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Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

About the Marine Corps Center for Lessons Learned: The Marine Corps Center for Lessons Learned (MCCLL) is part of the Training and Education Command (TECOM) of the Marine Corps Combat Development Command (MCCDC), located at MCB Quantico, VA. The MCCLL mission is to collect, analyze, manage, and disseminate knowledge gained through operational experiences, exercises, and supporting activities in order to enable Marines to achieve higher levels of performance and to provide information and analysis on emerging issues and trends in support of operational commanders and the Commandant of the Marine Corps Title 10 responsibilities. MCCLL manages the Marine Corps Lessons Management System (LMS) and the Consolidated Data Repository (CDR) databases, and reports findings, trends and issues through verbal, written and electronic media.

Visit the MCCLL Website at: www.mccll.usmc.mil

Customer relations management support for the MCCLL Website and questions about the newsletter should be directed to: harry.t.johnson@usmc.mil or michael.jones@usmc.mil Telephone: 703.432.1279 DSN: 378.1279

From the Director: Submission of Operation Iraqi Freedom (OIF) 05-07 Lessons

During each succeeding phase of Marine Corps deployment to Operation Iraqi Freedom (OIF), it becomes increasingly important for critical lessons and observations to be captured that can be disseminated to decision makers and incorporated into the training, organizing and equipping of units that will deploy in the future. These lessons also need to be available for the operating forces to assist them in their pre-deployment planning and their combat operations once they arrive in theater.

One of the key mechanisms for ensuring that this occurs is the [entry of lessons into the MCCLL Lessons Management System \(LMS\)](#) where they are accessible to all Marines participating in ongoing OIF and counterinsurgency (COIN) operations. In particular, it is critical for Marine Corps decision makers to be able to determine whether necessary improvements are being incorporated into the training and equipping of Marines so they can effectively prosecute all phases of the current Global War on Terror (GWOT).

With the establishment of the Marine Corps Lessons Learned Program (MCLLP), as called for in [Marine Corps Order 3504.1](#), the Marine Corps Center for Lessons Learned (MCCLL) has been designated as the single fusion center for the MCLLP. MCCLL now has responsibility to serve as the conduit for disseminating the knowledge and experience gained by current OIF participants to decision makers.

MCCLL has already received many lessons and observations from units participating in OIF 05-07. We solicit all units in theater, and especially those that have recently returned to CONUS, to begin entering their lessons and observations into our system in order to ensure that their lessons are truly "learned" by those who will follow them.



[A summary of lessons submitted to date by OIF 05-07 units is available here](#)

Your observations and comments on this or any other topics are welcome. Please contact the MCCLL Director, Col Monte E. Dunard, USMCR, at:

monte.dunard@usmc.mil

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Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Submission of Operation Iraqi Freedom (OIF) 05-07 Lessons (cont.)

The following table provides a summary of lessons and observations entered into the LMS from March thru September 2006 by units (or on behalf of units) deployed with I Marine Expeditionary Force (MEF) (Forward) in support of operations in Multinational Forces Western Iraq (MNF-W):

MSC	Organization	Lessons Submitted Since 1 Mar 06
I MEF (Fwd)	G3	24
	MHG	2
	MCCLL Representative	64
RCT-7	HQ	9
	1/7	1
	3/3	1
	2d ANGLICO	1
TF Dagger	TF Dagger	5
3d MAW (Fwd)	VMFA (AW) - 533	51
	VMAQ-2	4
	VMU-2	3
	MWSS-274	3
	MWCS-38	7
	MALS-16	67
MCCLL Representative	2	
1st MLG (Fwd)	HQ	18
	Comm Co	4
	MP Det	1
	LSST-1	2
	CLR-15	16
	CLB-5	9
	CLB-7	33
MCCLL Representative	8	
MCCLL-Sponsored Collection Teams	MP Collection	7
	Detainee Ops Collection	9
	CID Collection	6
JCOA	JNLW Collection	26
JCOA	MCCLL Representative	5
MARCENT	MCCLL Representative	1
Totals		389

New Communities of Interest

The Marine Corps Center for Lessons Learned (MCCLL) is gratified by the recent interest expressed in the [Communities of Interest](#) (COI) on our website. Virtually all of the new Communities have been initiated by outside users (as opposed to internally generated requirements from the MCCLL staff). Two Communities established in the past month will be of interest to many of our users:

- [Legal Services/Operational Law](#). This Community was initiated by LtCol Todd Enge, the Marine Corps liaison to the Army Judge Advocate School, who will also be the moderator for the discussion group. The Community is available to address contemporary topics such as law of war and preservation of evidence for Iraqi courts.
- [Joint Non-Lethal Weapons \(JNLW\) Program](#). With the current emphasis on the employment of non-lethal weapons in counterinsurgency (COIN) operations, it was a logical step for a Community to be started to address this critical topic. The COI was requested by Mr. Marc Ballard from the JNLW Program, who will also serve as moderator.

