



Army Historians Training Symposium



Field History Operations:

The Good, the Bad, and the Ugly





Army Historians Training Symposium



Field History Operations:

The Good





Field History Operations



- **Doctrine for Field History Operations** (The Good)
 - ATP 1-20, Filed History Operations (Jun 2014)
 - Responsibilities, Operational Guidance, TTP
 - Based on the lessons of more than a decade
- **Field History Operations in OIF and OEF** (The Bad)
 - Field History Operations in OIF and OEF (2013-2013)
 - Rotated command historians by request.
 - Most MHDs deployed at least once. Some deployed 3xs.
- **Field History Operations Today** (The Ugly)
 - ARCENT eliminated its command historian position.
 - CMH continuously trying to meet the requirement.
 - Anyone interested in going to Kuwait as a CEC employee?





Commander's Role



Military History is a Command Responsibility

- Create and sustain the command or unit history program.
 - Appoint command and unit historical officers (and ensure they are trained).
 - Provide for direct access to commanders and their staffs.
 - Incorporate historians in all professional development, training, and operations.
 - Ensure the historical record are documented and reported.
- Make history a part of the command or unit.
- Without a robust history program:
 - Unit awards will not be recorded or remembered.
 - Campaign credit will not be granted.
 - Organizational histories (and lineages) will be inaccurate.
 - Training and education will suffer.
 - Soldiers will have little appreciation for their heritage.





Military History Offices



Army Commands; Service Component Commands; DRUs

- Conducts the command history program and inspects history programs of subordinate commands.
 - Establish a command history program.
 - Advise the commander and staff on historical matters.
 - Exercise staff supervision over subordinate command and unit history programs.
 - Prepare the command history/annual report.
 - Establish and maintain research collection and historical files.
 - Support professional development and training.
 - Prepare historical manuscripts, as appropriate.
 - Maintain liaison with counterpart history programs.
 - Respond to historical inquiries.





Army Service Component Command



- The senior Army Historian in a joint operations area:
 - Exercises staff supervision over all Army history operations in the AO.
 - Advises the commander and staff on historical issues.
 - Plans, establishes priorities, and coordinates history operations.
 - Collects and maintains historical materials related to Army operations.
 - Prepares the command history for an operation or campaign.
 - Establishes and maintains research collection and historical files.





Command/Unit History Officers



- Responsible for the command or unit history program:
 - Establishes and oversees the command/unit history program.
 - Assembles and prepares historical information to support training and operations.
 - Collects historical documents and artifacts relating to the unit's history.
 - Creates and maintains a command or unit history file.
 - Prepares the annual history and other historical reports.
 - Provides historical expertise in support of operations.
 - Provides military history instruction.
 - Plans and executes history operations.
 - Conducts staff supervision over attached field historians and MHDs.





NOT Duties and Responsibilities



- NOT the commander's special projects officer.
- NOT the unit public affairs officer.
- NOT a staff augmentee.
- NOT an official historian nor a novelist.
- NOT a records manager.





Military History Detachments



The only MTOE units organized, trained, and equipped to conduct history operations

- Collect information necessary to recreate history- accurately and completely.
- Operate throughout the AO to collect historical materials and document operations.
 - Trained soldiers able to deal with field and combat conditions.
 - Able to understand combat actions and operations.
 - Know what is important and collect on it.
- Focus on events, operations, individuals, leaders, and actions.

That which is not collected may be lost for all time.





