

Provide Base Support And Area Security

HHD, 716th Military Police Bn, Ft. Riley, KS: *Deployed 46 soldiers to Operation Sea Signal (JTF-160), Guantanamo Bay, Cuba August 1994—February 1995. The detachment's mission is to provide command and control for five MP companies performing internal security duties for recently established Cuban migrant camps. Two units organic to the battalion did not deploy, thus leaving a skeletal rear detachment for command and control. [Note: MP units mentioned here are deployed to Operation Sea Signal under 716th command and control.]*

Training. "The unit's daily operations prepared them for this mission, i.e. preparing and issuing OPORDS, weapons qualification, NBC, etc....but more training is needed on basic skills such as preparing equipment and personnel for deployment by land, sea, or air...(we can't) train for one specific mission..." **SFC Craig Selbert, detachment sergeant**

Logistics. "...lack of vehicle support and limited stocks of support equipment proved to be the most significant obstacle...this was compounded on arrival...inability to get needed support items which led to problems in establishing camps and operations..." **SFC Gerard Beidel, operations sergeant**

"Bring all the equipment issued...we could have used it..." **SPC Riley, MP**

Overall Observations. "I also deployed to Somalia...both experiences showed personnel and equipment shortages...these could be eliminated by maintaining 100 percent on all authorized levels...also being deployed for 11 out of 19 months has left many personal and professional issues unresolved..." **SFC Seibert**

"Humanitarian operations are logistically intense...highly recommend over-staffing of logistics and operations cells during the initial phases of operations..." **SFC Beidel**

"I recommend that soldiers keep their bags packed...if you can afford it, buy extra uniforms and other items, personal hygiene items, etc...ensure your soldiers do the same, if possible..." **SFC Selbert**

"NCOs must...prepare soldiers by keeping them informed to events of the mission...they need in-depth knowledge of the situation PRIOR to deployment to be... prepared and prepare their soldiers mentally to react to numerous situations simultaneously...inexperienced soldiers will experience certain traumas...develop a balance between compassion and the mission...NCO supervision is critical throughout all phases of operation..." **SFC Beidel**

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1st MP Co, 716th MP Bn, Ft. Riley, KS:

Training. "As a division MP company we focus training on wartime operations ...not OOTW...the EPW/CI operations training assisted us in the beginning of this mission..." **SGT Myron Ward, squad leader**

"Training that would be beneficial is basic first aid and advanced combat lifesaver training...riot control training was a big plus...interpersonal communications training and stress management should be given before the next humanitarian deployment..." **SSG Robert Greene, 5th platoon sergeant**

Leadership. "The NCO leadership was

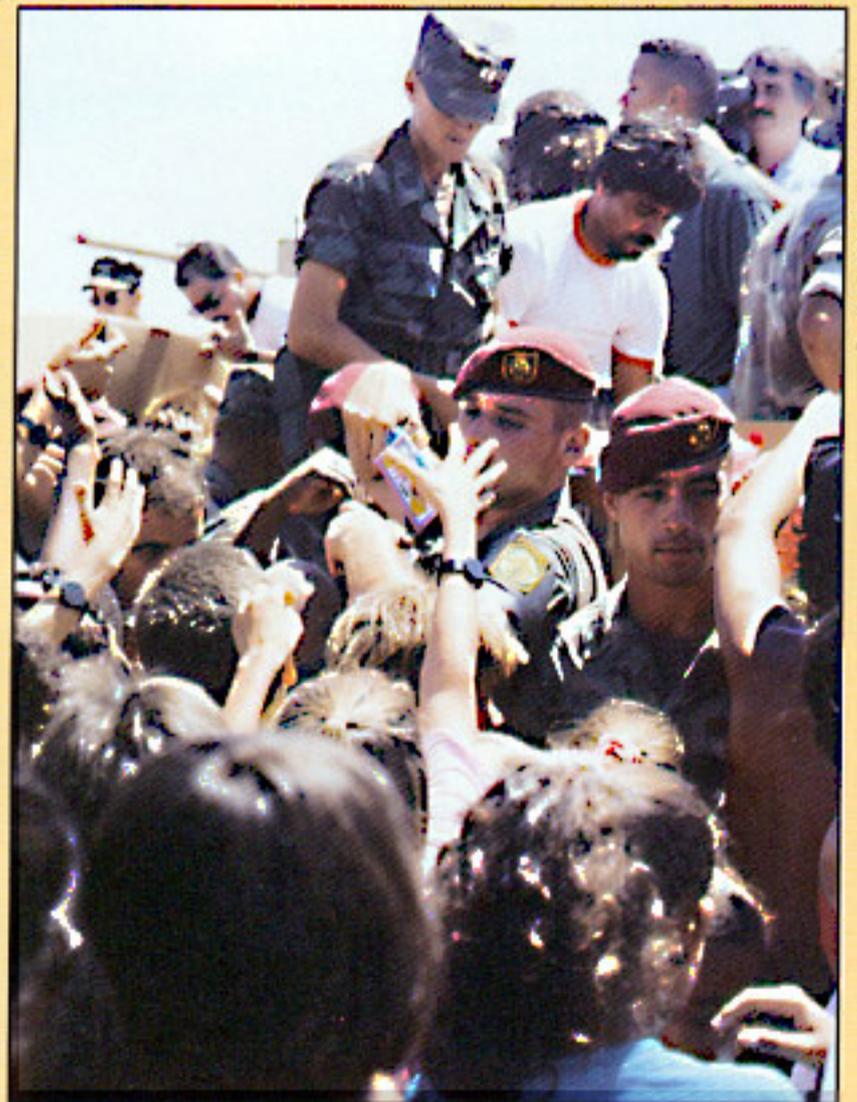
outstanding...from team leader through command sergeant major...top officers didn't listen to NCOs' suggestions and ideas; therefore they didn't have any idea of the problems the NCOs and soldiers were facing on a daily basis...lessons learned by NCOs and soldiers were brought forward but were turned down... a successful unit must depend on the quick thinking and ideas of the NCOs...their experiences weren't used during this deployment..." **Anonymous**

