



# NCIS BULLETIN

UNITED STATES NAVAL CRIMINAL INVESTIGATIVE SERVICE

FALL 2007

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ANALYST **G**ETS **D**OWN & **D**IRTY: **H**ROTP

DEPLOYMENT **Q** & **A** WITH THE **D**IRECTOR

FORENSIC **A**RT & **F**ACIAL **R**ECONSTRUCTION

LEADERSHIP **D**EVELOPMENT **P**ROGRAM





# BULLETIN

## FALL 2007

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There is a need for enhancing communications between Headquarters and the field elements of the Naval Criminal Investigative Service (NCIS). We satisfy this need and increase our effectiveness in serving the Department of the Navy by selectively publishing information of interest to members of NCIS. The *Bulletin* is intended for use by all members of NCIS.

The *Bulletin* is your tool for exchanging information, and your input is essential. Please feel free to contact me at: (202) 433-7113 or (202) 433-0904 (fax) or [sara.p.johnson@navy.mil](mailto:sara.p.johnson@navy.mil).

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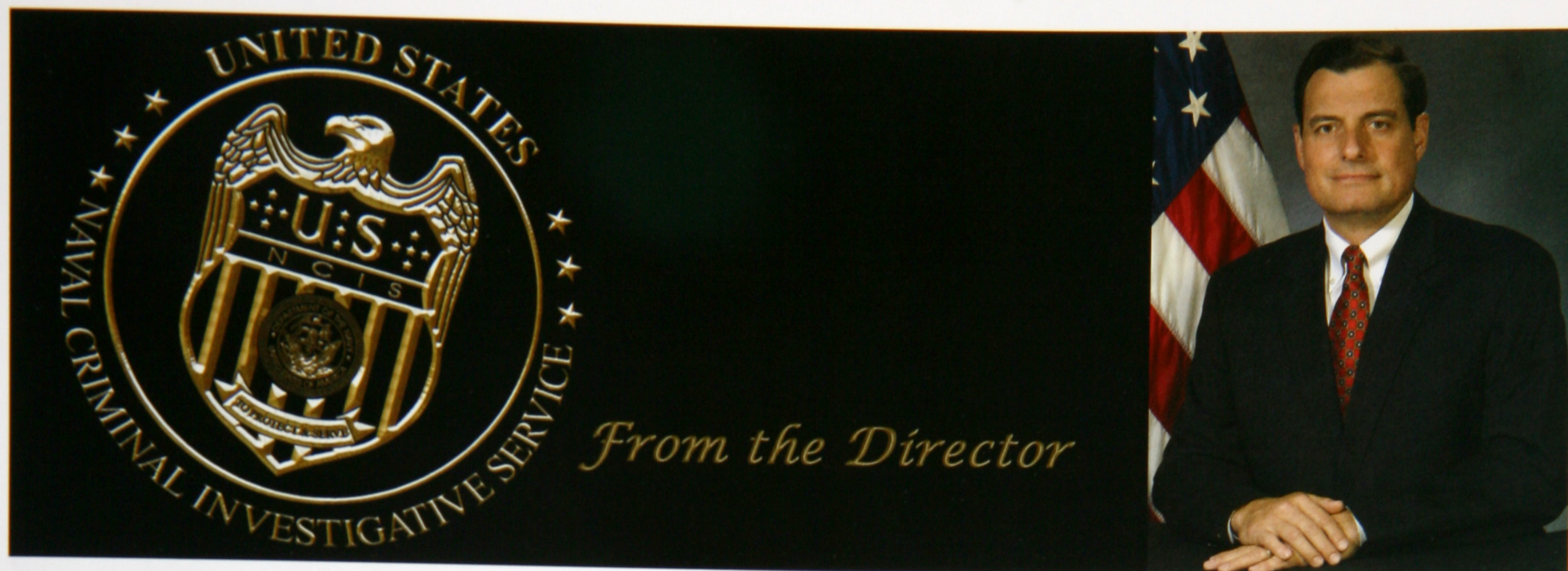
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I am proud to present another edition of the NCIS Bulletin. The nearly two years that have passed since the last Bulletin have been enormously successful for our agency. The credit for that success is due entirely to you and the extraordinary sacrifices you have made in your commitment to carrying out our mission.

NCIS has expanded dramatically in its expeditionary support activities, with personnel making over 700 deployments to Iraq, Afghanistan, the Horn of Africa, Kuwait, Guantanamo Bay and elsewhere. From helping to identify and detain Iranian intelligence officers supporting the insurgency in Iraq to gathering human intelligence in the Horn of Africa, NCIS personnel are serving on the front lines in the Global War on Terrorism. That role will continue to expand in the years to come, as NCIS is playing an increasingly prominent part in supporting Maritime Domain Awareness and Global Maritime Intelligence Integration, activities that are essential to meet the evolving threat.

At the same time, NCIS has continued to execute its mission at home at a superior level. In January 2007, I completed my "All-Hands Tour," visiting each NCIS Field Office since taking the helm. At every point along the way, I met personnel devoted to the mission of NCIS and eminently qualified to carry out their duties. In the past few months alone, NCIS agents supported the successful prosecution of a sailor for espionage and investigated cases involving the diversion of critical military technology. NCIS personnel supported the successful prosecution of terrorist suspects attempting to obtain military weapons and explosives to carry out future terrorist attacks. The historic NCIS investigations in Haditha and Hamdania were two of the largest and most significant investigations ever undertaken by our agency. Never in our history have we so ably handled so many major cases of such impact to the Department of the Navy at one time.

Our efforts are not going unnoticed. NCIS has received an

exceptional level of recognition, with accolades pouring in, not only from the Pentagon, but from around the world from New York to Thailand. Over the last several months, I've met with high-ranking U.S. and foreign officials in Italy, Australia, Germany and Singapore, and at each stop I heard the same praise: NCIS excels at getting the job done. Each of you has been a credit to the already stellar reputation our agency enjoys within the federal law enforcement community.

In order to maintain this level of operational excellence, we are striving not to lose sight of the most valuable asset in that effort: our people. To that end, we established a new NCIS Diversity Office to promote diversity, a strategic imperative that is vital to our success. We developed the Foreign Area Officer program to create and maintain a cadre of special agents and intelligence specialists who are experts in selected geographic regions and countries. We instituted the Leadership Development Program to allow NCIS personnel to pursue training in the core competencies of leadership that, for the first time, is specifically tailored to the agency's needs. We created the new Deployment Personnel Advocate position to serve as a "one-stop shop" that deployed personnel can leverage in support of emergent medical and other requirements. We are also busy laying the groundwork to ensure a smooth transition to the National Security Personnel System in 2008. The NSPS will transform the way we recruit, retain and manage our workforce to give us the agility we need to deal with emerging requirements.

We have made much significant progress, and I ask for your continued efforts to enhance our support to the DoN. Again, thank you for your truly outstanding accomplishments. I am honored and humbled to serve as your Director.

*Thomas A. Betts*





When I signed on as an analyst with NCIS several years ago, I thought I would be armed with a computer, not an M-4. And, for a couple of years, I sat at a desk, not in a Humvee. But when a chance came up to work side-by-side with NCIS agents in Iraq, I saw an opportunity to contribute to one of our agency's most critical missions. So I raised my hand to volunteer for a four-month deployment to Fallujah, and headed down to the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia, to train with 18 NCIS special agents and six NCIS analysts in the High Risk Operations Training Program (HROTP).

