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15 Jan 2003

**From:** John P. Rankin, SERE Training Specialist  
Christopher Ross, SERE Coordinator  
**To:** Officer in Charge, FASOTRAGRULANT Det Brunswick  
**Via:** SERE Department Head

**Subj:** AFTER ACTION REPORT JOINT TASK FORCE GUANTANAMO BAY  
(JTF-GTMO) TRAINING EVOLUTION

**Encl:** (1) Draft ICE SOP  
(2) Coercive Management Worksheet  
(3) Physical and Psychological Pressures paper  
(4) Al Queda Training Manual

1. **Background:** Dates of report are 29 Dec 02 - 4 Jan 03. Mr. Ross and I were directed to proceed to Guantanamo Bay, Cuba at the request of LtCol Moss, Commander of the Interrogation Control Element (ICE), JTF-GTMO. Our initial impression concerning the reason for the trip was to provide ICE personnel with the theory and application of the physical pressures utilized during our training evolutions.

2. We arrived 30 Dec 02 and were met by SFC Sessions, ICE Operations Chief, at the Ferry Landing, Windward Side - GTMO. He transported us to the security building wherein we received our access badges. Immediately following we proceeded to the ICE command center located in Camp Delta, the primary detention facility. Here we met with LtCol Moss (USA) and Capt Weis (USMC), the ICE Operations Officer. After a thorough in-brief, it was confirmed that a high-level directive had initiated our subsequent trip for the purpose of providing "physical pressures" training. LtCol Moss also provided us with a draft ICE SOP for utilization of physical pressures, enclosure (1). A tentative training plan was drafted.

3. On the morning of 31 Dec 02, Mr. Ross and I initiated training with an in-depth class on Biderman's Principles, enclosure (2) and the theory and practical application of selected physical pressures, IAW our "Blue Book", to approximately 24 ICE personnel. This training was conducted in one of the newly constructed interrogation facilities located at Camp Delta. During this training it was stressed that the physical pressures are only part of the overall conditioning process designed to establish and maintain an effective captive

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management program, as described in enclosure (3). Later in the day Mr. Ross and I were taken on a tour of one of the inactive "blocks" and the Maximum Security Unit (MSU) located in Camp Delta.

4. On morning of 2 Jan 03, Mr. Ross and I presented classes to ICE personnel covering interrogation fundamentals and resistance to interrogation. Resistance was specifically requested since it was evident that some of the higher priority detainees had received some kind of resistance training, as evidenced by the Al Qaeda Training Manual, enclosure (4). Theory is that ICE personnel would be able to more readily recognize if the detainee was applying resistance techniques and then counter or report their efforts. During the afternoon, we presented an abbreviated theoretical physical pressures and peacetime guidance (governmental and hostage) to Marine JTF-GTMO personnel and two JTF-GTMO Staff Judge Advocate (SJA) officials.

5. During the evening Mr. Ross and I were taken to another detention site and allowed to observe operations being conducted. (Recommendations included in enclosure (3))

6. On 3 Jan 03, Mr. Ross and I met with Major General Miller, JTF-GTMO Commander, at the ICE command center. During the meeting the high-level directive was sighted which outlined specific guidance regarding current and proposed ICE operations in dealing with detainees. Major General Miller clearly expressed his guidance as to the application of physical pressures. He gratefully accepted our advice as to how operations and management of detainees could be improved and thanked us for our efforts. Later that afternoon we were taken into the active blocks and observed some interviews of detainees. We later received an out-brief by LtCol Moss and Capt Weis wherein Capt Weis was provided enclosure (3).

7. Issues and Recommendations:

Issue: Security clearance information

Discussion: Due to short notice of trip, no POC was provided or obtained to pass security clearance information to facilitate issuance of badges. I was in one of the clearance systems and my information was available. Mr. Ross' was not. Mr. Hill was called and immediately responded by faxing information to the Special Security Office (SSO), GTMO.

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Recommendation: Participants and sponsors send clearance information or POCs expeditiously to avoid delays. SSO, GTMO POC is [REDACTED]

Mr. Hill investigate reason why my clearance information was available through one of the systems/database and Mr. Ross' was not.

Issue: Rental car availability

Discussion: We were authorized a rental car, however, orders did not specify which agency. Most rental agencies located in Jacksonville, FL airport do not afford the convenience of drop off sites. Since we were only transiting from the airport to NAS Jacksonville, a drop off capability was needed to avoid the \$50.00 cab fare.