"Recommend unit leadership learn how to establish small camp organization/supply functions and health concerns... NCOs need to anticipate problems, identify solutions, implement them, remain flexible." **SGT Ward**

Logistics. "A strong operations section must be established and maintained throughout the deployment...to be successful..." **Anonymous**

"I brought a lot of unnecessary platoon equipment because the mission and facilities (available) were unclear..." **SSG Greene**

Overall Observations. "Communication...within and between units...units



Two MPs from 65th MP Co (Airborne) from Ft. Bragg, NC (also deployed to Cuba) pass out toys to Cuban migrant children.

Photo by SPC Ellen K. Scanlett

had the same mission but lack of communication and cohesion made mission suffer...focus on lessons learned to prevent soldiers from suffering injury or hardships as well..." *Anonymous*

"More language-qualified support...civil support to help with political policies, immigration policy, etc...more mission knowledge and understanding..." *SSG Greene*



437th MP Co., Ft. Belvoir, VA:

Training. "Before deployment we had intense scenario-driven riot control and live-fire MOUT training...providing us the chance to see how platoons interacted and reacted with each other under extreme conditions... we need to train as we fight, realistically..." *SFC Kevin Charles, operations sergeant*

"Our riot control training gave us a better understanding of how chaotic a demonstration can be....continue to train realistically..." *SGT Eric Kinney, team leader*

Leadership. "Our prior training (riot control) was evident in that our leadership eagerly attacked all missions with confidence, which was passed down to the soldiers...flexibility is the most important leadership trait...because of the constant changes..." *SFC Charles*

"...the soldiers need to see more of the first sergeant and commander...it builds respect for that leader and lets soldiers know they care about them..." *SGT Kinney*

Logistics. "We had to rely on battalion vehicle support which was very limited...M1008s and 1009s being the primary transportation, and logistical support for these vehicles was nonexistent...didn't have adequate communications equipment...handheld equipment is a must for this type of deployment...add PRC 127s to the units' MTOE...ensure equipment used in mission has adequate logistical support, with several missions going on at once (Haiti, Cuba, Rwanda, Kuwait) the supply flow into Cuba resulted in problems for soldiers on the ground..." *SFC Charles*

"The military is all over the world...this means waiting for support...anything and everything was used to construct, upgrade or fix things..." *SGT Kinney*