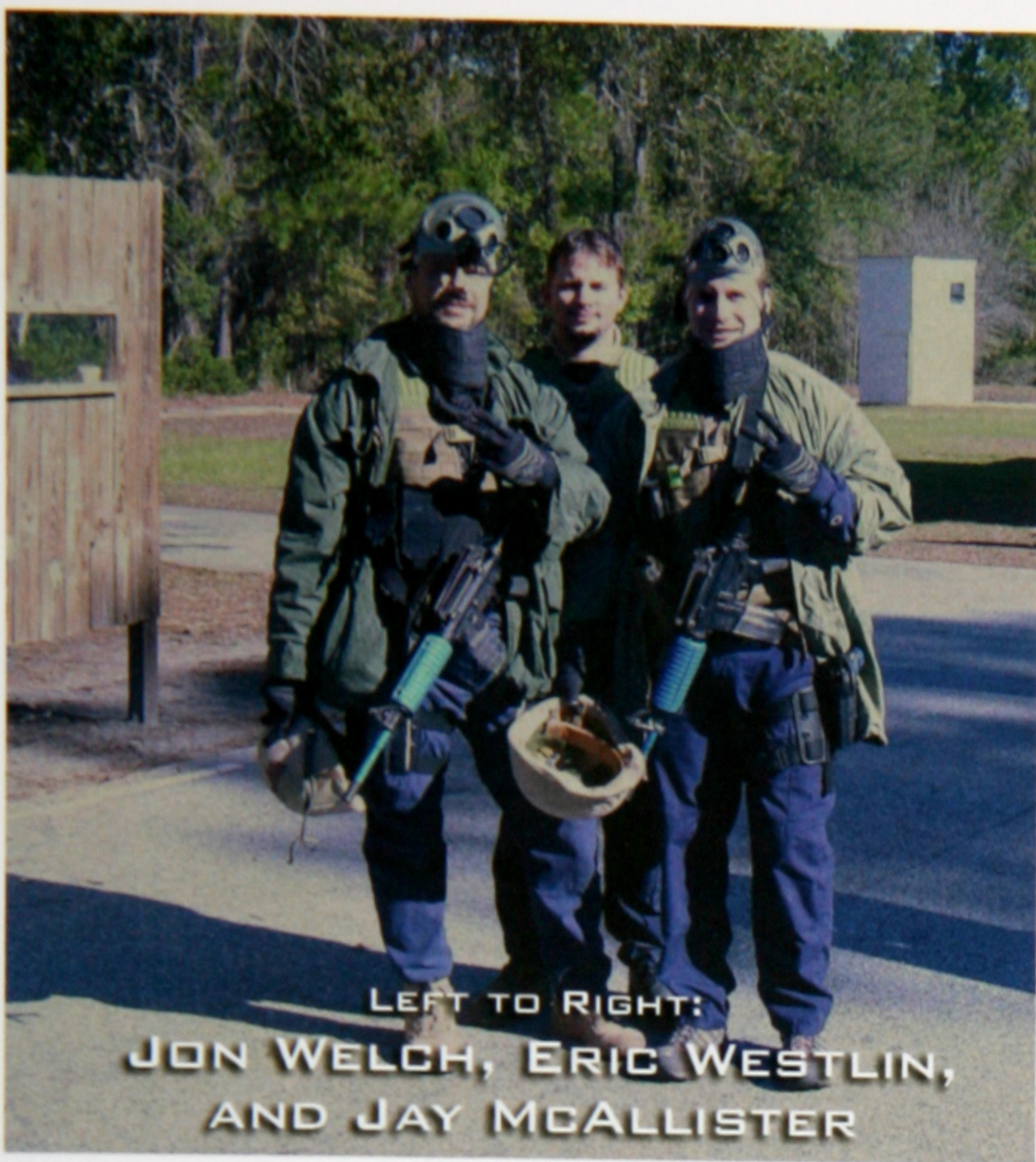
Many NCIS personnel have prior military and/or law enforcement experience -- instruction in firearms, high-performance driving, tactical rescue, and GPS navigation. Such subjects might not strike any of our veterans as anything extraordinary. As for me, I had never held a gun in my life, much less fired one. The only high-performance driving I had ever done was on 395 South during rush hour. I was not exactly "Rambo in waiting," but more a slightly out of shape, middle-aged suburbanite.

It was thus a good thing that before we headed down to FLETC, DAD Chuck Howard, my boss in Code 0025, arranged for my fellow analysts and me to attend a week of basic firearms familiarization at the range in Annapolis under the guidance of Special Agent Jackson Lee. I was also advised to get in shape -- eat fewer Christmas cookies, lift more weights and run more laps.

It is not hard to stay motivated on a diet and exercise regimen when you know that you will soon be headed to Fallujah. Nevertheless, I was glad that I followed the advice because the first day of HROTP at FLETC, we strapped on our 30-pound level-IV Kevlar vests, hoisted our M-4s and put close to a thousand rounds down range.

Every day for the next four weeks, we wore the same gear morning, noon, and night. And, every day for the first couple of weeks, we loaded up our Sig 228s and Colt M4s, and spent long hours on the cold, concrete range shooting at paper, metal and moving targets from three feet, five feet, seven feet, ten feet, 15 feet, 35 feet and 50 feet. Kneeling, standing, on our backs, between





LEFT TO RIGHT:  
JON WELCH, ERIC WESTLIN,  
AND JAY MCALLISTER

our legs, pivoting, scanning, squeezing the trigger, pulling in our elbows, transitioning weapons, reloading, firing with two hands, with one strong hand, with one weak hand, we learned to do whatever it takes to stay in the fight.

Even more fun came the following week, when we got to take on our instructors. They were armed with paintball guns, superior tactics, and familiarity with the terrain. We had 15 sim-rounds (simulated ammunition) and a keen desire not to embarrass ourselves. Of course, the instructors won the battle. But we ended up learning more in the fifteen seconds that we took incoming rounds than we could have ever learned in a classroom. The approximately 6,800 rounds each of us fired over the course also helped to build our confidence levels as well as our camaraderie as a group.

The instructors

made no distinction between agents and analysts, and the same demands were put on us all. Analysts and agents paired up as we split into teams to take on the high-performance driving portion of our course. Soon we were racing around the FLETC track at speeds of up to 80 miles per hour in police-equipped Chevy Impalas and Crown Victorias.

Nothing beats driving someone else's car to its absolute performance limits. "Are we being paid to have this much fun?" we asked each other. "What? You want us to put the car in reverse, drive as fast as we can around the far curve, all the while slaloming through the traffic cones? Okay, no problem."

Class coordinator, Ret. NCIS Special Agent Larry Fuentes, somehow acquired two used Humvees from the Marine Corps. We took those monsters out for a spin, too. Then we moved into other vehicles with high centers of gravity: SUVs, Chevy Suburbans and Ford Explorers. Our three-day course in map-reading, GPS, and land navigation culminated in a car-borne scavenger hunt as we raced off-road through the backwoods pathways of FLETC to find ten predetermined sites.

The HROTP instructors drove home the message that NCIS is not in Iraq to fight the war but to support the U.S. and coalition war fighters. To prepare us for that challenging mission, several people from headquarters took time out of their busy schedules to brief us on a variety of subjects. Two analysts from the NCIS Directorate of Intelligence, Michael Sturm and retired Special Agent Michael Cochran, provided in-depth briefings on the



strategic and tactical situation in Iraq, the sectarian violence, the various clan and tribal affiliations, and the presence of outside forces. C R F O Special Agents



Eric Barrus and Leon Mundy, who have already done several tours in Iraq, spoke to us about working conditions there. Dr. Tony Arita from the Psychological Services Unit briefed us on deployment stress.

For two solid days, we interacted with six Arabic linguists with extensive experience supporting U.S. forces in Iraq. Five of the six linguists were Iraqi-Americans who proved to be amazingly generous sources of information about Iraqi culture and customs, modes of personal conduct, behavioral traits and so forth. We practiced building rapport with, interviewing, and interrogating Iraqis. We learned to maintain eye contact, to repeat important points, to speak softly, to make friends and how to spot deception.

“The analysts came to FLETC with the right attitude. Their willingness to learn the necessary skills to successfully complete four weeks of weapons, driving and tactical training was very apparent from the first day until graduation day.”

Ret. Special Agent Larry Fuentes  
HROTP class coordinator

I know I speak for the other analysts, too, when I say that I am very glad I had the opportunity to attend HROTP. My hat is off to the incredible team of NCIS and FLETC instructors that Larry Fuentes assembled. I respect my HROTP classmates—agents and analysts alike—who, with determination and good humor, prepared themselves as well as possible to carry forward the NCIS mission in Iraq. I am grateful for the support and encouragement I have received from my

colleagues and supervisors in Code 0025 and throughout NCIS. I appreciate the foresight and commitment of senior NCIS leaders who have invested heavily in HROTP and made the decision to allow analysts to deploy to support the NCIS mission. Ultimately, though, I reserve my highest regards for the men and women of our Armed Forces who sacrifice so much to serve our country.







### High Risk Operations Training Program at FLETC

During my own deployment to Iraq as head of the Strategic Counterintelligence Directorate (SCID), it quickly became apparent to me that the average quality and experience of our NCIS Directorate of Intelligence analysts far surpassed that of the majority of the contract and military CI/CT analysts deployed in theater. From my experience, whether in a peacetime or combat environment, the best way to develop great CI/CT operations is to partner quality analysts and operators. Consequently, I began to advocate the deployment of volunteer NCIS analysts to fulfill NCIS mission requirements in Iraq. We at the Directorate of Intelligence also believed that deploying analysts deserved the best preparation we, as an agency, could provide.

In concert with DAD Mark Fallon (10B) and SA Jackson Lee (HQ Firearms Instructor), we carefully crafted a preliminary firearms training course to bring everyone to a skill level where they could train alongside our agents in HROTP. The results speak for themselves. Upon the conclusion of training, the FLETC instructors were unanimous in their positive evaluations of the analyst trainees. One told me "You couldn't tell them apart from agent students." As for the analysts, they felt well prepared for their deployment.

