



“A WARNING FOR TOMORROW”



Centuries ago, law enforcement evolved out of the military into a specialized force. Now, the entire military finds itself faced with peacekeeping issues and their performance is being judged by the ability to achieve police standards. Consider the following article which has been condensed from a speech delivered by Lieutenant General Charles Krulak, United States Marine Corps Commandant, on October 10, 1997. You will note striking similarities between the Marine Corps and law enforcement regarding the changes they are undergoing in anticipation of the next century.

Ne Cras (“Not Like Yesterday”)

Let me start by going back in history. The time would be 9 A.D. A Roman pro counsel by the name of Varus crossed into Germany to bring recalcitrant barbarian tribes into submission. Three years prior, this same Varus had entered Germany and decimated the same tribes. The Romans expected that this adventure would be the same as the last. On a hot August morning, the two warring factions collided. By nightfall Varus had lost the eagles of his three legions. He was conducting a desperate rearguard action as he tried to get back across the German border. During withdrawal, Varus could be heard to say, muttering, “*Ne cras, ne cras*” — which is Latin for “not like yesterday, not like yesterday.” And it wasn’t like yesterday.

Three days later Quintilius Varus’s head was to be found on the tip of a Germanic spike. Upon hearing the news of Varus’s defeat, Caesar Augustus suffered a nervous breakdown. So greatly was he affected, the Caesar, that for several months he

neither cut his beard nor cut his hair. And he would sometimes dash his head against the doors of his palace saying, “Quintilius Varus, give me back my legions — give me back my legions.” Varus’s and Augustus’s outlook towards the world was colored by their past experiences and their past successes. Their whole view was based on the promise or the premise that nothing would change, that nothing would change.

This is the landscape of the 21st century. We are faced with a world in transition. We can make the mistakes of Quintilius Varus, and ignore the implications of change. Or we can learn from history and prepare now for the inevitable battles that are to come. In one moment, our people will be providing humanitarian assistance. In the next moment they will be peacekeeping. It is going to be all on the same day, and it’s going to be within three city blocks. It is an environment born of change, born of technology and weapons that are readily available to friend and to foe alike.

We must leave the past and its associated relics behind. I believe that as a nation we must begin in earnest now to prepare for the future. To that end, I ordered Marines worldwide to take two days to think and talk about where their units are and where they’re going. I wrestle with several questions on a daily basis. Those are: How do we prepare for the 21st century? How do we train? How do we instill knowledge, skill, decision-making ability and character? How do we equip? And, perhaps most significantly, how do we prepare as an institution for the challenges of the 21st century? How do we develop an in-

stitutional commitment to change?

I wish I could tell you we have the answers. We don’t.

We have, however, made some significant changes that I believe provide partial answers, and put us on the road to meaningful solutions. We started by conducting a thorough review of all of our programs and processes to prepare our forces, because everything starts and ends with the individual Marine. We began our efforts there. We had a dilemma. We wanted to capitalize on the tried and true methods of making Marines — high standards, tough recruit training, instilling in each marine the ethos of selflessness. Yet, at the same time, we knew we needed to make some changes to ensure that our methods would measure up against a 21st century scenario, where the actions of one Marine will not only have tactical and operational significance, but may well have strategic significance as well.

Institutionalizing Innovation

To win in the 21st century the Corps must steal a march on change. How are we doing this? We’re doing it by institutionalizing innovation, and we are experimenting with potential structures, tactics, techniques, procedures and technologies. Last February, as part of this test bed, we conducted the first of three advanced experiments. We had some spectacular successes. And I want to tell you we had some major failures. Not surprisingly though, we have learned far more from the mistakes and the failures than from any of the successes we had.

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Warning for Tomorrow . . .

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While very much in its infancy, one of the key concepts to be developed by this plan will be to take advantage of the resident intellects, assets and capabilities of academia, industry and other non-governmental agencies — combined with the more traditional elements of national power, such as military, political, economic and cultural. This is not new. We are doing it today with the chemical-biological incident response force. The Marine Corps is tapped into the expertise of Nobel Laureate Dr. Josh Lederberg and others to assist in the event of a chem-bio attack — his team joins us on the scene of response via telecommunications, and provide valuable diagnostic and treatment information. It's not difficult to visualize the expansion of this current concept to bring the expertise of chemical companies, computer and software firms, banks, environmental groups, into and onto the 21st century.

