

Special Warfare

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IN TRANSITION
Meeting the Needs of GWOT



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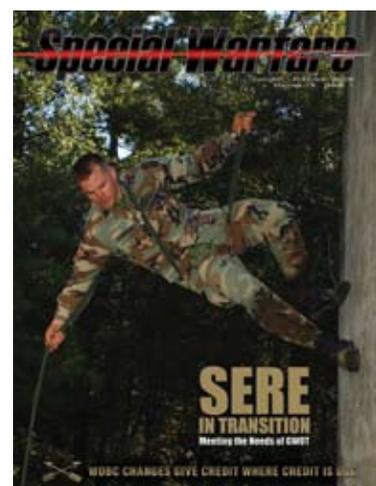
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A SERE student practices rappelling at Camp Mackall.
Photo by K. Kassens

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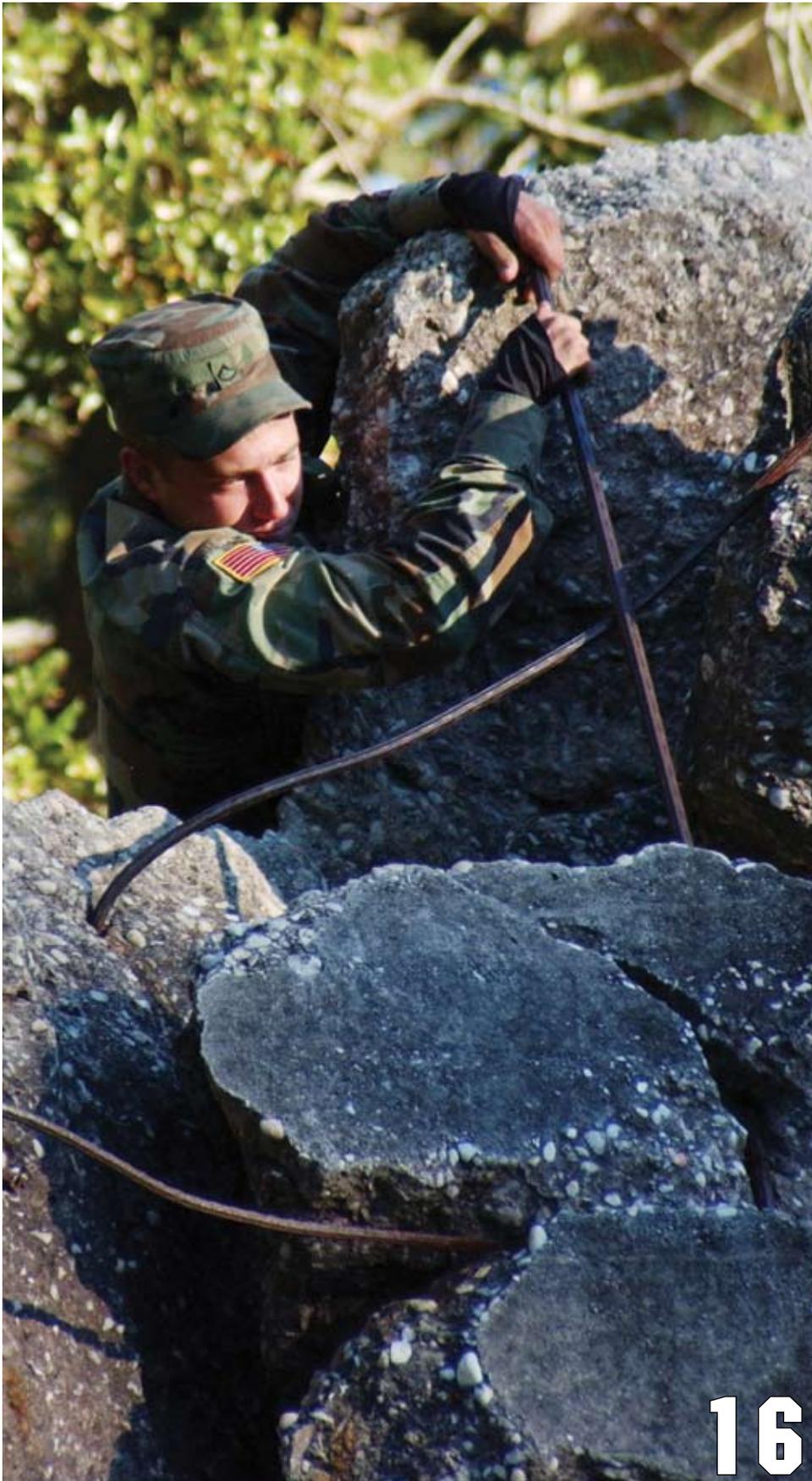
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During the 1980s, Lieutenant Colonel Nick Rowe established the Survival, Evasion, Resistance and Escape, or SERE, school at the JFK Special Warfare Center and School. Rowe returned to active duty so that he could teach Soldiers to survive, to evade capture and to resist exploitation, using the lessons he learned while being held by the Viet Cong for more than five years.