The Communities are significantly different from other resources in our system, since they include "un-vetted" comments that any user of the MCCLL website can post. A significant portion of the posts are in the form of the anecdotal experiences of Marines. However, the posts are still considered to be valuable since they facilitate important information exchanges and may "draw in" Marines who are subject matter experts. In addition, specific discussion "threads" may highlight issues that need to be addressed further through focused MCCLL collection efforts and/or in-depth topical reports by MCCLL Senior Analysts.

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Military Police, Criminal Investigation and Detainee Operations: During a six-week period from the end of May to the first of July 2006, a collection team sponsored by the Marine Corps Center for Lessons Learned (MCCLL) observed, interviewed and surveyed active, reserve, and provisional military police (MP) units in Operation Iraqi Freedom (OIF) located at Al Asad Air Base, Camp Fallujah, Camp Taqaddum, Camp Victory, and the U.S. Embassy, International Zone. Among the goals of the collection effort were to: (1) document required training to support provisional military police, (2) identify necessary improvements in the existing MP program of instruction, and (3) solicit recommendations on how best to task organize MPs in support of the Marine Air Ground Task Force (MAGTF). The overall objective was to identify ways to better prepare units to conduct MP, Criminal Investigation Division (CID) and enemy detainee operations.

During this period, the MCCLL collection team interviewed 41 military police officers and SNCOs, along with area commanders and force protection officers. They also distributed surveys to 376 enlisted Marines performing law and order, area security, maneuver mobility support operations, and force protection functions, as well as 150 MOS 58XX military police concerning the Occupational Field Front End Analysis.

The complete results of this extensive data collection effort have now been documented in the MCCLL topical paper: [Military Police, Criminal Investigation and Detainee Operations: Lessons and Observations.](#)



Marines from the MP Detachment of Combat Logistics Battalion 2 (CLB-2), burn a sheep carcass alongside a road near Al Asad so that it cannot be used later to hide a landmine or improvised explosive device (IED).

Selected lessons and observations from the MP collection effort:

- **Military Police:**
 - There are insufficient trained 58XXs in theater; 58XX SMEs should be incorporated in Provisional MP units.
 - Most MP SMEs believe a consolidated MP battalion should be in general support of the MEF with subordinate elements tasked out in direct support of the MSCs.
 - Key billets with Iraqi police transition teams should be filled with MPs.
 - Cross train MP and corrections Marines.
 - MP vehicles should be equipped with hard wired spot lights, hail and warning devices.
- **Criminal Investigation Division (CID):**
 - There are insufficient CID agents in theater to support criminal investigations, sensitive site exploitation (SSE), and evidence collection.
 - CID should oversee evidence repositories.
 - CID SMEs recommend that the CID be structured under the MEF Provost Marshal.
 - Reserve Individual Augments (IAs) in CID billets should be certified investigators.
 - A T/E or standard equipment list should be available for deploying CID teams.
- **Detainee Operations:**
 - Corrections Marines are not receiving field expeditionary training; this training is invaluable for EPW and detainee operations.
 - Corrections Marines should receive additional training, including language training, cell extraction and handling of special categories of detainees, evidence collection, handling and storage procedures, convoy and IED awareness, air movement of detainees, and biometric automated toolkit system (BATS) training.

For a complete discussion of these and other issues, please see: [Military Police, Criminal Investigation and Detainee Operations: Lessons and Observations.](#)

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Electrical Generation and Distribution Operations and Safety: The Marine Corps has now been conducting combat and counterinsurgency (COIN) missions in Operation Iraqi Freedom (OIF) for over three years. This has resulted in a longer than anticipated demand being placed on an increasing number of deployed mobile power generation assets. These resources have had to be augmented by power generation sources available in the local region, including contracted generator support and the local electrical power grid. The operation and maintenance of these power sources has not always been adequately addressed by the training and equipping of Marine Corps electricians and utilities personnel.

In addition, with the migration of the Marine Corps mission from expeditionary operations to longer term fixed base operations, an increased power demand has been placed on the bases as they grew in population and equipment supported. Generator usage has been extended beyond what is typically anticipated for tactical equipment.