SAC Chuck Howard  
Former DAD, Directorate of Intelligence (Code 25)







# Expeditionary Medal Recognizes Contributions of Deployers

The NCIS Expeditionary Medal replaces the Department of Navy Meritorious Civilian Service Award (MCSA) for recognition of those serving in Iraq and Afghanistan. Personnel deploying in support of the Deployment Availability Roster (DAR) will be recognized with this award, and deployment missions to other OCONUS areas in direct support of the Global War on Terror will be evaluated as they arise.

Factors of eligibility include deployment location, duration of deployment and threat conditions encountered during the deployment period. Recognition with the NCIS Expeditionary Medal does not preclude eligibility to receive the Department of the Navy MCSA or similar award for particularly meritorious, superior or heroic performance in a combat contingency area or other mission area which the responsible NCIS supervisor deems appropriate of an award nomination.

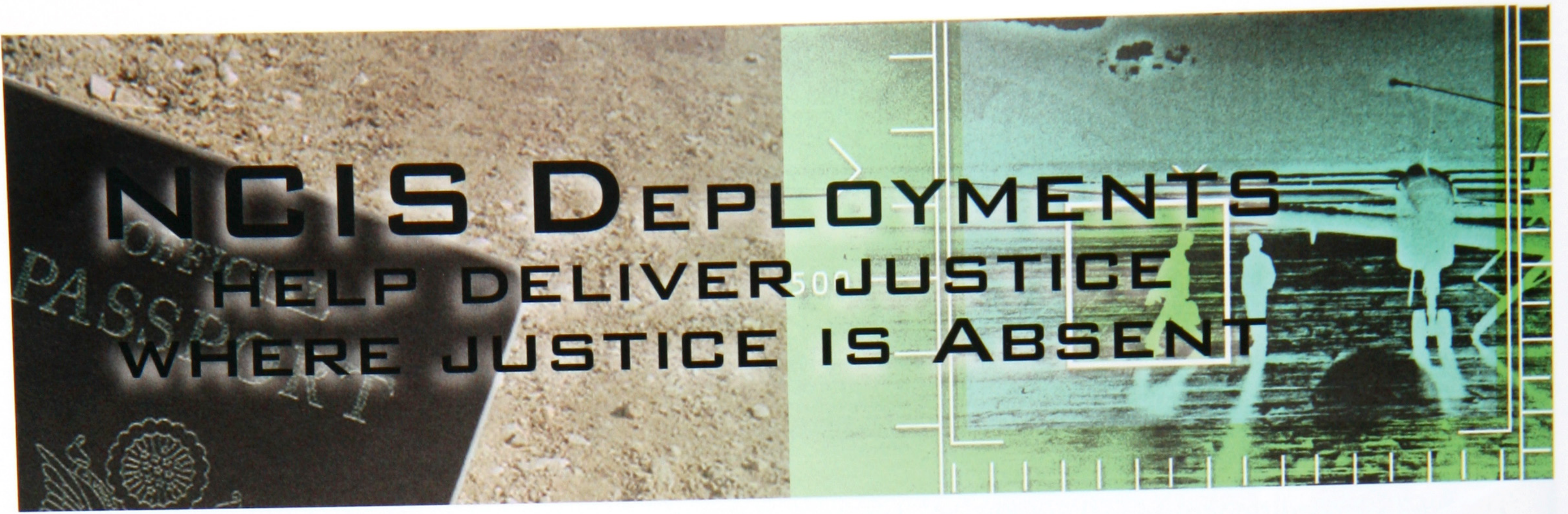


*Special Agents Greg Gill and Susan Delsarto were award recipients at a Deployers Award Ceremony.*



*Special Agent Tim Reeves is congratulated by Director Betro.*





## AN INTERVIEW WITH DIRECTOR THOMAS A. BETRO ON NCIS DEPLOYMENTS

At one time, the NCIS expeditionary mission referred primarily to the Special Agent Afloat Program. But over time, the NCIS expeditionary mission expanded to include regular travel to foreign countries by referents to develop information in advance of fleet operations. Most recently, it has included extended deployments to Iraq, Afghanistan, the Horn of Africa, Kuwait and Guantanamo Bay in support of Operations Iraqi Freedom, Enduring Freedom and the Global War on Terrorism. To date, NCIS personnel have performed over 700 deployments. Of these, over 500 have been identified as “high risk” missions involving deployments to Iraq, Afghanistan and the Horn of Africa.

These deployments will continue as our nation fights the Global War on Terrorism, providing high demand skills and capabilities to the war-fighter. Regardless of the outcome in Iraq and Afghanistan, expeditionary support to the DoN will continue throughout the spectrum of conflict.

Bulletin Editor Sara Johnson recently interviewed Di-

rector Thomas A. Betro on NCIS deployment efforts to date.

**Q: Are NCIS deployments making positive contributions in support of the Global War on Terror (GWOT)?**

Betro: As a direct result of the contributions of our deployed personnel, I strongly believe that our organization, its people and our collective skill sets are actually changing the face of law enforcement and counterintelligence today. On numerous occasions, I have had the opportunity to provide the Secretary, the CNO and the Commandant a recap of our deployments in support of the GWOT, and I have done so with tremendous pride in our people and our accomplishments.

**Q: Can you provide some examples of our deployed personnel's accomplishments?**

Betro: Our personnel worked on, quite possibly, the largest and most significant investigation in the history of NCIS – the Haditha death investigation – as well as other major cases, such as those in Hamdania, Iraq, and Jalalabad, Afghanistan. Two NCIS agents dismantled a







three-person Iraqi sniper cell responsible for the deaths of 15 U.S. servicemen, placing all three behind bars. NCIS introduced an expeditionary latent print laboratory that has identified over 400 insurgents and referred over 50 cases for prosecution in Iraqi courts. We also challenged conventional notions of expeditionary support by placing NCIS analysts alongside agents to achieve maximum impact in the Joint Prosecution Exploitation Cell. These are just a few examples of our accomplishments to date.

**Q: Do NCIS personnel provide unique capabilities during their deployments?**

Betro: Despite the relatively small size of our agency, we have been pioneers in applying traditional law enforcement and counterintelligence methodologies and tools in new environments to find unique solutions to evolving threats around the world. Our talent, skill sets and approach have made us a “force of choice” on a complex threat landscape that demands law enforcement, counterintelligence, security and civilian engagement. And our services have never been in greater demand.

**Q: The Contingency Response Field Office (CRFO) was established to create an in-house surge capability for contingencies. Can you provide an update?**

Betro: With the CRFO, we have enhanced deployment predictability, reduced the strain on the field arising from requests for forces, and provided a high quality of life for agents who are willing to deploy on a scheduled basis. CRFO continues to ramp up toward its goal of 100 highly-trained deployable agents. At present, the CRFO is supporting 30-40% of all mission deployment requirements.

**Q: What are the prospects for professional and personal growth in the deployed environment?**

Betro: Based upon my own visits to our forward locations and my discussions with returning deployers, they are unrivaled. NCIS personnel who have deployed tell us that they have perceived tremendous value – both personally and professionally – from their assignments. They return from these assignments with experience that is unmatched, and this positions them for a multitude of career path opportunities. A number of our deployers have even received national-level recognition







and awards for their work, including the DoD Counterintelligence Award and the Julie Y. Cross Award (presented by the Women in Federal Law Enforcement).

***Q: What steps have been taken to ensure investigative and operational success during their deployments?***

Betro: There have been many. For instance, the decision to deploy analysts has created truly interdisciplinary teams and dramatically increases the chances for success in some of the most significant law enforcement and counterintelligence efforts of our era. The deployment of CRFO “teams” and repeat deployments ensure we can provide trained, experienced personnel who are ready to hit the ground running. We also provide administrative staff support for our deployed personnel. Earlier this year the operational and administrative control of NCISRA Iraq was realigned from the Middle East Field Office to the CRFO to enhance the support to our personnel on the ground in Iraq. Also, with the first expeditionary forensics lab in Fallujah, we have created a latent print capability unlike anything else ever tried in this kind of environment to lay the foundation for success. Soon our forensic capabilities will be expanded to ballistics and DNA to provide addi-

tional investigative support. Deployed personnel also receive in-depth briefings/training on the Iraqi culture and customs; modes of personal conduct; interviewing and interrogation techniques; the strategic and tactical situation in Iraq; the various clan and tribal affiliations; Iraqi behavioral traits, etc.

***Q: Is the High Risk Operations Training Program (HROTP) valuable to deployers?***

Betro: The HROTP offers outstanding training for our personnel deploying to higher threat regions. It provides extensive weapons and vehicle handling orientation along with other instruction that is absolutely superb. I believe our training for these challenging environments is second to none. The training is also complemented by the best equipment we can purchase to support these missions.