The MHDs

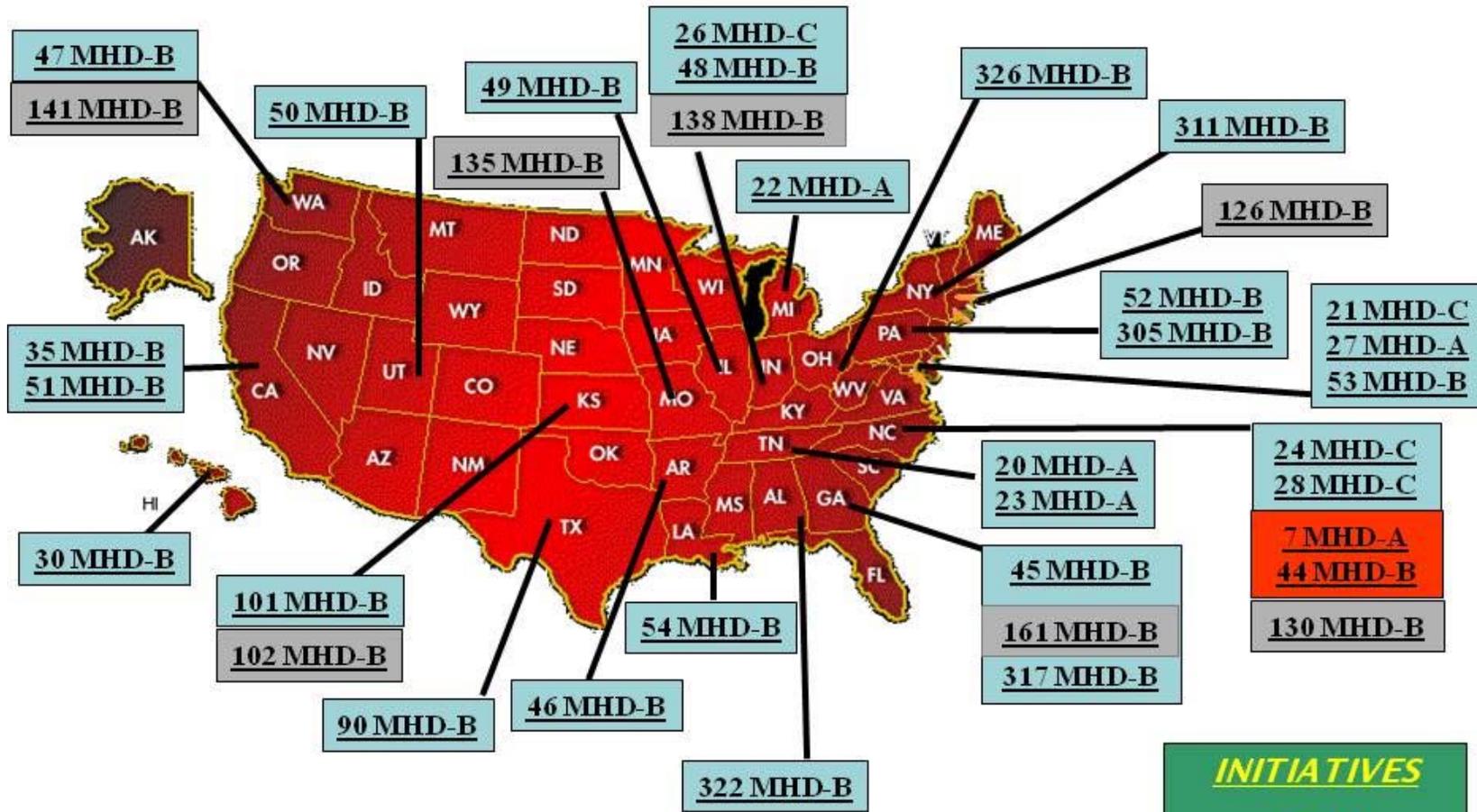


To collect and preserve historical information; conduct interviews; document operations; provide history support to specified units and operations as directed by the senior Army historian and; prepare historical reports and short histories.

- Collect and preserve historically significant documents.
- Conduct oral history interviews.
- Prepare historical chronologies and reports.
- Photograph personnel, locations, terrain, and activities of Army units.
- Develop military history support and collection plans.
- Advise units on disposition of historical artifacts.



Military History Detachments



NATIONAL GUARD (7)

ACTIVE (2)

ARMY RESERVE (27)

- INITIATIVES**
- TAA
 - Training
 - Deployments



References to Help



- ATP 1-20, Military History Operations
- AR 870-5, Military History: Responsibilities, Policies, and Procedures
- AR 220-5, Designation, Classification, and Change in Status of Units
- AR 870–20, Army Museums, Historical Artifacts, and Art
- AR 25–400–2, Army Records and Information Management

For history: CMH website: www.history.army.mil

For training or reachback: CMH Field Programs





Army Historians Training Symposium



Field History Operations:

The Bad



Telling the Army Story



49-01F III-A-PF-0016

Burger King Fry Holder

Used to put the fries in at
the Burger King they built here
in Iraq.

