

New Tactics for a New Enemy

By John C. Decker

Over the last century American law enforcement has a successful track record of investigating, arresting and severely degrading the capabilities of organized crime. These same techniques should be adopted by the military when targeting asymmetrical insurgents and terrorist organizations. Other “outside the box” thinking has



Figure 1 Alleged Gambino family member apprehended in a multi-agency sweep of 87 suspects in early 2008, severely disrupting the Gambino's family activities. (Robert Stolarik for The New York Times)

been successfully employed in Iraq such as taking censuses, utilizing BATS (biometric automated toolset systems) to successfully identify correct individuals, using anthropologists to help define human terrain, and using multimillion dollar systems to jam garage door remotes as a counter-IED measure. These all



Figure 2 Human terrain mapping, overlapping ethnic and tribal regions of standard political map (Naval Postgraduate School, Kunar province, www.nps.edu/Programs/CCS/Kunar.html)

demonstrate that we have to be ingenious and open to ideas from all sectors of society to counter and defeat our enemies. The main benefit of using law enforcement tactics, training and procedures (TTP's) would be more focused intelligence collection techniques on individuals and organizations and better training of soldiers on what types of tactical questions (TQ's) to ask, and sensitive site preservation. This would

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also have added benefits by decreasing the antagonism created by detaining the wrong individuals, increase the Iraqi Judicial conviction rate, and decrease the number of individuals captured but later released due to a lack of evidence.

By DoD definition terrorism as “The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.ⁱ” And the FBI defines organized crime activities as “the use of actual or threatened violence, corrupt public officials, graft, or extortion, and generally have a significant impact on the people in their locales, region, or the country as a whole.ⁱⁱ” Because of the similarities in structure, and actions between organized crime, insurgents, and terrorist organizations, it is a simple transition to transfer TTP’s of the law enforcement community to the intelligence collection and targeting process.

The TTP’s that would have the largest return on investment on the “every soldier as a sensor” category would focus on tactical questioning during raids and at traffic control points (TCP’s) and preservation of raid sites for exploitation of sensitive materials, documents, and electronics. Whereas the S2 section would focus on more detective-like tasks such as exploiting and assess sensitive materials, background investigations on person’s and events, and building evidence and linking individuals to groups and groups to events. The training for this would be done on independent timelines as needed by different units, but would focus on working with and learning the TTP’s from the law enforcement community.

The difficulty with this detective-based training would be integrating it into an already tight training schedule while maintaining all the standard competences and tool training the Army already has in place for this type of mission – such as *Analyst Notebook*, *Pathfinder* and pattern analysis. Additionally, the S2’s will need further training on working with ES2’s, the field sensors in the Global War on Terror (GWOT). In order to provide the new training, some element of the current curriculum will be forfeited. The argument

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for this forfeiture being that right now the GWOT, and asymmetrical warfare fighting, are the most likely situations our forces will find themselves in over the next 10-15 yearsⁱⁱⁱ. As such, more emphasis should be placed on successful methods to combat this warfare, instead of training focused on force-on-force conventional warfare tactics.

As a specific example, my unit, a CSSB BN in the ARNG, would spend one weekend a quarter learning the TTP's from a local law enforcement agency. This course would be approximately 3 hours. The drill following the course would have a 2-3 hour session on reviewing and practicing the previous drills TTP's and giving a short presentation as needed to our soldiers for ES2 training. The 3rd drill in a given quarter would spend 2-3 hours working on a joint scenario with the line soldiers to practice the S2 and ES2 TTP's seamlessly. The following quarters would pursue a similar pattern with a culmination event working with the local law enforcement so they can monitor and give feedback on the application of the TTP's taught. A one quarter training example for drill weekends (1 day being for soldiering skills, 1 day being for section specific training) is given below to demonstrate how this training could be fit into a standard training plan:

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Dates	METL Task(s)	Collective Task	Individual Task (if applicable)	Notes	Trainer	Comments	Reference	Rehearsal Date
OCT-XX	Provide Command and Control (63-1-4045), & Provide Tactical or Operational Logistics Support	Perform Intelligence Preparation of the Battlefield (IPB) (20-7-1010)	Develop an Incident Overlay (TN: 301-96B-1160/ REF: STP 34-96B16-SM-TG)	IPB	SGT XXX	1.5 hours	STP 34-96B15-SM-TG	SEP-XX
			Develop Demographic and Population Overlay (TN: 301-96B-1159/ REF: STP 34-96B16-SM-TG)	IPB	LT XXX	1.5 hours	STP 34-96B15-SM-TG	SEP-XX
			Develop a Situation Template (TN: 301-96B-1153/ REF: STP 34-96B15-SM-TG)	IPB	SGT XXX	2 hours	STP 34-96B15-SM-TG	SEP-XX
			Securing a site for SSE and forensics/historical search for similar events (MO)	Law enforcement TTP's	Local law enforcement	3 hours		
NOV-XX	Provide Command and Control (63-1-4045), & Provide Tactical or Operational Logistics Support	Perform Intelligence Preparation of the Battlefield (IPB) (20-7-1010)	Assist in the Development of Intelligence Preparation of the Battlefield (IPB) Products (TN: 301-96B-1350/ REF: STP 34-96B16-SM-TG)	IPB	SGT XXX	2 hours	STP 34-96B15-SM-TG	OCT-XX
			Write an Analytical Paper (TN: 301-96B-2451/ REF: STP 34-96B16-SM-TG)	Analytical Thinking	LT XXX	between drills and 3 hours for presentations	STP 34-96B15-SM-TG	OCT-XX
			Securing a site for SSE and forensics/historical search for similar events (MO)	S2 practice and presentation to line CO's	LT XXX	3 hours (2 hours practice, 1 hour instruction to CO's)		OCT-XX
DEC-XX	Provide Command and Control (63-1-4045) (U), & Provide Tactical or Operational Logistics Support (U)	Provide Intel Support to Deployment (34-6-2049)	Report Intelligence Information (TN: 301-371-1000/ REF: STP 21-1-SMCT)		SGT XXX	2 hours	STP 21-24-SMCT/ STP 34-96B15-SM-TG	NOV-XX
			Integrate Threat Capabilities into Mission planning (TN: 159-200-2020/ REF: STP 21-24-SMCT)		SGT XXX	2 hours	STP 21-24-SMCT/ STP 34-96B15-SM-TG	NOV-XX
			Securing a site for SSE and forensics/historical search for similar events (MO)	Law enforcement TTP's. Scenario with line CO's	SGT XXX	2 hours		NOV-XX

To continue to successfully pursue this war, we must be as adaptive and ingenious as our foe and modify our strengths so the enemy cannot negate them. By borrowing TTP's from the law enforcement community we can streamline our targeting and associated intelligence collection efforts, we can be more precise in whom we target and, thus, decrease negative attributes such as wrongful detention, or "catch and release" situations. Adding additional training into an already over packed training schedule will cause challenges. However, due to the likelihood of similar operations continuing for the next decade and beyond, a new approach should be emphasized over more traditional intelligence training.

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ⁱ Department of Defense definition of terrorism, Joint Pub 1-02, Department of Defense Dictionary of Military and Associated Terms, 12 April 2001

ⁱⁱ Federal Bureau of Investigation definition of Organized Crime, <http://www.fbi.gov/hq/cid/orgcrime/glossary.htm>

ⁱⁱⁱ US Army TRADOC, MIBOLC III course material/instructions