***Q: What are some of the current issues surrounding our deployed personnel?***

Betro: We continue to do everything we can to look out for the interests of our deployed personnel. This means we have to work through many aspects of some very





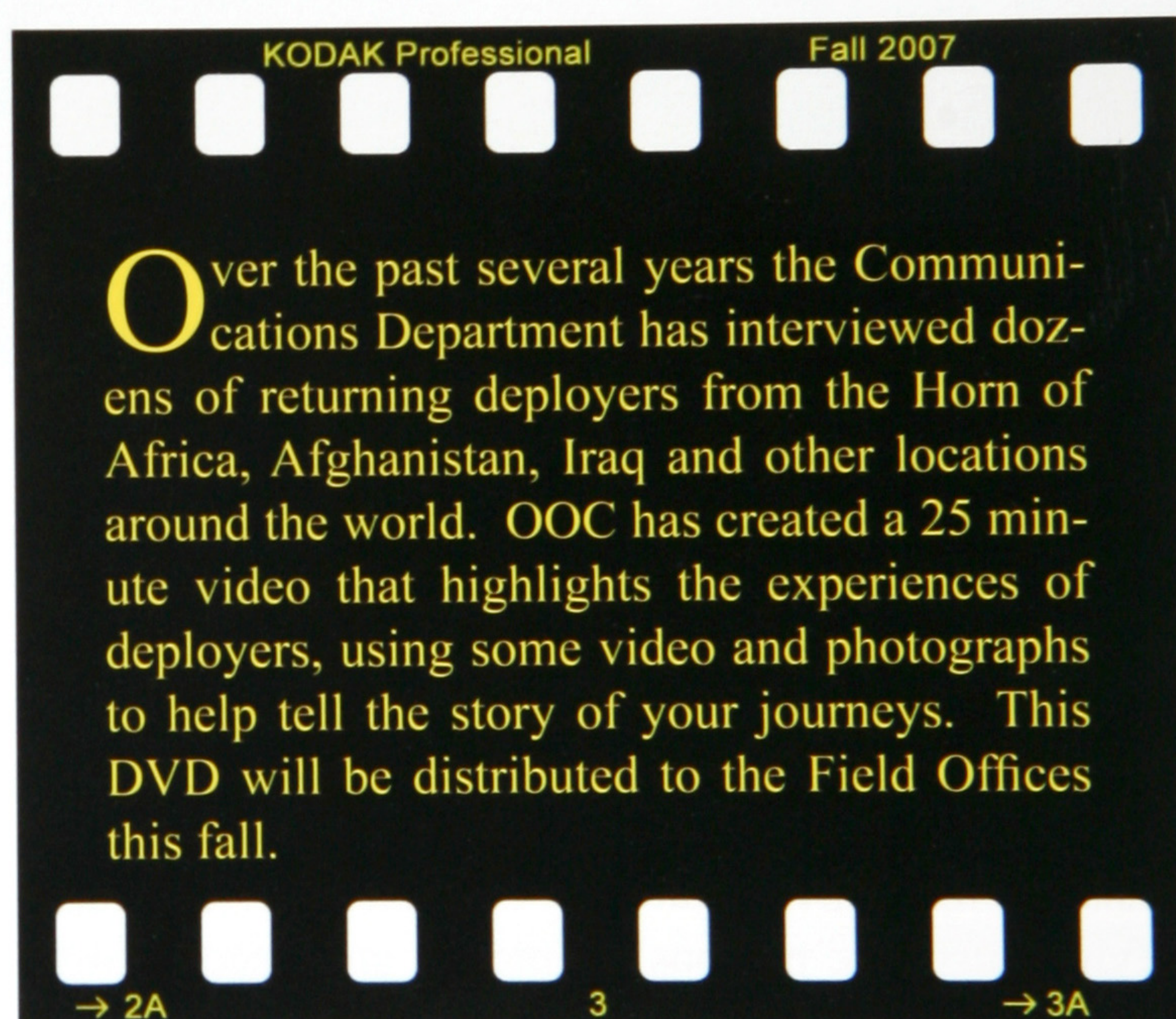


complex issues such as compensation, injury resolution and duration of deployment, to name but a few. We are working through these issues as aggressively as we can. Congress is currently considering legislation to provide tax-free status for civilians serving in a combat zone. We have also been involved in efforts to enhance current death benefits for dependents of civilian federal employees. Additionally, NCIS has developed a new Deployment Personnel Advocate position, a “one-stop shop” that deployed personnel will be able to leverage in support of emergent medical and other administrative requirements.

*Q: In closing, do you have a message for those NCIS personnel who have deployed?*

Betro: First, I want to thank those who have already deployed. Whether you have done so in support of justice, personal growth, professional gain, our nation’s vital needs or all of the above, I offer my personal thanks and commendation. I could not be more proud of those men and women who have stepped forward to take these missions on – including those who have gone two or more times. We are literally saving lives everyday and are helping to deliver justice where justice was

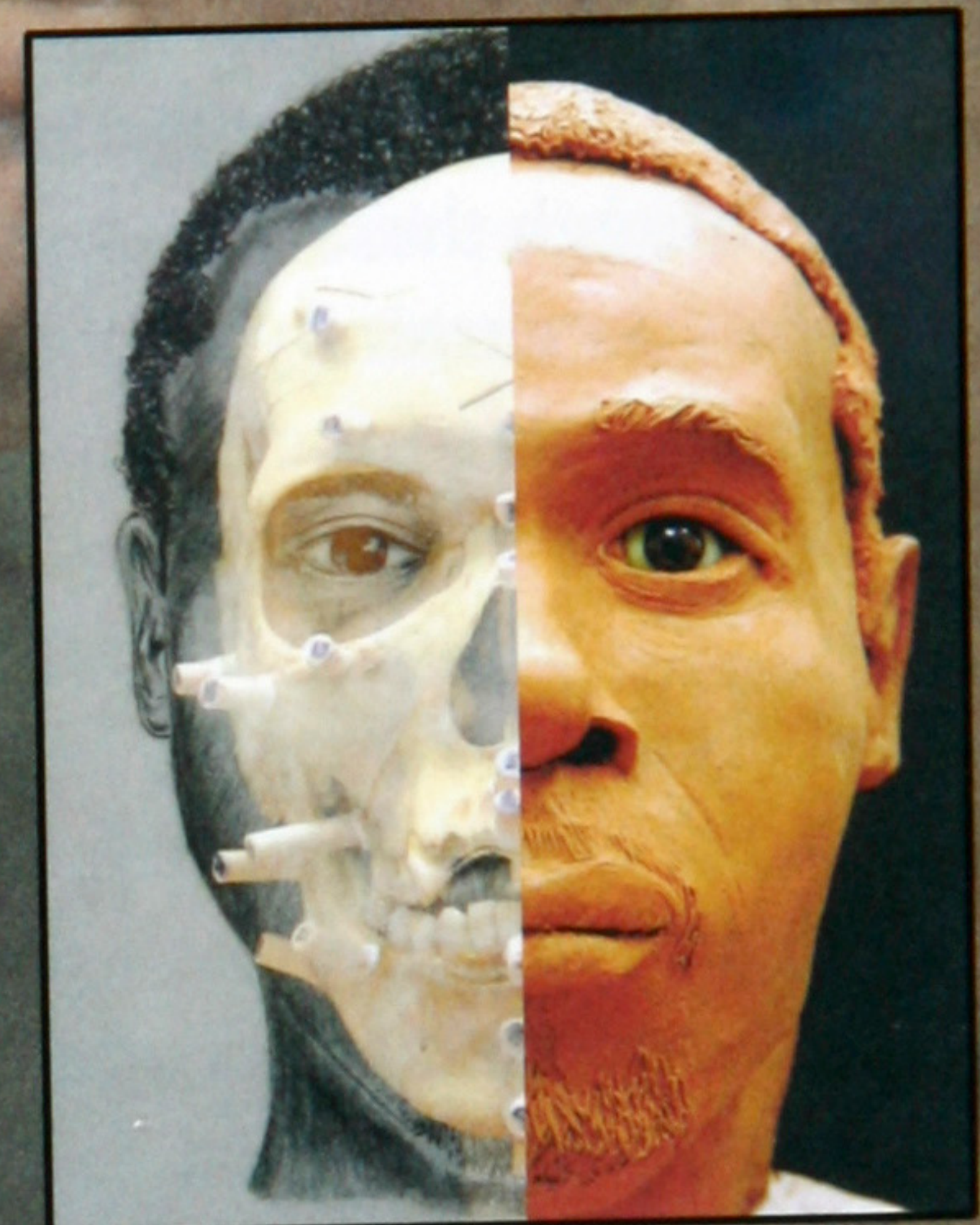
absent. It is extremely gratifying to be associated with such an exceptional group of people.





# FORENSIC ART AND FACIAL RECONSTRUCTION

By Special Agent Ed Gardner, CRFO



The goal of forensic art is to create a drawing or sculpture which triggers recognition and leads to an identification.