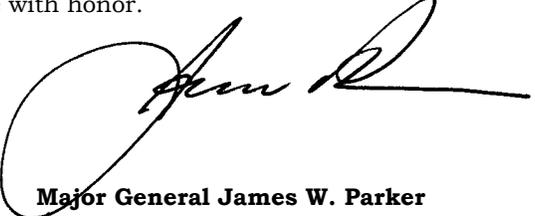
Today, SERE continues to train Soldiers in the skills that Rowe envisioned. While other Army facilities provide SERE training to initial-entry Soldiers and to those who face a moderate risk of capture, the course at SWCS is one of only four Level-C courses within the Department of Defense. Since the first Level-C class in 1986, graduates of the three-week training have praised its realism and value, and CW4 Mike Durant credited SERE training with saving his life when he was captured in Mogadishu in 1993.

But even when Nick Rowe founded SERE, he was aware that it might need to be adapted according to the enemy and the type of warfare to which students might later be exposed. It would come as no surprise to him that the highly successful SERE Level-C training is being transformed to meet the demands of current and future conflicts.

We are adapting SERE training to accomplish three main objectives: to make it an integral part of the SF Qualification Course; to ensure that all SF Soldiers receive Level-C training prior to reporting to an SF group; and to ensure that SERE training is relevant to all situations that students may encounter. SERE training is now part of SFQC Phase II, and has increased its student output in order to train all SFQC students. By adding the Peacetime Government Detention and Hostage Detention, or PGD/HD, SERE has also incorporated a broader range of captivity and resistance scenarios. When you consider the Global War on Terrorism, training for captivity environments other than “nation state” scenarios is clearly important. The transformation; however, will have no effect upon the survival and evasion-and-escape skills that SERE teaches.

The transformation of the SERE Course is part of a number of changes that we are making to the training at SWCS to better prepare students for the battlefield. Our changes are also increasing the efficiency of our instruction. Another change that we are especially excited about is the recent approval by the Vice Chief of Staff of the Army, General Richard A. Cody, of an initiative that will allow us to consolidate SF warrant-officer training at Fort Bragg and reduce the overall training time of SF warrants by giving students credit for their leadership experience as NCOs.

On page 31 of this issue, we have printed the Special Forces Creed. The SF Creed is an important statement of the traditions and the warrior ethos that service in Special Forces should embody. When we think of SERE, two lines of the SF Creed stand out — “If I am taken, I pray that I have the strength to defy my enemy” and “My goal is to succeed in my mission — and live to succeed again,” — words that heroes such as Nick Rowe have lived by. The training that he founded retains the goals he established more than 20 years ago: to enable Soldiers to survive and to return home with honor.