Overall Observations. "Realistic training builds cohesion, esprit de corps

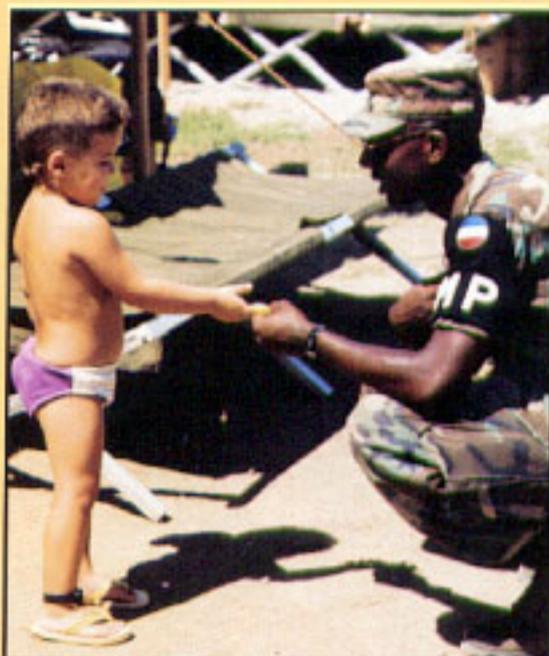


Photo by SPC Ellen K. Scarlett

CPL Donald Lehr, 437th MP Co, Ft. Belvoir, VA, makes friends in Cuba.

and teamwork in a unit...soldiers and subordinate leaders working well together reinforces that their senior leadership will take care of them, then deployments are more successful..." *SFC Charles*

"In 92 our mission was security...not so on this mission...we were security and providers...we cooked, delivered food, put up tents and concertina wire, built camps...we showed that giving the extra effort pays off, we were tired yet more migrants were content and their situation greatly improved because of us..." *SGT Kinney*



293rd MP Co, Ft. Stewart, GA:

Training. "We tend to train on the mission the unit is involved in...our foresight and proactiveness is often hampered by budget and the lack of understanding the big picture of world trends and politics..." *SFC Diane May, 4th platoon sergeant*

"The riot control training...done in garrison...was tested here and was successful..." *SGT Lee Baker, squad leader*

Leadership. "The senior NCO leadership has been professional in every manner...as a soldier, I know what's expected...having professional NCOs removes confusion and allows me to know what to do without asking unnecessary questions..." *SSG Danny Artz, squad leader*

"Don't head hunt...every deployment I've been on the senior leadership...brass/MSG and up...starts looking for ways to use their soldiers when things start to slow down...my platoon leader-

ship was good...the company leaders could've provided more morale activities..." *Anonymous*

"The senior NCO leaders have been nothing but superb...surpassed the phrase of 'taking care of soldiers.'" *SGT Baker*

Logistics. "Standardize what equipment is needed across the regiment...maintain deployment boxes, proper maintenance and records, A and B bags, supplies on hand..." *SFC May*

Overall Observations. "Soldiers need to get away from this environment sometimes...but we're controlled on our days off...I'd like some time to myself...to reduce the stress..." *SPC Diomedes Senlor, team leader*

"Focus on soldiers...attention was on migrants...we're not attention seekers, but I'd like my chain of command (sergeant major) to ensure troops have mission support..." *SSG Artz*

"Incorporate informational training in BNCOC and ANCOC...on OOTW lessons learned, i.e. language needs, use of force training, civil disturbance, etc...communication...prior knowledge of mission requirements...deployed commanders should've communicated with incoming commanders, example why: our commo equipment was packed, unpacked and repacked..." *SFC May*

Recommended OOTW Reading For NCOs

1. "Military Review," JAN 94, "FM 100-5 and Operations Other Than War," articles by Generals Sullivan, Tilelli, Jr., Ord, III and Major Mornston
2. "The Art of War in the Age of Peace: US Military Posture for the Post-Cold War World," by Michael E. O'Hanlon. 159 pages. Praeger Publishers, Westport, CT. 1992. \$42.95.
3. "Military Police Journal," August 1994. Entire issue covers OOTW and MP lessons learned, etc.
4. FM 100-5, Operations, June 1993.
5. FM 100-17, Mobilization, Deployment, Redeployment, Demobilizations, 28 October 1992.
6. FM 100-7, The Army in Theater Operations, March 1993.
7. FM 100-19, Domestic Support Operations, May 1993.
8. New FM 100-23, tentatively titled Peace Support, currently being drafted by TRADOC.
9. FM 101-5-1, Operational Terms and Symbols, October 1985.
10. TRADOC Pamphlet 525-100-4, Leadership and Command on the Battlefield, Noncommissioned Officer Corps.