Exhibit I
Thanks for ensuring that CTC got the feedback on this. Without it, it will be difficult for them to proceed in a manner which is both within established constraints, and effective. My understanding is that our technical support from a psychology standpoint is to ensure that 1) detainees do not have a pre-existing condition which would cause them to be harmed by interrogation 2) that the process is designed not to actually harm them psychologically and that 3) it is as effective as possible in obtaining willing cooperation. My understanding is that the program is modelled on stressors used in the SERE program, to ensure that they are not exposing detainees to anything which has not been approved, and proven safe for use on our own people by long use in the SERE program. I think that SERE expertise (such as ________) is the best assistance we can provide on this aspect.

Based on the above, I think we need to continue to provide feedback whenever the program could be diverging from the above cardinal points. Clearly CTC is in charge of the operation and is also providing the legal oversight, but without the above expertise it would be more difficult for them to run a program which is both defensible and effective.

Cheers.

I wanted to pass along a few thoughts for your consideration regarding the briefing we received from Jim Mitchell on 12-20-2002. In sum, OTS/OAD stands ready to support your operational interrogation program, from psychological support through training. The program is off to an excellent start and I anticipate future similar results and successes.
From Jim Mitchell's feedback, which I view as one data point - we will also need to hear from the other members of the team, I see us needing to focus on three overlapping areas. These areas are Procedures, Training and defining the interrogation team members roles and responsibilities.

Procedures - Some of the procedures outlined by Jim Mitchell that were used at ______ are not part of the original training or approvals. With this said, we indeed need to provide our team chiefs with some flexibility to tailor the process. However, if we plan to use new enhanced measures, we should take the time to fully vet, validate and understand the physio-psychological limitations of each of the new measures. My recommendation is to study the two stress procedures noted by Jim M.

Each of these pressures needs to be looked at and evaluated to ensure implementation is within the established interrogation guidelines. In sum, we must fully understand the science behind the enhanced measures we employ as well as focus on how to physically control the detainee in an effort to psychologically manipulate the detainee towards learned helplessness, compliance and transition to debriefing/cooperation.

One other area in Jim Mitchell's debrief that I believe we should review are the procedures at the interrogation site. From COB authorities, administrative procedures at the site, defining who can halt an interrogation and for what reason and what is reported via cable traffic all need to be considered and documented.

Training - As we discussed after you had left the meeting, it is obvious we need to expand the training. We all realize that due to the operational exigency, we had to abbreviate the first training course. In the next course, C/RG mentioned he wanted to run towards the end of January '03, we should expand the course to a full ten days allowing us to cover our entire 'Interrogation tradecraft'. The curriculum should keep the basics from the pilot running of the course and expand a few areas. My initial optic is to provide the students with better instruction on the psychology of interrogation with the goal of quickly gaining actionable intelligence and transition the detainee to compliance and debriefing. Another area we need to improve is the repetition of using the enhanced interrogation measures on a detainee as well as the importance of planning and keeping with the plan once in the heat of the interrogation. This portion of the pilot was abbreviated due to time constraints and should be expanded so that the team has the opportunity to practice the 'Interrogation tradecraft' through multiple repetitions and as a team. This will also reinforce each team member's roles and responsibilities. I also plan to have Jim and/or Bruce in this next course.

Roles and responsibilities - This is crucial to the smooth running of the team so that each member is aware of what we expect from them. I see using the learning from Jim Mitchell's description of his uncertainty about his role while at _______. We should work to define roles/responsibilities before the next HVT deployment. This is particularly important as we expand the number of qualified, trained officers on the interrogation team, I don't believe it is realistic to count on the luxury of having a team that is trained together, deploy together - we will need to mix/match. Defining the roles and responsibilities of each team member will greatly aid in getting a mix of trained officers focused on collecting actionable intelligence.

As I said previously - CTC/RG is off to an excellent start and with some minor modification to the procedures, training and roles of our team, this capability will be long lasting. Please let me know how OTS/OAD can assist you with the interrogation program.