Forensic facial imagery, also called forensic art, has been used in law enforcement for well over 200 years. The forensic artist offers specialized skills designed to assist criminal investigators and special agents in identifying suspects, persons of interest and decomposing human remains. While creating composite drawings of suspects is the forensic artist's most common duty, many also offer two and three dimensional reconstructions of skeletal remains, postmortem drawings of the recently deceased, and drawings of articles (weapons, unique jewelry, vehicles and clothing).

## **Composite Drawings**

During an incident, a witness may create a memory detailing an offender's appearance. After being requested and briefed by the agent or detective with jurisdiction, the forensic artist will meet and develop rapport with the witness. The forensic artist will determine the strength of the witness' recall following a cognitive in-

terview, and work with the witness to develop a composite sketch of the suspect.

After the witness chooses basic facial features (head shape, eyes, nose, mouth, chin, etc.) from a catalogue, the forensic artist draws these features together in a rough composite. Details are adjusted and enhanced per the witness, resulting in a final, finished composite. The entire process usually takes between two to four hours, depending on the witness. The composite is then disseminated to the media and law enforcement by the requesting agency. The composite is designed to help generate investigative leads as members of the public and law enforcement report possible matches, ultimately resulting in an identification of the person sought.

The use of the forensic artist and composites is not limited solely to criminal cases. For example, composites can be drawn of suspicious persons viewed loitering around facilities or gates. Agents can also "test" the memory recall of a source by tasking him to meet or observe a subject for a limited period of time. The source would then work with a forensic artist to pro-



duce a composite sketch of the person of interest. By engaging in this exercise, the source will learn how to memorize important facial features and be more likely to successfully provide these details in future CT/CI/FCI cases. Uses of the forensic artist are limited solely by the requesting agent's imagination.

### **Two and Three Dimensional Reconstruction**

In cases of advanced decomposition or skeletal remains recovery, the forensic artist can offer drawings (two dimensional) and clay sculpture (three dimensional) likenesses to aid in identification. The tissue is reconstructed using clay and based on determinations of the deceased's race, gender, approximate age, stature and unique features. Using a multi-disciplinary approach, the forensic artist coordinates with forensic consultants, anthropologists, odontologists and pathologists in obtaining needed data. Clothing assists in establishing the deceased's size, while hair length, color and style also help in the creation of drawings or sculptures resembling the deceased. The media (newsprint and television) is essential in developing interest and leads from the public and should be included in the process as early and often as practical.

### **Frequently asked questions**

- How long does it take to complete a composite?

Depending on the witness/victim, usually about 2-4 hours.

- I have multiple witnesses to a crime. What is the process for a composite?

The forensic artist and case agent will determine which witness has the best description (based on position, lighting, length of time viewing suspect, involvement in case, age, willingness to cooperate) and a composite will be completed with the first witness. Additionally, the sketch can be reviewed with other witnesses, and a composite of the composite can be produced.

- When should I call in a forensic artist?

In any case in which the immediate identification of the suspect is unlikely, consider calling in a forensic artist. Ideally, a sketch would be made prior to the witness viewing mug shots or lineups, but composites can be made after if needed. Depending on the type of case and the witness' involvement, generally a forensic artist should be called in after 24 hours. After several months even the strongest memory will begin to fade.

- How do I know the witness can provide enough detail for a composite?

As a general rule, if the witness states they would recognize the suspect again if they saw them, or provide specific details regarding features of the face (eyes, nose, mouth), they can provide enough information for a composite.

- What types of crimes would warrant using a forensic artist?

Any felony level crime, especially murder, sexual assaults, robberies, burglaries and other serious assaults. Pattern type crimes including peeping toms, trespassing, theft of personal items. Any other cases considered important to the Agency/Command.

- The witness cannot speak English, is a composite still possible?

In this circumstance, composites are completed using an interpreter. The forensic artist will explain the process and brief the interpreter regarding their role. The sketch may take longer to obtain due to the language barrier, but positive results can be expected.

- The witness was intoxicated during the incident. Can they provide enough detail for a composite?

This is determined on a case-by-case basis. The forensic artist can offer a series of questions to the case agent to help determine if a composite is possible.

- Can age-enhanced sketches be made of wanted/missing subjects?

Yes, but the result will depend on several issues including the quality of the most recent photographs available.

SA Ed Gardner, (currently assigned to the CRFO, Glynco, Georgia), is board certified as a Forensic Artist, and has completed over 150 composite sketches and reconstructions since 2000, assisting in the identification of suspects involved in homicides, sexual assaults, armed robberies, child abductions, burglaries, larcenies and assaults. SA Gardner has been admitted as an expert in forensic art in the 9th Judicial Circuit, State of South Carolina. Contact SA Gardner with any questions at 912-577-0135 or [egardner@ncis.navy.mil](mailto:egardner@ncis.navy.mil). Formal requests for service should follow NCIS protocol.





## TIER 1 LEADERSHIP DEVELOPMENT PROGRAM DRIVES NCIS TOWARD THE FUTURE

BY SUSAN CONKLIN, COMMUNITY MANAGER, CODE 10

*"Leadership demands proactive engagement, resourcefulness and responsibility. We will develop and maintain a strong cadre of leaders on whom we will rely to drive the organization at all levels."*

Director Thomas A. Betro

With an eye on building the strong leaders of tomorrow, NCIS has developed a leadership program that will give our personnel the tools they need to excel in the world of modern law enforcement. The NCIS Leadership Development Program (LDP) is for the more than 2,000 NCIS employees who are in over 50 different job series ranging from 1811s to 0132s to 0080s. The LDP is intended to help you guide your career, improve your leadership skills and assist you in reaching your professional goals. The multifaceted program is designed to develop the best leaders in order to make NCIS a better, more effective agency.

Although leadership development has been a consistent training curriculum in the Navy and many Navy civilian organizations, NCIS never before had a leadership program tailored to its needs. Twenty-first century challenges require NCIS to continually enhance the skills and capabilities of its workforce, NCIS developed its own Leadership Development Program to assist in meeting both individual and agency goals.

The Leadership Development Program is divided into two tiers. Tier 1 is "Leadership for All" which is intended for current and future leaders at all levels and for every job series in our agency. Tier 2 is the Executive LDP which is a competitive program intended for high performing leadership candidates at the GS-13, 14 and 15 levels.

Both programs will address a number of executive core qualifications, such as leading change in an organiza-

tion, leading people, results-driven leadership with an emphasis on quality and accountability, business acumen and communications. These qualifications will equip tomorrow's NCIS leaders with the skills they'll need to guide the agency and fulfill its mission.

An important component of the Tier 1 program is mentorship. A mentor facilitates personal and professional growth in an employee by sharing the knowledge and insights that have been learned through the years. Your mentor should be outside the supervisory chain but experienced in your career field, and your mentorship can even be virtual (by phone or email). The important thing is that the mentor you select must be someone you trust and someone who can provide advice and guidance. Code 10 will work with participants on pairing arrangements for mentor/protégé relationships.

Another important component of the LDP is the 360-degree assessment. The 360-degree assessment is prepared by your supervisors, peers and others, so it provides you with a view of your performance from those who work with you. The information gained from this assessment is vital to you and your mentor to assist in identifying course work that may be needed to enhance your leadership skills.

Please visit the LDP website for further information at <http://infoweb/agency/deptwebsites/hr/hr-ldp.html>

Questions or comments about the LDP should be directed to Susan Conklin at [susan.conklin@navy.mil](mailto:susan.conklin@navy.mil) or (202) 433-2526.



# DEPARTMENT OF THE NAVY CRIMINAL JUSTICE INFORMATION SYSTEM (DONCJIS)



*By Sara Johnson, Public Affairs Specialist, Code 00C*

The Navy and Marine Corps criminal justice communities will soon have a unified report writing, case management, and information system that will enhance and streamline communications across the board. Once implemented, the Department of the Navy Criminal Justice Information System (DONCJIS) will become the DoN criminal/military justice community's primary reporting and data collection application.

DONCJIS is a web-based database application that supports the information and reporting requirements of the DoN criminal/military justice communities, comprised of law enforcement, criminal investigations, command action, judicial functions and corrections. It is a "cradle-to-grave" incident-based data collection system, incorporating information on reportable incidents, investigations, associated legal and administrative proceedings, correction records, appellate leave process, and final case disposition.

The goals of the initial release of DONCJIS for the NCIS user community are to simplify the user interface with the program by streamlining incident/case management; integrate information and processes; eliminate duplicate data entries; and provide system security through role-based access. With NCIS acting as the executive agent, DONCJIS is being developed to integrate, consolidate, and modernize DoN criminal/military justice information management.

DONCJIS will replace the old WINSTARS and CLEOC (Consolidated Law Enforcement Operations Center) systems, legacy systems that neither interface nor fully meet functional community or DoD reporting requirements.

