leadership in units and replace those leaders who do not enforce discipline and hold Soldiers accountable.	T 2 (all)	Dec-2004		G3 drafted policy guidance
L	2 2	G3		(FOUO) Coordinate with JS and develop methods to stress to CFLCC, MNF-I, and CJTF-76 the importance of positive unit morale and command climate	T 1 T 1.3	Dec-2004		G3 drafted policy guidance
L	2 3	G3		(FOUO) Ensure Commanders stress the importance of planning and providing for adequate transportation assets to support continuing detainee operations	D 9 O 1 2 M 1 1 M 2	Dec-2004		G3 drafted policy guidance
L	3	DAIG	G2	(FOUO) [Interrogation] Validate that interrogation policies and authorities are promulgated and disseminated to subordinate units	Po 1 2 Po 2 1 Po 3 D 4 3 D 5 D 5 1	Mar-2005		
L	4	G3	TRADOC FORSCOM	(FOUO) [Training Management] Develop methods to stress to Commanders the importance of enforcing training management systems when deployed to include emphasizing the use of AARs, Lessons Learned, METL development and refinement, individual and leader training development programs and maintaining documents.	D 4 1 T 2 T 2 2	Dec-2004		

L	5	E3	OPMG	(U) [Recordkeeping] Develop methods to stress to commanders the importance of maintaining of records created while performing detainee interrogations operations.	P 9 D 8.1 D 8.2 T 11 T 15 T 15.3	D e 04		
L	6	STRATCOM OCPA OPMG OTJAG		(FOUO) [Chain Teaching] Develop a chain teaching program to tell the "Army Star" about incidents of Abu Ghraib and reinforce requirements of the Law of Land Warfare and the Geneva Convention	T 1 Z 1 (all)	02 04		

Appendix 7 (People) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

P e		People				
Bin	OCR	Task	Linkage	Suspense	Status	Comments
Pe	G3	(FOUO) [Linguist Requirements] Establish a standardized Linguist Requirements Matrix that provides a recommended Linguist rule of allocation for basic units per mission assigned.	O 3 (all)	Mar-2005		Chapter 4 of DRAFT Linguist Support to Operations CONOP will recommend linguist allocations based upon missions; it will standardize requirements allocations so that like units are filled with the same amount of linguists based upon mission.
Pe	G2	(FOUO) In coordination with CFLCC via JS, validate and resource Linguist requirements necessary to support timely intelligence exploitation of detainees.	O 3 (all)	Validate - Dec-2004		G3 drafted policy guidance.
Pe	G3 G1	(FOUO) Based on Lessons Learned, consolidate all military and civilian Linguist capability data within the force into a single data base that gives total accurate account and disposition of personnel in the data base	O 3 (all)	Sep-2005		Two ongoing Language related projects improve Army's ability to accurately account for linguists: 1) language Transformation Roadmap, 2) DRAFT DOD Directive (Defense Language program)."
Pe		(FOUO) Based on Lessons Learned, establish a single database to track language capability and disposition of all contract Linguist personnel hired by the Army.	O 3 (all)	Nov-2005		
Pe	G2	(FOUO) [Interrogator Requirements] Conduct review to determine future requirements for inlerrogators and Linguists. Address the training and oversight mechanisms for contractors performing these functions.	D 2.4 O 6 T 4.3 T 10	Mar-2005		
Pe	TRADOC G1	(FOUO) Align HUMINT assignments geographically, to enhance language training and cultural awareness.	D 3.1 F 2	Sep-2006		
Pe	OPMG	(FOUO) [TDRC Requirements] Coordinate with CFLCC via JS to submit a Request For Forces for the Theater Detainee Reporting Center (TDHC) to meet the requirements for reporting and accountability of detainees and their property.	D 8.3 O 2 O 2.1 M 1.1 M 1.2 M 1.3	Dec-2004		G3 drafted policy guidance
Pe	G2 G3 OPMG OTJAG OTSG OCAR	(FOUO) [Career Field Management] Assess the need for, and update as necessary, the professional development and career field management systems to accommodate the increases in personnel and organizations related to detainee and detainee-interrogation operations	O 1.4 O 1.5	Jun-2005		
Pe	G1 OPMG G2 OTJAG OTSG	(FOUO) [Augmentation to Current Operations] Augment USCENTCOM with additional operational support and staff judge advocate personnel to expedite detainee-interrogation operations and the detainee release review processes in Iraq and Afghanistan	O 8	Dec-2004		

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Pe	G3 OCAR	(FOUO) [Replacement system] Study the need and make a recommendation on establishing a Reserve Component individual replacement system to mitigate medical or other losses to a unit while deployed.	Sep-2005		Force Stabilization initiative implemented in UA construct
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Appendix 8 (Facilities) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