MHD Mission Statement

- **To collect historical information in the field, conduct interviews, and**
- **Preserve documents; assists in the documentation of unit operations.**
- **Also provides historical coverage of specific military units and operations as directed by the MACOM Historian.**
- **Ensure records are preserved for use in writing the official history of the campaign.**

Iraq Collection through 16 July 2003

• <u>MHD</u>	<u>Interviews</u>	<u>Docs</u>	<u>Photos</u>
• 30th	135	30	736
• 35th	186	14	NR
• 50th	16	NR	36
• 51st	74	5496	232
• 102nd	268	1689	449
• 135th	171	6300	400
• 141st	15	253	NR
• 305th	254	3000+	1811
• 322nd	44	100	300
• Total	999	16,852	3,964

Collection Effort (through 11 July 2005)

	<u>Organization</u>	<u>Documents</u>	<u>Interviews</u>
•	MNSTC-I	3 Gigs	51
•	MNF-I	70 Gigs	3
•	MNC-I	75 Gigs	24
•	Dragon Brigade	50 Megs	22
•	1 COSCOM	Comprehensive	100 +
•	1st Cav	1000 Gigs	125
•	Detainee Ops	15 Megs	6

How Did They Do?

- **There were no historians in Afghanistan after September 2005 and before August 2007.**
- **The first command historian at the theater level in Afghanistan showed up in late 2009.**
- **Between 24 April 2013 and 15 January 2014, the USFOR-A Command Historian collected 4.51 terabytes of documents covering 6 major commands 3-star or higher (ISAF, USFOR-A, IJC, JOCHQ, CSTC-A, NTM-A).**
- **Between 17 February 2014 and 01 August 2014 the USFOR-A Command Historian collected 1.1 gigabytes of information.**
- **The last MHD left Afghanistan in October 2014.**

We Did It to Ourselves

MAJ Williams indicated to me several times that he tried to have CMH get us pull from Afghanistan to Iraq, because S-3 would not let him do what he wanted. Why we came home early was solely the actions of MAJ Williams. S-3 indicated to me, that when you are given 45 plus min. to brief the 3-Star, and you finish in less than 10 min, plus you did not give the MG what he request (everything but what he asked for), he has no need for you. Both MG Eikenberry and MAJ Williams are West Point grads! After MAJ William came from his command briefing, he stated we have until the 21 Nov 05 to leave the country, and that our mission was over, no other details.

We Did It to Ourselves

However, without clear doctrine, my NCO was allowed to define history in his own way:

- **(1) We collect HQ information only, there is no reason to leave Kabul (he never did);**
- **(2) We do not ever collect anything secret (collecting secret items ruffled feathers);**
- **(3) The PAO office does everything we do and there is no special training required (the latter was his favorite. I had every bored History major on post send to me because of him thinking they could just walk in and do my job);**
- **(4) We can do our job by just taking PAO discards; and**
- **(5) Nobody uses this stuff anyway.**

We Did It to Ourselves

In 2005, 6 MHD personnel in Iraq had:

- **1 General Officer Letter of Reprimand**
- **2 Brigade Letters of Reprimand**
- **2 NCOs charged with assault**
- **1 IG complaint**
- **1 Congressional Investigation**
- **3 early tickets home**
- **0 Interviews with MNF-I Commander or MNC-I Commander.**

We Did It to Ourselves

- **In 2007 the 53rd MHD commander, was involved in an unlawful discharge incident that was investigated by the 316th Support Cmd.**
- **The incident happened at a Forward Operating Base. The Cdr fired several rounds toward a guard tower in an attempt to rouse sentries that he claimed were allegedly sleeping on duty.**
- **No one was injured but the CDR received a GO Memorandum of Reprimand—his actions rendered the 53rd mission ineffective.**

We Did It to Ourselves

- **A P.O. 1st Class in Afghanistan was charged with child rape, child molestation and child pornography.**
- **NCIS seized his computers in country and he was interrogated.**
- **A CMA from another MHD was tasked to escort this P.O. from Afghanistan back through to Kuwait all the way to the US.**
- **He was arrested by law enforcement as soon as he touched down at Baltimore-Washington International.**

We Did It to Ourselves

Excerpt from an email sent to the MNC-I command historian by a member of the MNC-I CMD GRP (Cultural Advisor)

Sir, was going to come see you myself, but last time you began cleaning your weapon; An intimidation tactic, a threat perhaps.

So I am sending you this by e-mail.