Lessons and observations over the past year or more have pointed out safety concerns associated with the resulting mix of USMC and Army generators, commercial procured and contracted generators, and Iraqi infrastructure power, with the resulting mix of 110/120 volt and 220/240 volt, varying amperages, and phasing. In order to highlight these concerns and the lessons that have been identified by Marines with experience in theater, the Marine Corps Center for Lessons Learned (MCCLL) has now published a topical paper on these issues. This paper is available at:

[Electrical Generation and Distribution Operations and Safety.](#)



Marine from Marine Wing Communications Squadron 38 (MWCS-38), Marine Air Control Group 38 (MACC-38) (Reinforced), 3d Marine Aircraft Wing (MAW), performs preventive maintenance on a generator at Al Asad.

"We need to update the way the schoolhouse makes electricians. The schoolhouse teaches electricians how to use Mobile Electric Power Distribution System (MEPDS). If something breaks, you flip the breaker and it works. We need electricians to do so much more than that. . . . We need electricians here who can wire 220, who can do real electrician stuff, not just 'plug and play' type configuring of grids with MEPDS gear. **We were only successful because we were able to find Reservists who were electricians either part time or in their previous life, or guys who were not afraid of getting shocked.**" Major Toby Dyer, Logistics Officer, RLT-8

"In the utilities field know that they need to spin their guys up on residential and commercial wiring and plumbing before they go. . . The biggest thing I would advocate is updating the engineer mission. . . . **We are talking about rebuilding an infrastructure over there and you can argue it is not the Marine Corps' mission, but that's what we're doing.**" Captain Nicole Dube, Engineer Company Commander, MWSS-272

Selected "Bottom-Line" Recommendations:

- Conduct thorough power generation and distribution analyses by qualified utilities personnel at each USMC occupied forward operating base.
- Determine whether there is a need to train, organize and equip utility Marines to support the power requirements of larger fixed operating bases.
- Examine the need to change electrician training in view of the 220/240 volt and phasing differences of infrastructure electrical power in other countries and the prevalent use of commercial generators for camp power.
- Examine the likelihood of the Marine Corps being required to establish operations in the four forward regions identified in recent operating concepts and determine the impact on electrical power requirements.

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

2d Intelligence Battalion: Lessons and Observations from Operation Iraqi Freedom:

The Marine Corps Center for Lessons Learned (MCCLL) conducted an intensive collection effort in the Spring and Summer of 2006 to acquire post-deployment lessons learned from Operation Iraqi Freedom (OIF) 04-06 units. As part of this effort, Col Mark Silvia, the MCCLL Collections and Analysis Branch Head, visited the 2d Intelligence Battalion (2d Intel) in mid-May to extract lessons and observations from the battalion to help train follow-on intelligence units.

2d Intel began its second deployment to OIF in September 2005 following a five-month training period in which the battalion conducted annual weapons qualifications and a week-long pre-deployment exercise to satisfy CENTCOM directed pre-deployment training requirements. Following this training, the three companies of the battalion then scheduled approximately three months of company training time that focused on individual Marine-specific MOS skills and small team training.

The MCCLL interviews with the senior leadership of the battalion focused on their pre-deployment training, as well as lessons learned during operations in OIF. The results have now been documented in the MCCLL topical paper: [2d Intelligence Battalion: Lessons and Observations from OIF.](#)



Marines from the Ground Sensory Platoon, 2d Intelligence Bn, are briefed on a simulated convoy mission as part of workups for field training exercises in preparation for the battalion's deployment to OIF 04-06.

Selected lessons and observations from the 2d Intell leadership:

• Manning:

- Since 2d Intell is designed to deploy smaller detachments with MEUs and smaller MAGTFs, it is not structured to deploy as a self-sustaining battalion for prolonged periods.
 - The T/O has no Company XO, 1st Sgt, or Company GySgt Billets; MSgts must double as troop handlers.
 - HQ Company needs its own support staff billets on T/O, instead of having to rely on MHG support.
 - A critical shortage exists of intelligence specialists (MOS 0231) and interpreters.

• Pre-Deployment Training:

- The battalion did not participate as a unit in SASO training.
- A shortfall exists in Intelligence Analysis System (IAS) training and instruction on all databases. A shadow Tactical Fusion Cell (TFC) should be manned to conduct real-time analysis on Iraq data prior to next deployment.
- TFC personnel need more familiarization training on insurgent groups, tribes, and geography.
- Language/cultural training is considered adequate; it is important to show effort to the Iraqis.
- More training is needed on writing instructions for intelligence reports.
- The current 7/5 rotation schedule makes training new personnel difficult; teams must be sent out for training almost immediately after re-deployment.