In addition to bringing DoN criminal/justice information

management standards fully in-line with the congressionally mandated National Incident-Based Reporting System (NIBRS), DONCJIS will streamline these processes without sacrificing any of the functions of these legacy systems. DONCJIS' Program Manager, Special Agent Chuck May said, "DONCJIS will incorporate everything that CLEOC did and much more. DONCJIS will be utilized in the same manner as CLEOC in that our patrolmen, investigators, MWD handlers and other security personnel will make data inputs into a computer screen and produce an end product, i.e., incident report."

By integrating the requirements of the criminal/military justice communities, DONCJIS will provide a comprehensive and consolidated data environment that will afford naval leadership a clearer, more accurate picture of the incidence of all types of crime within the DoN. From initial reaction to final disposition, DONCJIS will enable naval leadership to better assess the overall tone, discipline, and state of crime in the DoN, and facilitate proactive responses to emerging trends.

DONCJIS is scheduled to deploy in 2008, however, its full capabilities and benefits will only be realized when all commands, afloat or ashore, are web-enabled and begin reporting incidents.

SA May said, "In the simplest terms, DONCJIS will formalize our business processes, standardize procedures and facilitate information passing between leadership and the criminal/military justice communities. DONCJIS is a win for all of us."

**Questions or comments on the implementation of DONCJIS should be directed to SA Chuck May (cmay@ncis.navy.mil) or SA Kevin Toevs (kevin.toevs@navy.mil).**



# NMCI

NAVY MARINE CORPS INTRANET



*By Rick Holgate, EAD for Information Technology, Code 15*

## **Overview:**

NCIS's migration to NMCI began in May 2003, and an extended transition period has taken place over the past four years. During this period of time, Code 15 and many others have worked with NMCI to define and build an appropriately secure solution that provides added protection and separation of the organization's sensitive law enforcement information from that of other NMCI users.

The implementation solution is commonly referred to as a "Community of Interest" (COI). The main objectives in developing a "COI" for NCIS were twofold: first, to ensure that NCIS data remains secure within, and separate from, the overall NMCI network; and second, to ensure that we are able to grant access to external partners and organizations with whom NCIS must collaborate and share information. To those ends, the COI consists of "virtual private network" (VPN) portal technology that keeps our internal network traffic encrypted and separate from the rest of the NMCI; it also provides a mechanism for accessing NCIS information securely from remote (non-NCIS, non-NMCI) locations. Collectively, this capability should afford much greater flexibility in terms of our ability to share information internally as well as with our external partners. It can also be used by our OCONUS locations.

Furthermore, the COI solution also includes some new collaboration tools - specifically, Microsoft's SharePoint portal - that provide more sophisticated and powerful capabilities for sharing information internally and externally. Gradually, over the next several months, we'll also be migrating our intranet, NCISnet, to take better advantage of these capabilities and to provide a more consistent information sharing environment.

NMCI will completely replace our existing unclassified

network infrastructure at all of our domestic locations (NCISHQ, NEFO, DCFO, NFFO, CAFO, FLETC/CRFO, MPFO, GCFO, SWFO, MWFO, NWFO, and HIFO).

Practically speaking, this means that, over the next several months, we will have received all-new equipment and connectivity in those locations. Our philosophy has been to order laptops for all special agents and for those personnel who frequently travel or telework, so our equipment will be oriented toward a highly mobile workforce.

## **NMCI Email Addresses:**

Perhaps the most significant change that will be felt by the organization is the change to email addressees. The format will change from username@ncis.navy.mil to firstname.lastname@navy.mil. There have been some who have expressed concern with losing the ncis.navy.mil domain extension, and our associated NCIS identity. Unfortunately NMCI does not allow any organization to continue with their old formats. To compensate for this change, we are ensuring that all employees have "NCIS" in the email display name associated with the new NMCI address - such as "Smith, John CIV NCIS." This should help in maintaining a corporate identity.

## **NMCI User Accounts:**

In order to leverage the solutions that EDS developed for NCIS and our other partners, all NCIS employees will have NMCI accounts. These accounts will provide them access via the secure portal to email, Citrix, SharePoint, and all systems hosted at HQ.

Non-NCIS employees who require access to a limited subset of our information, such as web sites and SharePoint, can be given what is referred to as NMCI "Lite" accounts.



### **NMCI Email:**

Soon every NCIS employee will have an NMCI account. A decision was made to migrate all legacy email to NMCI due to the Department of the Navy's directives to streamline the IT infrastructure. Doing so increases our collective flexibility and access while reducing the investment we have to make every time one of our employees transfers or goes on extended travel. Code 15 is working towards having all employees migrated to NMCI email by 31Dec07.

### **NMCI Email Size Limits:**

The default size of all NMCI mailboxes is 50MB. Because of funding concerns when the NMCI orders were initially placed, we asked everyone to order the standard accounts. Then, on a case-by-case basis, we could go back and order 25MB increases to those who really needed larger mailboxes. Of the 1,000+ seats that have been deployed so far, fewer than 10% of them have had their mailbox size increased. We are training our users to maximize their use of personal folders, as they do not count towards the 50MB limit.

### **OCONUS Email Access:**

For our employees who are using legacy or ONE-NET seats, we will use the Outlook 2003 client as the primary means to access NMCI email. Users will connect to email the same way as those who have NMCI seats do: they will log in to one of the portals and then launch Outlook. This will simply require reconfiguring the Outlook client to connect to the NMCI email server (naeawnydes91.nadsusea.nads.navy.mil) using the NMCI account information. In addition, once a user accesses the portal, he/she is able to use Outlook Web Access as an alternative if all that is needed is a quick look at new emails, calendars, tasks or public folder contents. This saves the extra step of launching Outlook. The same principles can be used by NCIS personnel physically located within non-NCIS organizations.

### **Security:**

On the current NCIS network, Code 15, working with the SSO, is able to resolve all incidents where classified data has been accidentally transmitted on the unclassified networks. Under NMCI, employees need to be more vigilant about "spillage," the introduction of classified information onto our unclassified network. Under NMCI, such incidents incur a significant fee (about \$12,000 per incident) for remediation.

### **Applications:**

Operating within the NMCI environment will also impose some new constraints. Perhaps most significantly, because the Navy (through NMCI) tightly controls the software that can be installed on the network, introducing new software onto NMCI computers is not necessarily easy. As long as the software has been approved and

tested for NMCI - and there is a significant "library" of such software under NMCI - the process is relatively straightforward and quick. However, if the software has not gone through that process, there are some time-consuming steps that will first need to occur.

### **Facilities:**

Lastly, since we will need to work through NMCI for the movement of computers and network infrastructure, we'll need to be more diligent about planning office moves, new employees, PCSs, etc. In general, we need to give NMCI as much notice as possible

when making a change. We will be working with Human Resources (Code 10) and Facilities (Code 11) to try to institutionalize this advance planning to the maximum extent possible.

If you're interested in more information regarding NCIS's transition, please visit our internal NMCI Web site:

<http://infoweb.ncis.navy.mil/nmci/nmci-newsletter.htm>

**Current Status: 75% of NCIS users have migrated to NMCI.**

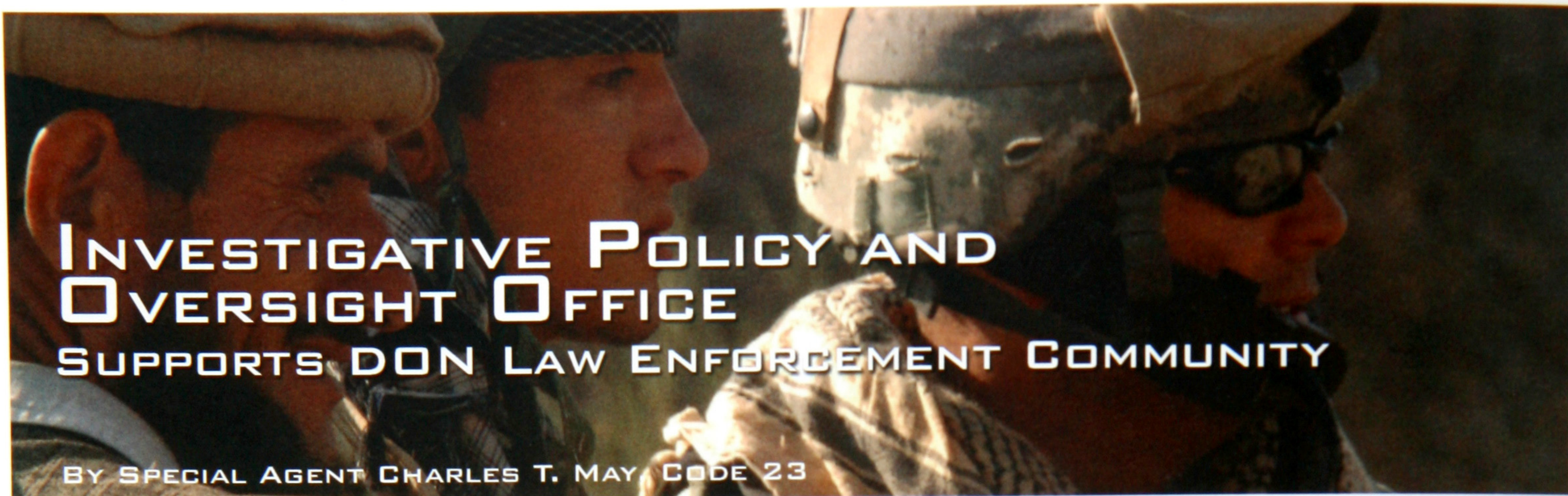
**Goal: 100% by 31 December 2007**

**NMCI Email Addresses:  
firstname.lastname@navy.mil**

**Email size Limits:  
Mailboxes = 50 MB  
(Personal folders excluded from this limit)**

**More information available at:  
<http://infoweb.ncis.mil/nmci-newsletter.htm>**





**D**o you need to know who has investigative jurisdiction over an errant contractor? Do you need the latest guidance on conducting sexual assault investigations? Do you wonder who is reviewing that controversial investigation you conducted? Then look no further than the Investigative Policy and Oversight Office (IPO) within the DoD Inspector General's Office.