With compliments

Best, Doc

We Did It to Ourselves

Let me give you an example. We got a request to embed and train one of their NCO's to do our job. I told them no. They wanted an E5 without any training to be trained up by me. Like I have time to train folks. If the word on that got out. I would be training NCO,s from every Brigade and BN in Iraq and would be doing zero collection.

So I said it was a very nice offer but no. Well that got to the General Officer level. Fortunately my boss the Four Star told these guys to go away. But It was a real pain for about a month as people were giving me a hard time. GO's do not like being told I can not support that. So they just make waves until a guy with more stars on his collar tells them to shut up.

I work for the Commanders Initiatives Group. It is a tiny group of guys that Direct reports to the Multi-National Force Commander GEN. Casey. We have a chief of that group so there is layer between me and GEN. Casey. And that is fine by me. He has got way more important stuff to do then interface with me. If you do not know He is the guy who runs the show in Iraq. So when I tell someone I can not do something

1

for them. I tell them if they have a problem with that they can talk to GEN. Casey. They usually go away. This BG from Louisiana just could not take no for an answer until his pecker got shot off by General Casey, either him or his staff, not sure who did it, do not care, he went away so it worked out for me.

We Did It to Ourselves

Q5 You get a lot of pressure from the divisions, and BCT's. They want this or that. I tell them, I am not their staff officer. They do not like that. I tell them they are responsible for their own history. I work for CMH, I provide advice and do battle field collection for CMH. So if you are a wussy they will run right over you. I got a rep around here of not taking any crap. I tell them hey we do it my way, or I will just focus on the other 100 units here. They cave 100% of the time. Once they figure out they have no control over me and I could actually make them look bad if I wanted to. I would not do that but it is my trump card, all I would have to do is interview a bunch of guys who think the boss is a jerk. And there are lots of those guys in each unit. I normally stay away from people with agenda's it clouds the collection effort.

Q6 I go anywhere I want and do what I want normally. I go to BUBS to see the Commanders and staff's in action. It helps me interview them. Like hey 1BCT does this that way, you do it this way. Is there a reason you do this your way. It also lets you get the battle rhythm, feel of an unit. Do not get caught going to a lot of BUBS if you do the next thing they want you to do is a briefing slide and brief. They have a designated unit historical officer for that. Your job is collection plain and simple.

Conclusion

- **Bad behavior and poor decision making is not just limited to the MHDs. It happens on the joint side also.**
- **The problem is that one individual's indiscretion poisons the water for the other military historians. It can take years to recover.**
- **What they say and do has second, third & even fourth tier effects.**
- **We must recruit better people to be historians. We must expand our training opportunities. We must have career opportunities for the best of the crowd.**



Army Historians Training Symposium



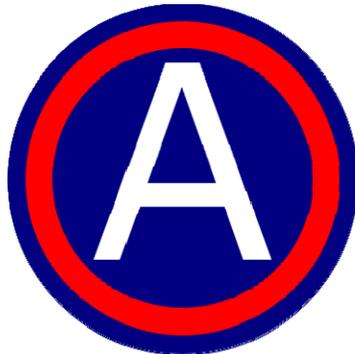
Field History Operations:

The Ugly





**Building a Resource:
Helping U.S. Army Central Command
Establish a Historical Document Collection Program
(August-October 2014)**



Mr. William Michael Yarborough
Historian, U.S. Army Center of Military History

DISCLAIMER: The views expressed in this presentation are those of the author and do not reflect the policy or position of the U.S Army Center of Military History, the Department of the Army, the Department of Defense, or any agency of the U.S. government.

Summary

WHERE: Camp Arifjan, Kuwait

WHEN: 28 August to 3 October 2014

MISSION: U.S. Army Central Command (USARCENT) requested assistance to record its historical experiences through the collection of historical documents and experiences. CMH deployed a two historians to Kuwait to establish the program and prepare for a follow-on MHD. The 161st MHD arrived in January 2015.

COMMANDER'S INTENT: LTG James Terry, CG USARCENT, wanted to ensure key historical documents and experiences (especially those related to Operation INHERENT RESOLVE) were preserved for writing lessons learned and narrative histories and helping facilitate Soldier care.