• Combat Operations:

- Nine-man battalion HET Teams were employed for OIF II; the five-man teams used for OIF 04-06 were too small.
- The databases used by 2d Intell and 1st Intell were different; a standard, centrally managed database is needed.
- "Every Marine a collector" concept is working.
- The detainee system is broken; systems do not adequately identify, track, or re-identify detainees.

For a complete discussion of these and other issues, please see the report at: [2d Intelligence Battalion: Lessons and Observations from OIF.](#)

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Marine Wing Support Group 27: Post Deployment Lessons and Observations:

In early May 2006, a team from the Marine Corps Center for Lessons Learned (MCCLL) conducted interviews with the Executive Officer, staff officers and the group Sgt Major of Marine Wing Support Group 27 (MWSG-27), as well as officers of the Marine Wing Support Squadron (MWSS). Later, a MCCLL team interviewed MWSS-274 key personnel in Iraq in August 2006. In addition to these interviews, over one hundred enlisted Marines completed survey questionnaires concerning their training. All aspects of this collection effort were designed to identify and document information relative to the group's pre-deployment training and in-theater experiences. The overall objective was to identify improvements in future deployments that could be made in the areas of training, organizing and equipping.

The complete results of this data collection effort have now been documented in the MCCLL topical paper: [MWSG-27: Post Deployment Lessons and Observations](#).



MPs from MWSG-27 prepare to go on post in Al Asad. MWSG-27 was responsible for providing MPs for the Provost Marshal's Office as part of its support to the Air Combat Element of II MEF (Fwd).

Among the lessons and observations from the MWSG-27 Topical Paper are:

• Operations:

- Utilities Marines had to deal with the maintenance and upgrade of the electrical and plumbing infrastructure of the large permanent base at Al Asad.
 - In anticipation of this requirement, the MWSS sent Marines to Coastal Carolina College for technical training.
- Support from Seabees and the Marine Logistics Group (MLG) was required to repair entire runways (as opposed to the limited repair tasks in the MWSS T/O).
- Additional training and expertise were needed in ground traffic control, pedestrian flow and safety.
- MWSS combat engineers were required to conduct frequent mine sweeping missions in support of convoys (as well as waterline repair missions) "outside the wire".
- Coordination with the (Ugandan) contract security force was a challenge.

• Organization and Personnel:

- The reassignment of personnel from three MWSSs was required to fully staff one MWSS.
- The MWSS was tasked with augmenting the provisional Security Battalion with 150 Marines; this impacted other MWSS capabilities
- MWSSs require an organic intelligence capability
- The MWSS T/O needs a 3rd echelon maintenance capability.

• Training:

- In order to allow MWSS adequate time to develop TTPs, Desert Talon should be planned earlier.
 - Desert Talon training needs to incorporate long-range, on-the-move communications that reflect the realities of operations in theater.
 - EOD teams need specialized training beyond that offered in Desert Talon.
- Marines operating "outside the wire" need additional cultural, language and SASO training.

• Equipment:

- The rotation cycle for high-usage vehicles and replacements for refueling hoses, connectors, etc. needs to be addressed.
- Contractors should assume many of the MWSS functions such as Crash Fire Rescue (CFR) and Fuels; the current MWSS responsibilities are taxing personnel and expeditionary gear.
- EOD teams require full spectrum battle equipment, M-4 carbines, an NVG compatible bomb suite, and a small UAV for reconnaissance.

For a complete discussion of these and many other issues see the complete topical paper at: [MWSG-27 Post-Deployment Lessons and Observations](#).

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

MCCLL Collections Training: Over the past year and a half, the Marine Corps Center for Lessons Learned (MCCLL) has developed and refined a training course for collections teams that has been offered to many individuals and organizations prior to their data-gathering trips, as well as to numerous other Marine Corps and external users involved in lessons learned activities. The contents of the MCCLL collections course can be tailored to specific user requirements, but, in general, includes the following topics:

- An overview of MCCLL products and services.
- Techniques and procedures for data collection, survey development, and interviewing.
- Familiarization with equipment and software used for data collection.
- Navigating through the MCCLL Lessons Management System (LMS).
- Using the LMS for tasking work assignments and tracking the status of tasks.
- Design and development of collection plans.
- Practical applications on interviewing, collection plan development, and LMS navigation.
- On-the-job assistance during the development of collection plans.



The MCCLL training facility now includes a state-of-the-art digital projection system with interactive whiteboard, together with notebook computers for all participants to access the MCCLL Lessons Management System (LMS) and Mobile LMS.