Working side-by-side, IPO special agents, general investigators, management analysts and military assignees write and review policy; issue subpoenas; perform systemic, special and oversight evaluations; administer special programs; and represent the criminal investigative and law enforcement community on working groups and other special interest panels and committees. Doing this for over 3,600 special agents and 48,000 DoD law enforcement and security personnel provides a challenging mission that is performed by IPO's 25-member staff.

Two senior military criminal investigators currently augment IPO's staff: Special Agents Charles T. May, Naval Criminal Investigative Service, and John R. Gibson, Air Force Office of Special Investigations, and both joined the IPO staff in 2006.

The IPO consists of two directorates – Oversight, and Policy and Programs – and includes a staff of 12 criminal investigators, eight general investigators and analysts, two Air Force officers, one Army officer, two reservists, and one support person.

The Oversight Directorate evaluates existing investigative and law enforcement operations and programs, ensuring that their work meets the highest standards and that their operations are conducted efficiently.

The Policy and Programs Directorate has a four-fold mission – policy, voluntary disclosure, subpoenas, and liaison.

“At the request of family, Congress or high level departmental officials, we also review and sometimes reinvestigate high profile, often complicated criminal investigations, ensuring that the investigative organization correctly followed procedures and that their conclusions are well-founded and beyond reproach,” explains SA James Pavlik, Assistant Inspector General for IPO. “Recent evaluations involved such sensitive and high profile issues as the Army's death investigation case of Corporal Pat Tillman and the services' response to sexual assault allegations at the military academies.”

Serving at the Inspector General's Office, and IPO specifically, provides a challenging and rewarding experience for Special Agents May and Gibson. They must work hard to integrate, validate, and coordinate their positions within the IG structure while maintaining an operational link back to their parent agencies and fulfilling their expectations.

“It's truly a privilege and a big advantage to have such top notch individuals as Special Agents May and Gibson on our staff,” concludes SA Pavlik. “Our continued integrated approach is critical to ensuring the Department's ability to produce independent, top quality investigations from a highly respected investigative and law enforcement community.”





*Pictured above, left to right: Donald P. Bellisario, SSA Jodi Delgado, SA Gillian Barnard and SA Rachel McGranaghan*

Don Bellisario is creator and former executive producer of the TV show *NCIS*, which has begun its fifth season on CBS. Mr. Bellisario also gained notoriety as a successful creator/producer with other television series, including *Magnum PI*, *Battlestar Galactica*, *Quantum Leap*, and *JAG*. He received six Emmy Award Nominations for Best Drama Series for *Quantum Leap* and *JAG*. In 2004, he received a star on the Hollywood Walk of Fame. Mr. Bellisario served in the U.S. Marine Corps from 1955-1959, attaining the rank of sergeant and earning the USMC Good Conduct Medal.

Before Mr. Bellisario left *NCIS* to pursue other projects, he took time out of his busy schedule to discuss the success of the hit TV show *NCIS* during a telephone interview with Bulletin Editor Sara Johnson.

**Q:** Could you explain how the show was created, and why it was originally called *Navy NCIS* instead of *NCIS*?

**DB:** The show was not created as a pilot, but rather what is known as a “back door pilot.” The concept and *NCIS* characters were incorporated into a two-part episode of *JAG*. Then CBS ordered the show and promoted it as a spin-off of *JAG* so the public would know that it was a show about the Navy. That’s why they originally called the show *Navy NCIS* rather than just *NCIS*, which I fought against and thought was ridiculous. By promoting it this way, the show got *JAG* viewers, but not viewers who didn’t watch *JAG*. Besides, it’s not a

*JAG* spin-off, it’s entirely different – the way it’s shot, the humor, the stories and everything is different.

I first got interested in creating a show about the Navy when they had just put females on aircraft carriers. I figured that would be an interesting story to tell, so I visited an aircraft carrier. When I did, I was met by both a *JAG* officer and an *NCIS* special agent (special agent afloat). I asked who would look into a death on the carrier and found out it would be both *NCIS* and *JAG*. However, since one side was the legal side and the other the investigative side, I decided it would be too confusing to do a show about both *JAG* and *NCIS*, so I decided to stick with the legal side and created *JAG* first.

**Q:** How were the main characters on *NCIS* created?

**DB:** All of the main characters were created from my imagination, not from anyone I have known. However, some of the characters have traits that I either have or would like to have, and I use my imagination and writing to make them come alive. For instance, I like the stoic hero like Mark Harmon’s character (Special Agent Jethro Gibbs)...an old Marine gunney who comes to work for *NCIS*. “Ducky,” the medical examiner played by David McCallum, is around my age. He is known for rambling on about a topic much like I tend to do in meetings, so giving him that trait is like me laughing at myself.

Parts of certain characters I created and liked from other shows come filtering through into new characters I create.



Q: *NCIS* is a character-based show. Did you weigh the relationships between the characters more heavily than the story line?

DB: I used three key elements: humor and banter between the characters; empathy for the characters in the show; and a mystery with a twist. You have to care about the main characters and give dimension to them. If someone dies on an episode, there has to be another character who cares about them. Where's the heart?

Q: What made you decide to add a Mossad agent (Israeli Intelligence) to the cast (Ziva David)?

DB: When the character Special Agent Kate Todd was killed on the show, I wanted to bring in another female agent, but one who was completely different from Kate. Kate was Catholic and very puritanical. I wanted someone with a strong personality who could "out Tony Tony" with zingers – someone hard to rile. I also wanted either a European or Australian actress to get the show more globalized. Then I thought, "What if a Mossad agent came to NCIS to work as a liaison officer?" (Bellisario also noted that Ziva is always referred to as "Officer" David, not Agent David.)

Q: How much of the writing did you do?

DB: The first season, I wrote almost all of the scripts or the rewrites, then I cut back each year. The first season, I used a lot of my personal experiences and interactions from my days as a Marine. I typically will write the first episode of the season and the season finale in order to plan the arc of the season. If I ever get in a bind for a story line, sometimes I'll retell a story I've used before (from another TV show) or a personal experience, and put a different spin on it.

Q: What about research for the show?

DB: I used Google a lot to check out details. Research was a lot more difficult before Google – all those books! I also pick up a lot of technical information from asking questions. At a international press junket on the set of *NCIS*, your agency brought in some of their tech

people for interviews and demonstrations. With a future story in mind, I asked if it would be possible to lift fingerprints. If someone had been dead for 12 years, could you pull their fingerprint records and put them on a bottle? They said no. Then I asked if someone was able to hack into AFIS (Automated Fingerprint Identification System), could they change your fingerprint records? They said, "That's scary." I also had a writer who was very knowledgeable about computers, so I picked his brain a lot – what can be done, what can be tracked, etc.