BACKGROUND: JFLCC → CFLCC → CJTF-OIR

Accomplishments

We accomplished the following four goals :

GOALS

1. Established collection procedures:
 - Collection plan written
 - FRAGO staffed and published

2. Collected a baseline of records (70+ GB total) related to:
 - JFLCC/CFLCC
 - Afghanistan Retrograde
 - Other AOR activities

3. Coordinated with key staff:
 - USARCENT leadership
 - USARCENT staff directors
 - USARCENT subordinate unit leaders

4. Disposition and transition for the MHD:
 - Continuity book and files
 - Copy of collection mailed to CMH
 - Provided copies of collection to USARCENT

Accomplishments

We accomplished our four goals using the methods listed below:

METHODS

1. Followed new ATP 1-20, guidance from CMH & USARCENT, and advice from former historians.
2. Collected digital records from:
 - Portal/Sharepoint
 - Share Drive
 - Email distribution lists
3. Coordinated with key staff:
 - Office calls
 - Attending meetings & social functions
 - Being personable and sociable
4. Disposition and transition for the MHD:
 - Wrote down useful info for the MHD
 - Allocated enough time pack and mail HDDs to CMH & USARCENT
 - Back-brief to USARCENT staff

Analysis

Success resulted from the following:

1. Following Guidance in the new ATP 1-20: Military History Operations
 - First field test for a deployed Army historian!
 - Clearly written and accessible
 - See Chapter 3 and paragraph 3-16
2. Support from CMH and USARCENT staff
3. Advice from previously deployed Army historians
4. Familiarity with the Army's organization and structure, ability to function on a staff, and proficiency with Army automation and IT systems.
5. Gaining and maintaining Situational Awareness
 - Meet leadership and staff
 - Clearly written and accessible
 - See Chapter 6 and paragraph 6-21
6. Developing tools to help ourselves – collection matrix

Collection Matrix Example

#	Main Section	Sub-Section	Sub-Sub-Section	Value	Baseline Collection	Frequency	Last Collected	Notes
30	Staff	G3	G33 Products	High	23 Sep 2014	Daily	30 Sep 2014	
31	Staff	G3	G-33 Docs	High	18 Sep 2014	Daily	30 Sep 2014	On Email distro
32	Staff	G3	G-33 NOFORN-Orders, Fragos, Messages, Daily Orders Summaries	High	18 Sep 2014	Daily	30 Sep 2014	

The purpose of the collection matrix is to enable the MHD to remember where they have collected and how frequently they should continue to collect against document repositories. Build a separate matrix in Microsoft Excel for the unit's portal and share drive. When conducting a baseline collection build the matrix three layers deep. Later, when the collection effort is in a maintenance phase, the matrix can be sorted by frequency to help facilitate easier daily/weekly/monthly collecting.

Reflections

Reflections on issues which had major influences on our deployment:

1. Assignment: We were assigned to the Deputy Chief of Staff, which was very good!
2. Methodological: Maintain original document structure or reorganize?
3. Travel
 - Coordinate for transportation from/to airport
 - DTS is not your friend
 - FY considerations – don't travel near start of a new FY
4. Technical:
 - NIPR & SIPR network and computer access – Contact G6 ahead of time.
 - Information Assurance
 - External media exemption
 - Scanning
5. Physical Security:
 - Coordinate and don't wander off
 - Courier access
 - Storage of secret materials (e.g. external HDDs)
 - Door Locks everywhere, even on the bathrooms!

Additional Thoughts

- Portal – If someone took the time to post something there, grab it!
- Pre-Travel Coordination - Coordinate ahead of time for sponsor and transportation
- Raise situational awareness
 - Learn organizational structure/key staff
 - Identify key meetings to attend
 - Identify key knowledge touchstones
 - Make friends on the staff and be personable
 - Who are key supporters/champions - leadership and action officers
- Tips for operating effectively on USARCENT Staff
 - Try to secure office space in the command group suite (SGS)
 - Stay Focused – There are lots of distractions
 - Don't wander off – Stay on station
 - Be punctual for meetings and office calls
 - Keep regular hours & establish routines
 - Take business cards
 - The G-3 drives the train
 - Develop a good relationship with the G-6 and his staff
 - Communication is difficult because of external media restrictions
- Living
 - Hit the gym regularly
 - Don't use a phone card on your cell phone
- Out processing
 - Leave at least a week for out processing
 - Visit the official post office (Zone 1 PX building) ahead of time to be briefed on procedures

Questions?