Participants in a recent class included Mr. Michael Smith, MCCLL liaison to TTECG (far left), Mr. Bruce Gombar, MCCLL liaison to II MEF (second from left), LTC Jack Shafferman, USAR, U.S. military liaison to the Iraqi Lessons Learned Center (third from right), Capt Mark Fleming, MCCLL liaison to 1st MLG (Fwd) (second from right), and Mr. Hank Donigan, MCCLL liaison to I MEF (far right).



In recent months, MCCLL has offered collections training to individuals from a wide variety of organizations, including the Federal Bureau of Investigation (FBI), Naval Operational Medicine Institute (NOMI), MAGTF Staff Training Program (MSTP), Center

for Advanced Operational Culture Learning (CAOCL), Office of the Undersecretary of Defense for Intelligence (OUSD (Intell)), Tactical Training Exercise Control Group (TTECG), Marine Forces Central Command (MARCENT), I Marine Expeditionary Force (I MEF), II MEF, Mountain Warfare Training Center (MWCT), and the Counterintelligence Field Activity (CIFA). For additional information on the MCCLL training offerings, please contact the MCCLL Integration and Technology Branch Head, LtCol Donald Hawkins at donald.hawkins@usmc.mil or Mr. Kevin Barry, the MCCLL Operations Chief, at kevin.barry_ctr@usmc.mil.

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

Initial Fielding of the Mobile-Lessons Management System (M-LMS)

The Marine Corps Center for Lessons Learned (MCCLL) is pleased to announce that, as of September 2006, the initial version of the Mobile - Lessons Management System (M-LMS) has been fielded to selected Marine Corps units in Operation Iraqi Freedom (OIF) and elsewhere within the Marine Corps. This new lessons learned entry and access system is designed to provide a capability to users in the field with limited bandwidth connectivity to the web-based system for entering new lessons into the LMS and accessing existing lessons.

With this new application, lessons can be entered initially into the mobile system, saved to its internal database, and then, when an internet connection becomes available, uploaded to the MCCLL web-services server in Quantico. During this up-load process, the lessons are compressed and encrypted, with the compressed data easily moved across low bandwidth (14k baud or greater) connections.

The M-LMS provides users with the following capabilities:

- The ability to compose, edit and delete lessons on a local computer (e.g., laptop) that is disconnected from the network and has no means of communicating with the web-service.
- The ability to upload lessons to the Quantico server when communications to the web-service are established.
- The capability of organizing lessons in user-defined "binders" on the user's computer for easy reference and access.
- The ability to search and view lessons stored on the local computer.
- The ability to search, retrieve, and view lessons on the Quantico server using web-services.
- The capability of collaborating on lessons with other staff sections, higher headquarters, etc. by exchanging them on memory devices (thumb drive or CD) or by e-mail.
- The ability to add comments to locally stored lessons and then upload the comments to the Quantico server so they are accessible to all users.
- The protection of "For Official User Only (FOUO)" lessons by encrypting them before they are sent over the network or exchanged by e-mail or memory devices.

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

BINDER	LMS_ID	REV	DATE	STATUS	TOPIC	COM...	UNIT	CAMPAL...
In Work	40583	0	2006-07-19	Active	Test Mobile-LMS 20060719 phon...	11thMEU	mccll	OIF 05-07
In Work	0	0	2006-09-19	Pending	Test Lesson # 2 -- H. Johnson	1MEFFWD	MCCLL	OIF 05-07
In Work	0	0	2006-08-31	Pending	Demonstration Lesson	MCCLL	MCCLL	OIF 05-07

For additional information on the mobile system, please contact the MCCLL Integration and Technology Branch Head, LtCol Donald Hawkins, at donald.hawkins@usmc.mil or the principal software developer Mr. Gregg Hunter at gregg.hunter@usmc.mil.

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

New MCCLL Representatives to 3d MAW (Fwd) and I MEF (Fwd)

The Marine Corps Center for Lessons Learned (MCCLL) has recently deployed new representatives to Operation Iraqi Freedom (OIF) 05-07 to support the lessons collection efforts within the theater of operations. The MCCLL representatives are responsible for coordinating the entry of new lessons into the MCCLL Lessons Management System (LMS), ensuring that logistics and administrative arrangements are made for in-theater collection teams, and performing other coordination efforts to ensure that the important lessons of OIF 05-07 are documented and "learned".

Colonel Danny M. McDade, USMCR, assumed the position of MCCLL representative to 3d Marine Aircraft Wing (MAW) (Forward) in August 2006. Prior to this deployment, Col McDade served in various capacities within MCCLL, most recently as the Operations Officer. With over 3000 hours of flight time in the CH/RH-53D, CH-46, and UH-1N, a combat tour in Desert Shield/Desert Storm, and a previous deployment as MCCLL representative to Multinational Forces Western Iraq (MNF-W), Col McDade brings a wealth of experience to his role in helping to coordinate lessons learned activities within 3d MAW (Fwd). In addition, he has also assumed responsibilities as the Director of Safety and Standardization (DOSS) for the wing.