Recommendation: Future trips of this nature should utilize Enterprise Rental since they have a satellite office located in the military terminal. Enterprise has also waived the drop fee for personnel on orders. A reservation request form and business card has been provided to the Resource Department. *Resource*

8. A debrief of the trip was provided to available SKRR personnel. A make-up brief is available upon request for those that missed it.

9. Conclusion: It is unknown at this time whether another request for support will made. Recommend that future trainers, if requested, be thoroughly prepared to discuss and explain Biderman's Principles and captive management techniques.

*J. Rankin*  
John F. Rankin

*Maybe a good idea to plan/coord a return trip to see how things are progressing.*

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**Coercive Management Techniques**

**Chart 10. Sideman's Chart of Coercion**

| General Method                                    | Effects (Purposes)  | Variants  |
|---|---|---|
| 1. Isolation.                                     | Deprives victim of all social support of his ability to resist. Develops and intensifies mood with self. Makes victim dependent upon interrogator.                                    | Complete solitary confinement. Complete isolation. Semi-isolation. Group isolation.   |
| 2. Demolition of Egoception.                      | Flies attention upon immediate predicament. Forces introspection. Eliminates stimuli competing with those controlled by captor. Frustrates all action not consistent with compliance. | Physical isolation. Darkness or bright light. Narrow environment. Restricted movement. Monotonous food.   |
| 3. Induced debilitation and exhaustion            | Weakens mental and physical ability to resist.  | Semi-starvation. Exposure. Exploitation of wounds. Induced illness. Sleep deprivation. Prolonged constraints. Prolonged interrogation. Forced writing. Over-exertion. |
| 4. Threats.                                       | Cultivates anxiety and despair.   | Threats of death. Threats of non return. Threats of endless interrogation and isolation. Threats against family. Vague threats. Sudden changes of treatment.          |
| 5. Occasional indulgences.                        | Provides positive motivation for compliance. Hinders adjustment to deprivation.   | Occasional favors. Fluctuations of interrogator's attitudes. Promises. Rewards for partial compliance. Sanitizing.  |
| 6. Demonstrating 'Omnipotence' and 'Omniscience'. | Suggests futility of resistance.  | Confrontation. Pretending cooperation taken for granted. Demonstrating complete control over victim's fate.   |
| 7. Degradation.                                   | Makes cost of resistance more daunting to self-esteem than capitulation. Reduces prisoner to 'animal level' concerns.   | Personal hygiene prevented. Filthy infected surrounds. Demanding punishments. Insults and taunts. Denial of privacy.  |
| 8. Imposing trivial demands.                      | Develops habits of compliance.  | Forced writing. Enforcement of minute rules.  |

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MEMORANDUM

01/03/03

From: John F. Rankin, SERE Training Specialist, FASOTRAGRULANT Det.  
Brunswick ME.  
To: Captain Weis, ICE, JTF-GTMO  
Subj: PHYSICAL AND PSYCHOLOGICAL PRESSURES DURING INTERROGATIONS  
Ref: (a) Coercive Management Techniques Chart

1. The use of physical and psychological pressures during interrogations, if deemed appropriate, are tools that can be applied in order to establish and reinforce the principles contained in reference (a). These principles must be supported by an interrogation or collection system that facilitates complete control of actions prior to, during and after interrogations.
2. These principles and associated pressures allow the interrogation system to establish and maintain control of the exploitation process of HUMINT sources under the authority of the ICE.
3. The management techniques are most effective if used in concert with each other since they are all mutually supporting and build upon the effects of others. They are all designed to elicit compliance from HUMINT sources by setting up the "captive environment." This is ideally accomplished by establishing control, instilling dependencies for basic existence, rewards and punishments, gaining compliance and in the end cooperation. A distinction must be drawn in that compliance is not always a willful or voluntary act. Conversely, if someone freely cooperates without inducement or the aforementioned pressures, the cycle has for the most part been completed.
4. The application of physical pressures is only a part of the overall captive management process. They are initially used to shock and intimidate by setting the stage and establishing control. There must be a statement made by demonstrating there are rewards and punishments for compliant and combative or resistive behavior.
5. Implementation of an effective program that supports these principles is dependant on a comprehensive training plan and supervisory controls that prevent abuse and stresses safety and oversight.

  
John F. Rankin

Enclosure (3)