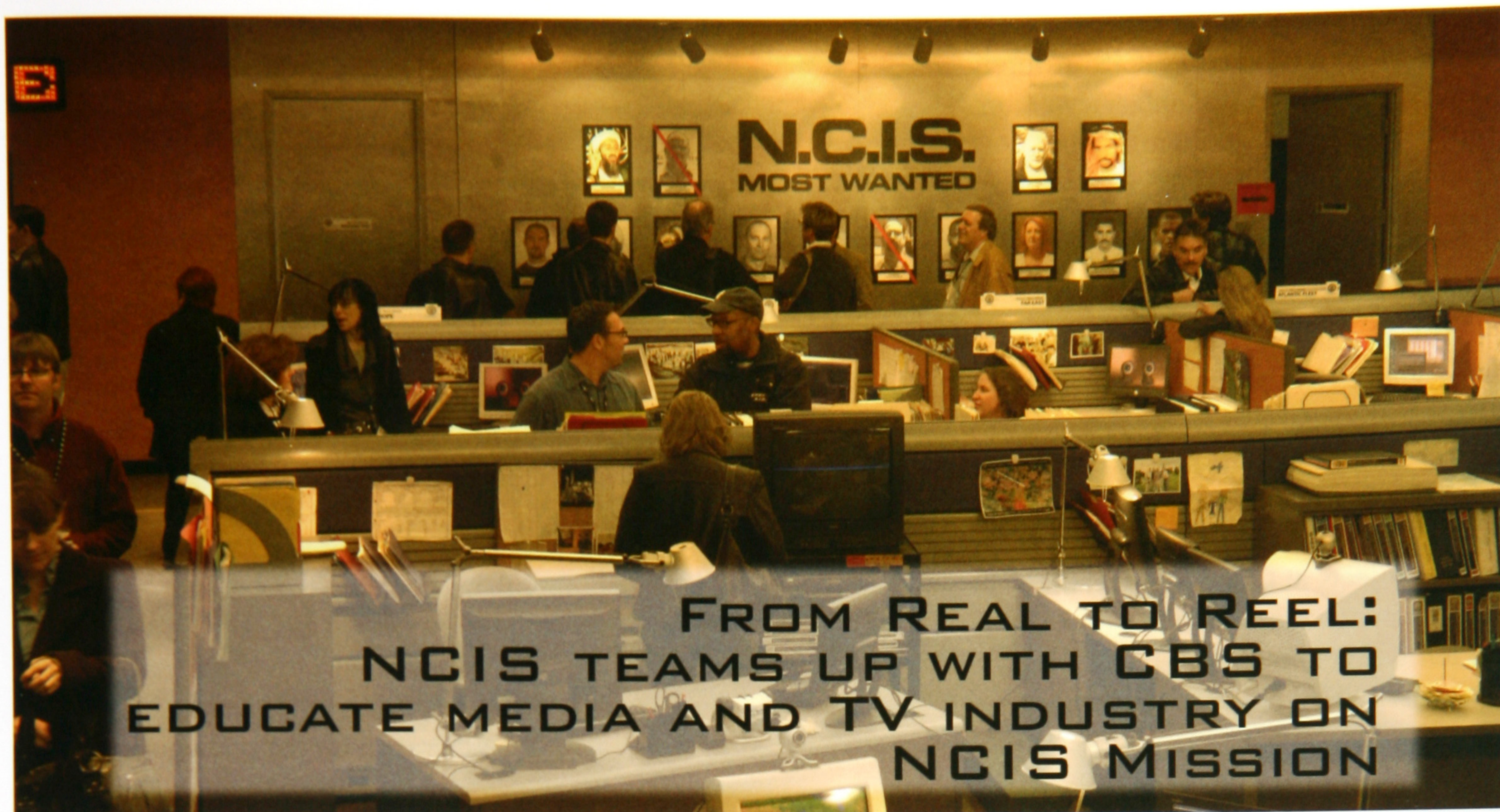
Q: Would you like to comment on the cast?

DB: The cast is great, solid. Each character is very unique, not cardboard characters like some shows have. Mark Harmon is the leader. Michael Weatherly is very funny and a good actor. McGee's (Sean Murray) character has grown enormously since his character was introduced as the "probie" whom everyone picked on. Ducky is interesting, and Abby (Pauley Perrette) is the most interesting of all. Ziva's character started off being cold and detached, but now she's starting to show some emotional qualities, like in the episode "Dead Man Walking," when she fell for a man who was dying from being poisoned.

Q: What do you think of the "real" NCIS?

DB: I've loved every agent that I've met. There's a certain esprit de corps in the agency, and the fact that it's a small agency appeals to me. It reminds me of the Marine Corps where we had to scramble to get things done. NCIS is a unique, sharp agency, and I don't think the other federal agencies are as on top of their game as NCIS is. I would never want the NCIS leadership to be unhappy about the way the agency is depicted.





## FROM REAL TO REEL: NCIS TEAMS UP WITH CBS TO EDUCATE MEDIA AND TV INDUSTRY ON NCIS MISSION

By Paul O'Donnell, Deputy Communications Director, Code 00C

Every Tuesday night, millions of Americans tune in to watch *NCIS*, the highly successful drama that has made the Naval Criminal Investigative Service a household name the world over. But how many know about the real-world NCIS and its mission?

To better educate the members of the TV industry and media on our agency and its mission, NCIS has, over the past several months, worked on three separate collaborative efforts with the producers and publicists of the TV show *NCIS*.

In January, our agency was invited to the set to participate in a tour given to the Television Critics Association (TCA) members. TCA, which represents more than 220 journalists who write about television for print and online outlets in the United States and Canada, selected the *NCIS* set in Valencia, CA as one of only four sets to visit during its winter conference. Some 60 journalists poured off of buses and were ushered into the “bullpen” set of the show where they heard a taped message from *NCIS* creator Don Bellisario and an in-person introduction given by AD for Communications Bill Klein.

Over the next several hours, the writers moved freely between the various “hands-on” stations that NCIS

had set up—which featured polygraph, forensics, and surveillance—and heard presentations from and asked questions of real NCIS agents. Journalists were able to walk through a Major Case Response Team van provided by the Southwest Field Office and even get strapped into a polygraph chair.

“This was a unique opportunity for us as an agency,” said AD Klein, “Some of these writers didn’t even know that NCIS was a real law enforcement agency, and this presentation gave us a chance to describe the mission and showcase some of our capabilities.”

Thanks to the success of the January TCA event, NCIS was invited back to the set in February to give similar presentations to the Foreign Press tour. The *NCIS* TV show airs in 144 countries and territories worldwide, and over 40 reporters from 20 different countries—many with an actual NCIS presence—attended the four-hour tour.

In addition to forensics and polygraph, NCIS set up a station featuring firearms that proved highly popular with the guests. CBS Paramount, the owner and producer of the TV show, was ecstatic over the positive reaction to the NCIS presentations to the TCA and the Foreign Press. As a result of these combined efforts by NCIS and CBS, several positive articles have since



appeared about the real NCIS in foreign publications, and Director Betro was interviewed on Australian television during his trip there in May. According to CBS Publicist Katie Barker, "The presence of the real NCIS made both these events extremely successful."

NCIS' interaction with the television industry hasn't been limited to just the media. The show underwent a change of leadership in May, and Executive Producers Charles Floyd Johnson and Shane Brennan were appointed co-show runners, while *NCIS* creator and executive producer Don Bellisario, was tapped to develop other projects at CBS. As a result of the change at the top, a new group of writers joined the staff. In June, all ten writers, including Executive Producer Brennan, were invited by NCIS to take part in a three-day orientation and briefing session held at the Southwest and Marine Corps West Field Offices.

In addition to receiving a general mission brief, the writers met with small groups of agents, analysts and professional staff to gain a better understanding of how NCIS works and insights into some of NCIS' own closed cases. Additionally, the writers observed special operations training conducted by Marines at Camp Pendleton and took a guided tour of the USS Tarawa. They were also given firearms training at Seal Beach and exposure to the polygraph program at Camp Pendleton. In the end, all of the writers left enthused and full of fresh story ideas for future episodes of the show.

Executive Producer Brennan was grateful for the opportunity. "Interaction with the real NCIS is very beneficial to the writers. In addition to inspiring story ideas, such access provides us with the details necessary to make a script true-to-life and memorable. I hope we can continue to collaborate with the real agency."

*Division Chief for Technical Services Special Agent Rick Parks shows off the various weapons from the NCIS armory to reporters attending the International Press Day held on the set of the TV show in February 2007.*







*Special Agent Rachel McGranaghan demonstrates forensic techniques to Executive Producer Shane Brennan and writers from the TV show "NCIS" during a three-day training session at the Southwest and Marine Corps West Field Offices in June 2007.*

*SSA Luke McGranaghan and Division Chief Frank Maietta of the Polygraph Division explain the uses of polygraph in the NCIS investigations during the Television Critics Association meeting in January 2007.*



*Actress Pauley Perrette and Division Chief for Forensics and Biometrics Dawn Sorenson address reporters at the Television Critics Association tour of the NCIS set. Pauley explained how Dawn served as the model for her role as Abby Sciutto on the show and the valuable assistance the real NCIS has provided to the actors.*





# *Code of Ethics*

*As a Special Agent of the Naval Criminal  
Investigative Service, my duty is to defend the  
United States against all enemies, foreign and domestic;  
to serve the Department of the Navy in the protection  
of lives and property; and to respect the constitutional  
rights of all persons. I recognize that the badge of my  
office is a symbol of public trust. I will keep my private  
life unsullied and always be mindful that integrity,  
because of my authority and the public trust placed  
in me, is the very foundation of law enforcement  
and cannot be compromised.*