Col McDade has replaced Col Hermes as the MCCLL representative to 3d MAW (Fwd), Al Asad, Iraq. His unique background for this role is highlighted in a [brief biographical summary](#).



Major Craig Penrose is both the new MCCLL representative to I Marine Expeditionary Force (MEF) (Forward) and the acting representative to 1st Marine Logistics Group (MLG) (Forward). He arrives at MCCLL from the Marine Corps Combat Development Command (MCCDC), where he served as a logistics requirements and special projects officer, with a strong background in information technology, especially in the area of logistics information systems. Maj Penrose will continue as the I MEF (Fwd) representative, but transfer his 1st MLG (Fwd) responsibilities in October to Capt Fleming from Installations and Logistics (I&L). [Brief biographical information on Maj Penrose is also available.](#)



Maj Penrose, the incoming MCCLL representative to I MEF (Fwd) (right) assumed these duties in late August from LtCol Griffin (center). During the transition period, Col Dunard, the Director, MCCLL (left), visited the MCCLL office in Fallujah as part of his Iraq trip to coordinate with key Marine Corps and coalition units and facilities.

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)



September Editions of the MCCLL Safety Newsletter

Two editions of the Marine Corps Center for Lessons Learned (MCCLL) Safety Corner were distributed during September 2006. These editions focused on two topics of particular concern to Marines both in garrison and those conducting combat operations in Operation Iraqi Freedom (OIF):

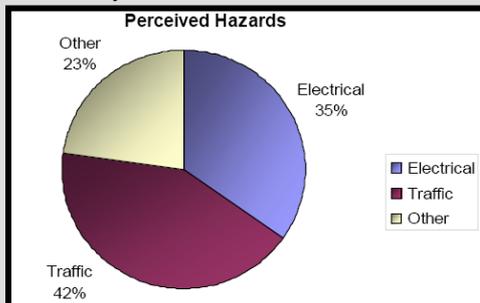
- **12 September Safety Corner: Weapons Safety.** Although weapons safety is emphasized to Marine recruits at the beginning of boot camp and every time a Marine steps on the range, it continues to be a problem with 46 negligent discharges reported during the past two years, with 11 Marines and sailors killed and 29 injured. The 12 September issue of MCCLL Safety Corner addresses the high incidence of negligent discharges, the circumstances under which they often occur, and the need for continual focus on safety in weapons handling.
- **26 September Safety Corner: Materials Handling Equipment Safety.** The extensive requirements for materials handling equipment (MHE) in OIF for the purpose of loading equipment into containers and onto vehicles, etc. create many hazardous conditions that need constant attention. Adequate training and strict enforcement of safety rules are key to the reduction of mishaps.



Safety Newsletter from 3d Marine Aircraft Wing (MAW) Forward

Col Danny McDade the Director of Safety and Standardization (DOSS) for the 3d Marine Aircraft Wing (MAW) (Forward) is also MCCLL's representative to 3d MAW (Fwd). Some [brief biographical information](#) on Col McDade was presented previously in this newsletter.

The [September edition of the 3d MAW safety newsletter, "Lines in the Sand"](#), includes a number of informative articles on electrical fires, heat exhaustion, and negligent discharges. In addition, the initial results of a DOSS survey are included based on 330 replies to survey questions that addressed the safety concerns of a cross section of pay grades. Of particular interest were responses to questions concerning perceived hazards and major concerns:



News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Major Concerns: Ranked from Most to Least Concerned

Electrical	Traffic	Other
Electrical Fires	Bikes/peds being struck	Holes/Ditches
Faulty/Exposed wires	Bikes not following rules	Razor wire
Overloaded cords/fuses	Crosswalks/Intersections	Gators w/no lights
Repairs by non-electricians	Vehicle's not following rules	Heat exposure
Poor lighting in living areas	TCN/LN not following rules	IDF
Poor lighting on streets	Vehicle to Vehicle Accident	Fatigue
Poor lighting in work areas	Lack of signs	Slipping in Showers
Cheap transformers	Speed bumps	Too much safety
Extension cords	Conveys not following rules	Clearing Barrels
	Blind Corners	Sexual Assault

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

News

Young Marines Learning To Fight Smarter And Listen To Local Iraqis

By Terry Boyd, Mideast Stars and Strips

24 September 2006

HABBANIYAH, Iraq - Winning the peace in his part of Anbar province is a lot like winning the sheriff's election in his home state of North Carolina, says U.S. Marine Sgt. Kent Hedgepeth.