Higher Standards

On the recruiting front, we raised our standards. We raised our standards. We begin by offering the youth of America nothing but a challenge. Our advertising makes no claims of job skills or money — just an opportunity to test their mettle, to see if they have what it takes to be a Marine. We screen out all individuals who sport gang or neo-Nazi tattoos, and we drug test all applicants at least three times before they go to recruit training. If an individual makes it over these hurdles, they may be accepted for enlistment into our Corps.

After enlisting, the potential recruits enter the delay-entry program where they are schooled in history, tradition and our core values. Once at recruit training, we spend 10 weeks instilling self-discipline and reinforcing our core values and ethos in each young man and young woman. The goal is to transform these individuals from many diverse backgrounds into Marines imbued with a common set of values and standards. We know we can't change the value system in ten weeks — we know that. But we do believe that we can teach them the Marine values system, and we can hold them accountable to those

high values and those high standards.

We'll demand men and women who are not only experts in their craft, but uncompromising in their judgment and in character. There is no place for violations of moral turpitude, we are not going to have cheaters or stealers in the Marine Corps, and that goes for cheating on spouses. And therefore we developed a cradle-to-grave process that we call transformation. We move them beyond self-discipline into selflessness. Those are the two primary building blocks of the ethos of our Corps — self-discipline and selflessness. What counts is what's in their heart and what's in their soul and what's up here.

Commitment to Change

But preparing the Marine Corps for the 21st century requires far more than recruiting and training the best America has to offer. It requires an institutional commitment to change. The accelerating rate of change in our operating environment requires us to continually anticipate this change and out-innovate it. Just laminating technology on current doctrine and current equipment will not help us one bit.

I am not so sure that when I say relics that I'm aiming at any specific weapon system. I'm talking about specific thinking — minds. *You can run short of money, you can run short of modernization funds, but you can never run short of the ability to modernize the mind.* That's what I am talking about. We have got to steer clear of taking technology, as I said, and laminating it on doctrine that is not going to fit in the 21st century. What we need to do is get the concepts to drive the requirement. You want a concept-based requirement. When you get that, then you are going to be a lot better off.

It's a zero-sum game. We are not going to see more money. In all probability we are going to see less. Once again, that drives in my opinion for all the services to look to their core competencies. What are the core competencies? What are the core capabilities that each service brings to the joint table? Take a look at those. If there are seams, do something to fill the seams. If there's redundancy or duplication — duplica-

tion — get rid of the duplication. Some redundancy is not bad; duplication you have to be careful of.

One day after I got to headquarters Marine Corps I implemented a 10 percent cut across the board. I just, not two weeks ago, approved the cutting of some 11,000 structured spaces — most of those in headquarters organizations. And that structure is going back into our fleet Marine forces. What you are looking for in the 21st century is a whole lot of teeth and very little tail.

To be very honest, there has been some resistance. I think there has historically been resistance to change in any large organization, particularly an organization that has been so successful as the Marine Corps. The fact of the matter is the Marine Corps has had a history of innovation. We have been improvisers. Amphibious doctrine, close-air support, the use of vertical envelopment — those are all Marine Corps innovations. And yet if you go back to the commandants in those times and said, "Hey, General Vandergrift, was it easy? Did everybody jump on board?" His answer would have been, "Absolutely not." Change is tough. It is hard.

Ne Cras ("A Warning For Tomorrow")

Let me go back to where we began, history. In 14 A.D. Caesar Augustus led an expedition back to Germany to recover the lost eagles of Varus's legions. He was too late. The damage was already done. The victory served to unite the remaining German tribes, and to remind all that the legions could be beaten, that Rome could be hurt. The frontier would never be the same.