Major General James W. Parker

IN MEMORY

1912-2005

Special Forces legend dies at age 93

Lieutenant General William P. Yarborough, U.S. Army (ret.), 93, who is credited as being one of the founders of U.S. Army Special Forces, died of natural causes Dec. 6 near his home in Southern Pines, N.C.

Yarborough, a World War II veteran, spent his life building the unique capability of Special Forces within the U.S. Army. As a young captain, he designed the airborne wings that every American paratrooper wears today. Later, he won approval from the president of the United States, John F. Kennedy, for the wearing of the distinctive headgear of the SF Soldier — the Green Beret. He also is credited with the assignment of SF medics to SF operational detachments.

Born May 12, 1912, in Seattle, Wash., Yarborough graduated from West Point in June 1936. In 1940, he joined the newly formed 501st Parachute Battalion and was assigned to command Company C. In 1941, as test officer for the Provisional Parachute Group, he designed the paratrooper's boot, the paratrooper's uniform and the parachutist's qualification badge.

In 1945, he was the provost marshal for U.S. forces in Austria and the Vienna Area Command. There, he organized the Four Power International Patrol of Russian, French, British and American military police. Yarborough was a veteran of four combat jumps and received numerous military awards and decorations.



▲ **MAKING HISTORY** Brigadier General William P. Yarborough welcomes President John F. Kennedy to the Special Warfare School in 1961.

In June 1961, Yarborough assumed command of the U.S. Army Special Warfare School at Fort Bragg, N.C. Yarborough's legacy continues today: Each Soldier who graduates from the Special Forces Qualification Course is awarded the Yarborough Knife, the official U.S. Army Special Forces knife.

Reflecting on his association with Special Forces during a 1994 interview with *Special Warfare*, Yarborough said:

"I still think they're the most magnificently picked people that the nation has ever had. I have never been prouder in my life of being a part of any organization or philosophy than of my alignment with Special Forces. I've seen these guys all over the world. They have integrity and maturity and understanding. ... I don't think any country has ever produced

anything like them."

"The passing of General Yarborough marks a truly sad day for the entire special-operations community," said General Bryan "Doug" Brown, commander of the U.S. Special Operations Command. "He worked diligently to increase the professional and academic standards of the JFK School, resulting in the development of courses that are still relevant today. His foresight was instrumental in the success of today's special-operations forces. Our heartfelt condolences go out to the entire Yarborough family."

Yarborough is survived by his daughter, Patty Reed, and his son, retired Special Forces Lieutenant Colonel Lee Yarborough. — *Sergeant Joe Healy, USASOC PAO.*

SWCS DEDICATES BANK HALL

Building named for 'father of Special Forces'



The JFK Special Warfare Center and School recently named its academic facility in honor of one of the founders of the Special Forces and special-operations communities.

On Nov. 21, 2005, SWCS dedicated the former Special Operations Academic Facility as Colonel Aaron Bank Hall. Bank, who died April 1, 2004, at the age of 101, is known as the “father of Special Forces.” In 1952, he was named commander of the Army’s first special-warfare unit, the Fort Bragg-based 10th Special Forces Group, which he had helped to create.

Battling winds and a steady rain, approximately 200 Soldiers, civilians and Special Forces retirees braved the elements to view the ribbon-cutting ceremony. Speaking to the audience in fluent English, French and German, Bank’s widow, Katherine, thanked his many friends for coming.

“Colonel Bank was the pioneer of special operations,” said retired Major General John Singlaub, who served with Bank in the Office of Strategic Services, or OSS, during World War II. “Bank believed special operators were a brotherhood of men who were risk-takers. They had confidence in themselves and in their chain of command.”

“President Kennedy once said, ‘A nation reveals itself by the men it produces and the men it honors,’” said Major General James W. Parker, the SWCS commanding general. “Today we remember a truly great man.”

