

The Police Partnership Program

By Captain Scott R. Blanchard

For all Iraqi police units and the U.S. Army military police in the Iraq theater of operations, 2006 is known as the “Year of the Police.” The commander of the Multinational Corps-Iraq has said that policing is integral to Iraq’s security and central to a successful transfer of responsibility between coalition forces (CF) and Iraqi security forces (ISF). With the Iraqi army prepared to assume the full scope of its combat duties, the CF have made it their aim to free the Iraqi army from its policing duties in the major population centers. The Iraqi army will be able to train, deploy, and fight insurgents inside its borders.

A key part of this transition is preparing other ISF units (mainly the Iraqi police) to take the lead in domestic policing duties that are now performed by the Iraqi army. To ensure the success of the Iraqi police, the 49th Military Police Brigade (the executive agent for this transition) has deployed more than 75 police training teams (PTTs). The PTTs work in most of Iraq’s 18 provinces and in a number of key cities under the Police Partnership Program, which pairs Iraqi police with U.S. military police Soldiers. The main effort of the brigade, and the center of gravity for this effort, is to successfully train and equip 135,000 Iraqi police with a PTT program that focuses on the entire nation of Iraq rather than solely on the city of Baghdad. PTTs are accomplishing this objective through a regimented training program and an objective assessment of the resources, systems, and overall effects of the Iraqi police.

A military police squad, several international police liaison officers (IPLOs), and several host nation

interpreters make up each PTT. These teams deploy daily to their assigned district Iraqi police station or headquarters with the goal of reaching a Level 2 training readiness assessment (TRA). The 49th Military Police Brigade defines a Level 2 TRA as meaning that the Iraqi police leadership is able to plan, execute, and sustain independent police operations. PTTs diligently coach, mentor, and train the Iraqi police to take the lead in policing Iraq’s citizens through the use of several training tools, including the police-essential task list and the police station monthly report (PSMR).

With more than 150 police-essential task list training tasks—printed in Arabic and English—the PTTs have a variety of instructional classes to choose from to help the Iraqi police raise the functionality of their police stations and personnel. The PSMR is an objective assessment with more than 140 measures of effectiveness that focus on three major lines of operation—resources, police effects, and Iraqi police systems. The PSMR is completed during monthly visits by the PTT chief and IPLO team. The PTTs prepare the Iraqi police for CF withdrawal by focusing on the following:

- Force protection systems.
- Personnel management.
- Operational planning.
- Investigations.
- Logistics.
- Training.

In addition to concentrating on the TRAs and PSMRs, U.S. military police Soldiers collect police intelligence; inspect Iraqi police detention cells and arms rooms; fingerprint detainees; plan, rehearse, and execute joint patrols and responses; and supervise Iraqi police station construction projects awarded to local national (LN) contractors.

PTTs from the 463d Military Police Company, 372d Military Police Battalion, 49th Military Police Brigade, assigned to



U.S. military police and Iraqi police collect evidence and information from witnesses at a crime scene.

Iraqi police districts with numerous stations in Baghdad have gotten quite creative with the Iraqi police leadership. The PTTs have jointly developed goals, objectives, and a vision with their Iraqi police counterparts, including live-fire training ranges, an awards program that recognizes motivated Iraqi police, and a neighborhood policing effort to regularly visit schools to increase trust and faith in the Iraqi police. Staff calls, written standing operating procedures, and performance-oriented training are methods that PTTs are using to raise Iraqi police readiness, efficiency, and effectiveness. Involving the Iraqi police chain of command in every decision and sharing the TRAs that PTT chiefs perform has made Iraqi police leaders more aware and more involved in providing solutions and resolving problems.

Other PTT successes include fingerprinting and cataloging information about hundreds of detainees, distributing more than 200 sets of Iraqi police uniforms to Iraqi police stations, and investing more than \$25,000 in Iraqi police station renovations. The renovations have greatly increased Iraqi police readiness and force protection by cleaning up debris and clutter from the stations, while also resulting in a professional appearance. PTT elements have delivered more than 2,500 copies of the *Bagdad Now* newspaper in various Iraqi police communities and brought military working dogs and their instructors to give canine familiarization training at several Iraqi police stations. Ongoing efforts by PTTs include attending neighborhood action councils and various Iraqi security councils to promote justice and human rights. The presence of the PTT-Iraqi police at these councils brings credibility and trust where the Iraqi police have had difficulty in the past.

In addition, PTT chiefs continue to promote unity of effort throughout their assigned areas of responsibility by facilitating interaction and joint cooperation between the Iraqi police and the Iraqi army. PTTs join with military transition teams and brigade combat team Soldiers for mounted and dismounted presence patrols to promote Iraqi police success. Working with the military transition teams and brigade combat teams also gives the PTTs access to resources that military police elements do not have direct access to, including support from—

- Engineers.
- Attack aviation units.
- Route clearance teams.
- Quick reaction forces.

Most recently, PTTs conducted a recruiting campaign with the 1st Brigade Combat Team, 10th Mountain Division (Light Infantry); the 1st Brigade, 4th Infantry Division; Iraqi police; Iraqi army; and local council leaders in the Abu Ghraib and Tarmiyah districts, resulting in numerous able-bodied Iraqi police recruits. These recruits will attend the next classes at the Baghdad Police College and a Jordanian police academy that trains Iraqi candidates. Success for the PTTs has hinged on the U.S. military police maintaining a presence at Iraqi police stations, cultivating daily contact with Iraqi police leaders, leveraging the skills of the IPIOs and LN interpreters, and enforcing standards and discipline throughout U.S. military police and Iraqi police operations.

Current challenges that PTTs face include operating in an environment where improvised explosive devices (IEDs) and small-arms fire attacks, from an enemy who chooses to attack from a distance, are common and where an undercurrent of corruption is promoted by sectarian militias. The 463d Military Police Company has conducted more than 750 PTT missions and engaged in more than 20 IED and small-arms fire attacks since arriving in theater. More recently, one of the company's PTTs came under attack while conducting operations at a local police station. Heroic actions by both the PTT and the Iraqi police repelled the attack without loss of life and prevented further attacks on a passing contractor convoy.

Military police units preparing for this type of mission in Iraq should continue to train on fundamental team- and squad-level tasks that promote teamwork, critical decision making, and cultural awareness. Precombat checks, combat lifesaving, and day and night live-fire exercises will prepare future PTTs for movement to and from the Iraqi police stations. Platoon leaders and platoon sergeants must train to think and make decisions like company commanders and first sergeants, with battle-focused training management in mind. Squad leaders must train to think like platoon leaders and platoon sergeants to execute and accomplish the PTT mission. Fundamental to the entire scope of operations at an Iraqi police station is a full understanding of applied training management.

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