You won't get the locals' vote through coercion, he said. "You can't forcibly take what we're trying to gain: trust and confidence."

Defeating the insurgency is about listening to the locals who depend on you for security, encouraging them and helping them with problems when it's possible, said the 27-year-old squad leader with Weapons Company, 3rd Battalion, 2nd Marine Regiment.

Hedgepeth, like other Marines in Habbaniyah, is consciously or unconsciously working from the Marine Corps Small Wars Manual. The 66-year-old reference addresses all aspects of asymmetrical warfare, from the initial conventional war to building a new government.

The chapter on military-civil relations stresses how all members of the force must get to know locals, their problems and issues. Poor judgment by subordinates, it states, will lead to "unnecessary military difficulties" that will endanger the best interests of the United States.



See [more of the article in the Stars and Strips](#)

Programmable Parachutes Drop Supplies Yards from Target

Special to World Tribune

22 September 2006

BAGHDAD - The U.S. Marine Corps has deployed a new parachute system that could guide cargo to a pre-determined location.

Officials said the Sherpa system has enabled the Marines to deliver supplies by air without landing the aircraft or attracting attention. They said the parachute could drop one metric of ton of supplies within a stone's throw of its target. "The Sherpa is one system of precision-guided airdrop systems," Staff Sgt. Christine Weber, a Marine assistant air delivery project officer, said. "There are many systems in the family of precision-guided systems that utilize the Global Positioning System to fly to a target."

Officials said Sherpa, deployed in Iraq since 2004, has enabled the rapid delivery of supplies to remote bases in Iraq without the need of ground transportation or a landing strip. They said the supplies have been dropped from a KC-130J Hercules air transport.



See [more of the article from World Tribune](#)

P-3s Tweaked to Find IEDs

The Strategy Page

20 September 2006

The U.S. Navy is getting some \$210 million to modify some of its P-3 anti-submarine aircraft, and give them some capability to detect and destroy IEDs (Improvised Explosive Devices) in Iraq and Afghanistan. Several dozen P-3Cs have been flying ground recon missions since the 1990s (when P-3s were upgraded to perform search missions over land areas.) So far, about 65 P-3s can perform the land recon missions, and some of these are apparently getting the anti-IED upgrades. In this respect, the P-3s will be competing with UAVs like the Predator.

Compared to a Predator UAV, the P-3 costs about five times as much, per hour, to operate. But the 60 ton P-3 can carry ten tons of weapons, along with the same weight in sensors, comms and computer gear.



See [more of the article from The Strategy Page](#)

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News (continued)

Marine Corps Author of the Military Code of Conduct Dies

On 30 August 2006, Col F. Brooke Nihart (retired) died in Virginia at the age of 87. Col Nihart is best known as the original author of the Military Code of Conduct which defines the personal conduct of members of the U.S. armed forces throughout the world. Col Nihart wrote the code on a pad of yellow legal paper at Quantico after returning from service in the Korean War.

The code was drafted based on observations of military officials concerning a disturbing trend among U.S. prisoners of war of revealing military secrets to their captors. The Marine Corps sought to prevent these incidents in the future by devising a formal code of personal honor. Col Nihart was given the task of putting into words the principles that he had learned during combat in World War II and Korea.

As stated by Marion F. Sturkey in his book, **Warrior Culture of the U.S. Marines**, copyright 2001:

“During the Korean War in the early 1950s, the Chinese Army and North Korean Army captured some American military men. These American prisoners then faced a deadly new enemy, the Eastern World’s POW environment.

For the American prisoners, brutal torture, random genocide, lack of food, absence of medical aid, and subhuman treatment became a daily way of life. Many of the Americans found that their training had not prepared them for this new battlefield.

After the war, the American armed forces jointly developed a Code of Conduct. The President of the United States approved this written code in 1955. The six articles of the code create a comprehensive guide for all American military forces in time of war, and in time of peace. The articles of the code embrace (1) general statements of dedication to the United States and to the cause of freedom, (2) conduct on the battlefield, and (3) conduct as a prisoner of war.

The new Code of Conduct is not a part of the Uniform Code of Military Justice (UCMJ). Instead, the Code of Conduct is a personal conduct mandate for members of the American armed forces throughout the world.”