Born Nov. 23, 1902, in New York City, Bank traveled extensively in Europe and became fluent in French and German before entering the U.S. Army in 1939. In 1943, after completing Officer Candidate School, he volunteered for duty with the OSS and was assigned to a Jedburgh team — a small, first-of-its-kind unconventional-warfare

outfit. In August 1944, Bank and his Jedburgh team made a combat parachute jump into southern France, where they successfully employed hit-and-run tactics to harass Nazi forces that were withdrawing up the Rhone River.

Later, Bank was chosen as the commanding officer for Operation Cross, a high-risk plan to snatch Adolph Hitler and key members of his inner circle should they retreat to the “national redoubt” in the Bavarian Alps. From French prisoner-of-war camps, Bank recruited a company-sized unit of anti-Nazi Germans, most of whom were communist sympathizers. They were to operate as an ersatz German mountain infantry company. They spoke German during all their training, wore German uniforms and carried German weapons. The mission was never launched, however. Bank got word that the operation was aborted while he and his unit were waiting to board the planes that were to drop them into the target area.

After the aborted mission, Bank was transferred to Indochina to search for Japanese prisoner-of-war camps around the Vientiane-Laos area. His team located 143 French civilian internees at Naung Kai, 14 French internees at Vientiane, and eight French internees at Thakhek, supplying all with medical supplies and special food items for the numerous children held in the camps.

When World War II ended, the OSS was disbanded, but Bank and Colonel Russell Volckmann, another former OSS operative, remained in the military and worked tirelessly to convince the Army to adopt an unconventional, guerrilla-style force. They found an ally in Brigadier General Robert McClure, who at the time headed the Army’s psychological-



▲ **UNVEILING** Major General James W. Parker, SWCS commandant, and Mrs. Katherine Bank unveil a bust of Colonel Aaron Bank at the Bank Hall dedication. *Photo by Gillian M. Albro, USASOC PAO.*

warfare staff at the Pentagon.

Bank and Volckmann convinced Army leaders that there were areas in the world not susceptible to conventional warfare — especially Soviet-dominated eastern Europe — that would be ideal candidates for unconventional-warfare operations. Special operations, as envisioned by the two men, Bank in particular, would be a force multiplier, meaning that a small number of highly-trained Soldiers could create disproportionate amounts of trouble for enemy forces.

It was a bold idea that went against the grain of traditional concepts of warfare, but by 1952, the Army was ready to embark into a new era of warfare. After months of preparation, the 10th SF Group was activated at Fort Bragg. On the day of its activation, the 10th Group had a total strength of 10 Soldiers — Bank, one warrant officer and eight enlisted men.

Bank was fanatical about training, Singlaub remem-

bered. “He believed that Soldiers must have expert knowledge of their weapons systems — so much knowledge that firing the equipment should be ‘second nature.’ Then the Soldier could focus solely on the mission.”

Parker said that Bank would be proud to know that Soldiers train with modern technology, such as computers and satellites, in the facility that bears his name.

The four-story academic facility, more than 180,000 square feet in all, contains 91 classrooms and 62 offices, which together average an occupancy of more than 2,000 persons, most of whom are students. Built over a three-year period — from 1989 to 1992 — at a cost of \$19.5 million, it is the largest instructional facility on Fort Bragg, teaching classes six days per week, often 16 hours per day. Training at the facility includes occupational-specialty training for Special Forces, Civil Affairs and Psychological Operations Soldiers, as well as training in several foreign languages. The building also houses a 10,000-square-foot library.

Wagner takes reins at USASOC

Lieutenant General Robert W. Wagner accepted the reins of the United States Army Special Operations Command from Lieutenant General Philip R. Kensinger Jr. during a ceremony held Dec. 6 at Fort Bragg's Meadows Memorial Field.