Upon surveying the battlefield, Caesar Augustus had an inkling of what was to come, and he repeated the term "*Ne cras.*" But when you look into the Latin, "*ne cras*" has two meanings. One is "not like yesterday." But that's not what Caesar Augustus said. He said "*ne cras,*" a warning for tomorrow — a warning for tomorrow. America's Corps of Marines has heard that warning, and we are getting ready.





Not Like Yesterday The Michigan State Police Adopts a New Vision Statement



For most of our 80 years, the Michigan State Police has been easily accessible to citizens, as well as other police departments — all they had to do was stop in at a post or pick up a phone and call. To this day, troopers continue to offer assistance to anyone in need.

Still, things are not like yesterday. There is a remarkable geographical, technological, and organizational difference from what law enforcement was even twenty years ago. There also remain major differences between counties and cities within the state of Michigan. The sheriff departments in some counties have only enough resources to maintain a jail. Some cities have grown and have created their own police departments where before there had been none. Elsewhere, some communities have relinquished their police departments and rely on larger agencies for service.

Recognizing these historic changes, the Michigan State Police is now encouraged to employ our resources and expertise beyond what has traditionally been offered. The goal is to improve the traditional services, while providing new possibilities for public safety. To emphasize this commitment to innovation, the Michigan State Police has recently revised our vision statement.

Of course, a vision statement will not, in and of itself, improve anything. No matter how good a job we do at interpreting events, it will still take people to overcome the challenges. This requires trust — within the department, as well as with outside agencies. If we are to truly hold the public's safety as our primary objective, then part of our obligation as a state police is to foster a trusting, working relationship between all parts of the criminal justice system.

To accomplish this, the Michigan State Police has embraced the theory that *"the leader role is the servant role."* The idea of leadership and the resolve to build closer associations with other departments are inter-

twined — one does not exist without the other. Assisting the Benton Harbor Police Department bring order back to the community is an example that many will not forget. While many other initiatives are still taking form, those of you who are using the 800 MHz radio system are already aware of one of the broadest examples of the department's statewide outreach. The construction of a new Regional Forensic Science Crime Lab in Lansing is another major means of improving and broadening services.

Advances in computer technology have provided the Michigan State Police with numerous opportunities to deliver resources and expertise. The advantages are evident: more data is

available statewide as we share information toward a common goal. The Michigan State Police, along with other agencies, will be strengthened. Advances in technology will also make it possible to launch distance learning, linking students to instructors while saving expensive travel time.

So it is fair to say that the modern Michigan State Police is improving everywhere. The department will continue to seek innovative ways to make us more available to those who need us. We should expect no less of the State Police. ■

OUR VISION

TO ENSURE THE SAFETY OF OUR CITIZENS THROUGH THE PURSUIT OF INNOVATIONS AND INITIATIVES WHICH COORDINATE AND IMPROVE THE COLLECTIVE EFFORTS OF THE PUBLIC SAFETY AND CRIMINAL JUSTICE SYSTEMS.

Our success in realizing this vision requires the agency's leadership to embrace change, aggressively employ new technology, and adopt progressive management, investigative, and enforcement practices. Members at all levels within the agency shall promote an organizational culture that subscribes to the department's "Philosophy of Leadership" and that:

ANTICIPATES AND REACTS QUICKLY TO THE NEEDS OF THE CITIZENS AND AGENCIES WE SERVE THROUGH IMPROVEMENTS IN OUR ORGANIZATION AND THE SERVICES WE PROVIDE.

RECOGNIZES OUR ROLE AS ONE COMPONENT WITHIN THE PUBLIC SAFETY COMMUNITY AND PURSUES SYSTEM-WIDE SOLUTIONS TO SYSTEMIC PROBLEMS.

MAXIMIZES THE USE OF NEW TECHNOLOGY TO IMPROVE EFFICIENCY AND EFFECTIVENESS.

EMPOWERS MEMBERS TO CRITICALLY ANALYZE PROBLEMS AND PRESCRIBE SOLUTIONS THAT ENHANCE OUR ABILITY TO PROVIDE SERVICE.