- **Article I:** I am an American, fighting in the armed forces which guard my country and our way of life. I am prepared to give my life in their defense.
- **Article II:** I will never surrender of my own free will. If in command I will never surrender the members of my command while they still have the means to resist.
- **Article III:** If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.
- **Article IV:** If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.
- **Article V:** When questioned, should I become a prisoner of war, I am required to give name, rank, service, number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.
- **Article VI:** I will never forget that I am an American, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

[The obituary for Col Nihart can be reviewed here.](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Marine Corps Center for Lessons Learned

October 2006 Newsletter

Featured Articles

[Submission of OIF 05-07 Lessons](#)

[New Communities of Interest](#)

[Military Police, Criminal Investigation and Detainee Ops](#)

[Electrical Generation and Distribution](#)

[2d Intelligence Battalion](#)

[Marine Wing Support Group 27](#)

[MCCLL Collections Training](#)

[Initial Fielding of the Mobile - Lessons Management System](#)

[New MCCLL Representatives to 3d MAW \(Fwd\) and I MEF \(Fwd\)](#)

[The Safety Corner](#)

News

[Listening to Local Iraqis](#)

[Programmable Parachutes](#)

[P3s Tweaked to Find IEDs](#)

[Marine Corps Author of the Military Code of Conduct Dies](#)

Book Review

[Three Recent Books on al-Qaeda, Terrorism, and Counterinsurgencies](#)

Book Review

Three Recent books on al-Qaeda, Terrorism, and Counterinsurgency:

Al-Qaeda Now: Understanding Today's Terrorists by Karen Greenberg (Editor)

Insurgency and Terrorism: From Revolution to Apocalypse by Bard E. O'Neill

Learning to Eat Soup with a Knife: Counterinsurgency Lessons From Malaya and Vietnam by John A. Nagl

Understanding the Enemy: Review for the *Marine Corps Gazette* by LCDR Youssef H. Aboul-Enein, USN

On 6 October 2005, President George W. Bush gave a seminal speech in which he categorized Islamic radicalism as a threat to all humanity. He asked for Muslims to do their part and help address this scourge that has brought down the second largest religion in the world. As members of the United States Armed Forces it is up to us to understand the nature, tactics, and capabilities of this adversary. This review essay features several books on al-Qaeda, terrorism, and counterinsurgency that should energize the reader's understanding of this new type of conflict. Cambridge University Press has produced a distillation of the discussions of a group of terrorism experts. Editor Karen Greenberg's *Al-Qaeda Now: Understanding Today's Terrorists* provides a stunning array of opinions from participants including Steve Coll, Peter Bergen, Rohan Gunaratna, and 22 other experts on Islamic radicalism and al-Qaeda. The book contains interesting observations on this adversary and counterviews that will challenge your own impressions of al-Qaeda.

The book opens with the chapter entitled, "Al-Qaeda Then and Now." Peter Bergen, author of books on al-Qaeda, proposes several ideas and argues that Osama bin Laden and Ayman Zawahiri no longer need to be in charge of al-Qaeda for that organization to undertake terrorism today. He focuses on the last 28 video- and audiotapes of these two al-Qaeda leaders to demonstrate that their message energizes a loose body of jihadist separatists and cells to action. Bergen also mentions that 1,500 to 2,000 foreign fighters were in Iraq on the eve of Operation Iraqi Freedom.

Bruce Hoffman, a Rand terrorism expert, states that the concept of a war on terrorism has outlived its usefulness, and the current war needs to be recast as a global counterinsurgency. Steve Simon, another Rand analyst, observes that Islamic militant organizations like Abu Musab al-Zarqawi's Jamaat Al-Tawhid wal Jihad in Iraq and the Salafist Group for Propagation and Combat of Algeria have grafted themselves onto the al-Qaeda movement. In another discussion moderated by Steve Coll about who joins al-Qaeda, Yosri Fouda of the news network al-Jazeera, gives an insightful look into the mind of Khalid Sheikh Mohammed, a noted al-Qaeda mastermind.

This book is powerful in that it provides an understanding of the multiple ideas of what al-Qaeda is and how it can be neutralized.

The second book recommended is Bard O'Neill's *Insurgency and Terrorism: From Revolution to Apocalypse* initially published in 1990 and republished in an updated edition in 2005. This paperback is a tour de force of modern insurgency. It would be unwise not to study wars of national liberation and insurgencies in China, Algeria, Vietnam, and the Palestine Liberation Organization. These lessons are learned and relearned by Islamic militants today.



See the [complete review from the Marine Corps Gazette](#)

Readers are also referred to books on the [Commandant's Professional Reading List](#). These books have now been supplemented by a list for Majors and Lieutenant Colonels deploying to Iraq or Afghanistan. These books can be reviewed on the [Commandant's Supplemental Reading List](#).