Wagner was formerly the acting commanding general of the U.S. Joint Forces Command in Norfolk, Va. A native of Independence, Ohio, he is a 1970 graduate of the U.S. Military Academy. Wagner's previous assignments include commanding general, U.S. Army Southern European Task Force; deputy director for current operations, J-33, the Joint Staff; commander, Special Operations Command-South; chief of current operations and later executive officer to the commander in chief, U.S. Special Operations Command; commander, 193rd Light Infantry Brigade; commander, 1st Battalion, 75th Ranger Regiment; commander, 2nd Battalion, 187th Infantry, 193rd Light Infantry Brigade; operations officer, 75th Ranger Regiment; and logistics officer, company commander and assistant S3, 2nd Battalion, 75th Ranger Regiment.

USASOC is the Army component of the U.S. Special Operations Command. It coordinates the actions of all Soldiers in Army Special Forces, Rangers, Civil Affairs, Psychological Operations and Special Operations Aviation. Through its six major subordinate commands and units, it trains and maintains special-operations forces for deploy-



▲ General Peter J. Schoomaker, chief of staff of the Army (center), passes the USASOC colors to Lieutenant General Robert W. Wagner (left) at Meadows Memorial Field, Fort Bragg, N.C. Dec. 6. Wagner assumed command from Lieutenant General Philip R. Kensinger Jr., who retired after 35 years of military service. *Photo by Gillian M. Albro, USASOC PAO.*

ment to combatant commands worldwide.

Kensinger, also a West Point graduate and a native of Pennsylvania, had served as commander of USASOC since Aug. 29, 2002. He retired from the Army following the change of command in a special ceremony held at the JFK Special Warfare Center and School's Bank Hall.

March 1 deadline for purchasing Yarborough knives



As of March 1, the serial-numbered Yarborough Knife will no longer be available for sale through the JFK Special Warfare Museum. The Yarborough Knife program was instituted in 2002. Under the program, all students graduating from the Special Forces Qualification Course are issued serial-numbered knives. Additionally, 987 serial-numbered knives were made available for purchase by SF-qualified Soldiers and retirees through the JFK Museum. Persons qualified to purchase the knife were issued authorization letters. To date, 843 knives have been sold. Those individuals with authorization letters have until March 1, 2006, to purchase their knives, or they will forfeit their reservation. For more information, call (910) 436-2366.

COMMANDER'S HIP POCKET SCHOLARSHIP PROGRAM

The United States Army Special Operations Command is seeking nominations for the Commander's Hip Pocket Scholarship Program. The program, part of the Green to Gold Scholarship Program, is open to enlisted active-duty Soldiers. Scholarships under the program will pay up to \$17,000 per year, with an additional \$600 annually for books and supplies, for two years of study.

Each subordinate command may submit nominations of qualified Soldiers. Soldiers not selected for the Hip Pocket Scholarship are still eligible to apply under the regular Green to Gold Program.

USASOC will select three Soldiers for the scholarship based on the recommendation of a disinterested board consisting of the deputy commanding general, the chief of staff and the command sergeant major. The selection process will begin on or about March 1. Each nominee and his or her commander will be notified no later than March 30 of the board's selections.

Interested Soldiers should contact their servicing Army career counselor for eligibility requirements and guidance in preparing their application. Nomination packets should be submitted to the USASOC Command Retention Office, AOPE-RR, Fort Bragg, NC 28310. Nominee packets must be submitted no later than Feb. 15, 2006.

ARSOF support organizations revamp

The U.S. Army Special Operations Command recently deactivated two of its support organizations and activated two new support units as part of the USASOC Logistics Transformation Concept.

On Dec. 2, the U.S. Army Special Operations Support Command and the 528th Support Battalion deactivated in a ceremony held at Fort Bragg's Meadows Memorial Field. Immediately following the deactivations, USASOC activated the Sustainment Brigade (Special Operations) (Provisional) and the Brigade Troops Battalion (Provisional).

Colonel Edward F. Dorman III, the SOS-COM commander, and Lieutenant Colonel Patrick Pallato Jr., the 528th commander, retired their unit colors, marking the end of each unit's distinctive history of military service. Dorman now commands the newly activated Sustainment Brigade. Lieutenant Colonel Stephen R. Cain commands the Brigade Troops Battalion.