“Semper Paratus,” is the motto of the United States Coast Guard. “Semper Paratus” or “Always Prepared” also has applications for our profession. As police officers you are expected to be “always prepared” for situations you encounter. However, being prepared does not end at the conclusion of your shift — it is an awareness level that extends to your off-duty time.

The Motivation is There

In a study conducted at John Jay College of Criminal Justice, 30 off-duty police officers were set-up to come across an actor pretending to be a partially unconscious street person. It was found that 87% stopped to render assistance. (Note that in a similar study of theology students, only 40% sought to help the actor.) During debriefing one of the officers commented in amazement, “*You mean to say there are people who wouldn't help someone.*” This study suggests that there is a predisposition among most police officers to take action regardless of whether they are on-duty or not.

Michigan State Police troopers have been distinctly recognized in years past for their involvement in off-duty incidents. Tragically, though, troopers have become involved in off-duty criminal matters that have resulted in injuries, and in three cases, death.

Where the Danger Lies

The 1991-1993 FBI “Law Enforcement Officer Killed and Assaulted Report” indicates that the largest group of off-duty officers killed (fifteen) were intervening in armed robberies. Equally disturbing, there were eight officers who were ambushed while off-duty.

The primary problem with off-duty incidents is that they do not provide time for an officer to develop a plan. Also, off-duty officers do not have many of the equipment items available that assist them when on-duty.

“Semper Paratus” Acting Officially While Off-Duty

Consequently, some officers get out of sorts when confronted with an off-duty emergency and are confused about what they should do. On the other hand, there are officers who get excited and charge into a situation even more dramatically than they would on duty, disregarding all the limitations and resulting hazards. Both extremes are due to a lack of training, and both can be potentially dangerous to bystanders and officer alike.

What's Required

Recognizing all the problems with official action while off-duty, Michigan State Police troopers are not necessarily required to take active aggressive action when witness to a criminal act. Troopers are required to notify the law enforcement agency of jurisdiction and to assist them with their investigation. Troopers are also expected to render aid to any injured persons. Troopers are not denied the authority to take aggressive action while off-duty, but the circumstances should be given much greater consideration. The safety of yourself and others should be the primary concern.

First consider using the concept of *observation and notification*. Be an excellent witness so an apprehension can be made later — on your terms. If circumstances require your active intervention, respond as if you were on-duty but keep in mind your equipment and identification limitations. After the incident, be sure to document your actions with an incident report. Your active involvement off-duty places you in on-duty status. A report will assist you in any potential court proceedings.

Be Prepared

Officers need to form a clear plan when faced with a criminal incident off-duty. Here are some tactical concepts to remember:

Call The Police

Whenever possible, call for on-duty police help yourself — before you act. As a trained officer, you can describe the situation better than anyone else.

If you must act immediately, then ask someone else to call.

Identify Yourself

Realize that people may not understand who you are and what you are trying to do. If you are challenged off-duty by an on-duty police officer, identify yourself orally and do exactly as you are told, even if it means a suspect gets away.

Equip Yourself

Consider carrying latex gloves in case you must provide medical assistance. Consideration should also be given to keeping some form of police apparel in your personal vehicle to help show your identity in a crisis. Though an off-duty badge may identify you to responding on-duty officers, it may also identify you to suspects if you fall victim to a crime. Consequently, keep your departmental identification card behind other cards in your wallet to help protect your identity.

Practice

What type of holster do you utilize when off-duty and have you practiced drawing and firing your firearm from it? How would you restrain a suspect if you chose to apprehend one? Just as with on-duty incidents, officers should mentally rehearse their planned response for off-duty incidents.

Prepare Your Family

Tell your family and close friends how you plan to react in an off-duty incident. Explain to them the importance of cover and what they can do in an incident to stay safe. They should be advised that if they are contacting police to assist you, they should describe your clothing.

Troopers have, and will continue, to become involved in incidents they observe while off-duty. While assisting others to ensure their safety, don't forget about yours! Remember, “Semper Paratus” or “Always Prepared” is a state of awareness for officers on-duty and off. Stay safe. 🚓