F		Facilities						
Bin #	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
F	1	OPMG	G2 G3	(FOUO) [Standards for Detention Facilities] Develop minimum standards for a field detention site to include adequate room to lay down and stand up without touching the walls or ceiling, proper ventilation, sufficient lighting, both natural and/or artificial, protection from the elements, cover from attack, and adequate latrine facilities. must also stipulate the space required to segregate detainees.	Po 1 2 D 9 O 1 O 1 1 M 2 L 2 3 M 2.2	Sep-2005		
F	1.1	G3		(FOUO) Coordinate through JS to ensure all MNF-I and CJTF-76 units meet the guidelines for minimum infrastructure standards supporting detainee operations to allow for adequate facilities to house detainees		Dec-2004		G3 drafted policy guidance.
F	2	OPMG	G3	(FOUO) [Deployable Detention Facility] ICW Joint Staff, recommend the minimum standards, and preferred capabilities within a deployable detention facility	O 7 M 5	Jun-2005		
F	3	G3		(FOUO) [Modifications to existing Detention Facilities] Coordinate through JS to ensure all MNF-I and CJTF-76 evaluate current force protection measures, living and working conditions at all facilities housing detainees and take corrective actions to improve the current living and working environment.	Po 3 1 Po 3.6 D 6.2 D 12 M 2	Dec-2004		G3 drafted policy guidance
F	3 1	G3		(FOUO) Assist USCENTCOM via the Joint Staff (JS) in developing a plan to expand Camp Bucca as an internment/resettlement facility in order to transfer detainees from Camps Ganci and Vigilant, and phase out U.S. Armed Forces detainee operations at Abu Ghraib		Dec-2004		G3 drafted policy guidance
F	4	G3	DA IG	(FOUO) [Safety in Detention Facilities] Coordinate through JS to ensure MNF-I and CJTF-76 implement a safety inspection program for all facilities that support detainee operations to identify and eliminate hazards to Soldiers and detainees.	T 7 3 Z 2	Dec-2004		G3 drafted policy guidance

Appendix 9 (Other) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

Z		Others						
Bin	#	OPR	OCR	Task	Linkage	Suspense	Status	Comments
Z	1	STRATCOM		(FOUO) [Shaping Operations] Develop Strategic Communications plan in support of Phase II B, Phase II, and Phase IV Include as annex to ADOKDIO IP	L 6	Sep-2004		
Z	1.1	OCPA		(U) Plan, prepare and execute a Public Information Plan to educate internal and external audiences on the ADOKDIO IP. Ensure the plan includes approved public affairs guidance	L 6	Sep-2004		
Z	1.2	OCPA		(FOUO) Maintain an active media posture to best reflect current Army plans, policies and initiatives as we refine our conduct of detainee operations across the P+DOTMLPF	L 6	Sep-2004		
Z	1.3	STRATCOM		(FOUO) Coordinate, synchronize and integrate supporting strategic communications efforts across the Army	L 6	Nov-2004		
Z	2	G3		(FOUO) [Security Compliance] Coordinate through JS to review the MNF-I and CJTF-76 physical and operations security requirements and policy/doctrinal procedures to ensure units operating internment/resettlement facilities comply with all requirements	F 4 T 7.3	Dec-2004		G3 drafted policy guidance.
Z	3	G3	MEDCOM DA IG	(FOUO) [Medical] Coordinate through JS to evaluate MNF-I and CJTF-7 current detainee medical capabilities and requirements and take corrective action to ensure detainees receive the required medical screening and care	Po 4 (all) D 7	Dec-2004		G3 drafted policy guidance
Z	4	G1		(FOUO) [Historical Preservation] Ensure measures are taken to preserve and retire historical records of the ADO&D-IO IP planning staff and execution cell IAW regulations		Sep-2004		
Z	5	OPMG	G3	(FOUO) [Interagency] Through OSD, engage the interagency on the need to create a standing non-military capability to operate civilian internee detention facilities; training indigenous personnel on administering and operating detention facilities; provide health care consultation, and adherence to the same rules and procedures in the use of military interrogation facilities including limits of authority for interrogation techniques	T 8.2 T 8.3	Dec-2005		

Appendix 12 (Completed Tasks) to Annex B (Synchronization Matrix) to The Army Detainee Operations and Detainee-Interrogation Operations Integration Plan

Completed								
Bin #	OPR	OCR	Task	Linkage	Suspense	Status	Comments	
D 7	MEDCOM	OTJAG	(FOUO) [Medical] Update medical detainee operations doctrine to specifically address detainee health care requirements, and requirement to report signs of detainee abuse	Po 4.1 Po 4.2 L 1 O 4 T 7			Current Doctrine is applicable with reinforcement during unit pre deployment training.	
T 7	MEDCOM	TRADOC	(FOUO) [Medical] Review program of instruction for medical areas of concentration (AOC), occupational specialties (MOS), and additional skill identifiers (ASI) on medical treatment requirements in a detention facility IAW regulations.	Po 4 (all) D 7			Current standard of care is appropriate. One core common ethics standard is taught. Add requirement for additional DNBI surveillance at EPW/Detainee camps.	
T 7.4	MEDCOM	TRADOC FORSCOM OTJAG	(FOUO) Ensure all medical personnel are trained in the preventive medicine aspects of detainee operations to ensure compliance with policy and Laws of Land Warfare.	Po 4 (all)			Curriculum appropriate; minor changes identified and will be incorporated into POI in SEP 04. AMEDD Officer Basic Behavioral Science Track will include medical personnel role during detainee operations, and how to identify behaviors exhibited by those working detainee operations during combat stress control phase of OBC and OAC.	
M 3.1	MEDCOM		(FOUO) Ensure that units have the required medical equipment and supplies for treating detainees	T 7.6			All sets determined to have appropriate level of medical supplies, including the military police battalion medical squad medical equipment sets.	
Z 1	STHATCOM		(FOUO) [Shaping Operations] Develop Strategic Communications plan in support of Phase IIB, Phase II, and Phase IV. Include as annex to ADO&DIO IP	L 6				