The Logistics Transformation Concept is designed to provide ARSOF with organic capabilities for combat support, combat service support and combat health support. As part of that concept, SB (SO)(P) is capable of providing an early entry, logistics command-and-control capability while supporting the creation of five Special Forces group support battalions, three Ranger support companies and a Ranger support operations detachment.

Marine Corps to join special ops

Defense Secretary Donald H. Rumsfeld announced Nov. 1 that the new Marine Corps Special Operations Command will soon become a component of the U.S. Special Operations Command, or USSOCOM.

The new command "will increase the number of special-operations forces available for missions worldwide while expanding their capabilities in some key areas," Rumsfeld said.

The command's members will train foreign military units and carry out other Marine Corps missions traditionally associated with special-operations work, including intelligence, logistics, fire-support coordination, direct action and special reconnaissance, Marine spokesman Douglas Powell said.

The 2,600-member command, based out of Camp Lejeune, N.C., will have three subordinate elements: a special-operations regiment, a foreign-military-training unit and a special-operations support group. A portion of the command will train and deploy with Marine expeditionary units, enhancing those units' special-operations capability, officials said. One element of the Marine special-operations regiment will be stationed at Camp Pendleton, Calif.

Marine Brigadier General Dennis J. Hejlik will be the MARSOC's first commander.

— *Donna Miles, American Forces Press Service.*

Reconstitution site will store USACAPOC equipment, vehicles

The U.S. Army Special Operations Command opened its new state-of-the-art reconstitution site during a ribbon-cutting ceremony at Fort Bragg, N.C., on Oct. 27.

The \$1 million facility will house the U.S. Army Civil Affairs and Psychological Operations Command's equipment and vehicles that have been deployed in support of operations Enduring Freedom and Iraqi Freedom.

"This facility is what helps us put our Soldiers in the field," said Major General Herbert L. Altshuler, USACAPOC's commanding general. "The Global War on Terrorism will continue, and there will be Civil Affairs demand in Iraq and Afghanistan for some time to come."

Construction of the facility began in October 2004, said Major Terry Wescott, a Civil Affairs and mobilization-support-team officer. The 5,000-square-foot building will store items such as vehicles, radios, weapons and gun mounts. The building also has five small offices and one meeting room for the command's operations.

Prior to the opening of the new site, USACAPOC set up its equipment for deployment in three separate locations on Fort Bragg. That proved to be an enormous challenge, Wescott said.

When many reserve Civil Affairs units became mobilized after the 9/11 terrorist attacks, it became apparent that a dedicated maintenance facility in which units could conduct maintenance on vehicles and equipment was needed. The USACAPOC Mobilization Support Team has deployed more than 10,000 pieces of equipment in support of operations Iraqi Freedom and Enduring Freedom. — *Sergeant Joe Healey, USASOC PAO.*

New PSYOP publications to be released in early 2006

The Psychological Operations Doctrine Division of the JFK Special Warfare Center and School's Directorate of Training and Doctrine has announced the completion of two new doctrinal products for psychological operations, or PSYOP.

A new field manual, FM 3-05.302, *Tactical Psychological Operations Tactics, Techniques and Procedures*, will be released early in 2006. The manual will provide Soldiers with practical information for planning and conducting tactical-level PSYOP. Much of the manual's information was derived from exhaustive research and analysis of current Army doctrine and from direct observations of tactics, techniques and procedures and lessons learned from the field.

The second product is a graphic training aid, or GTA, designed to assist new PSYOP Soldiers. GTA 33-01-001, *PSYOP Leader's Planning Guide*, is a pocket-sized quick-reference guide that contains useful information for planning and conducting PSYOP.

The PSYOP Training and Doctrine Division is seeking Soldier feedback on the content and ease of use of these new publications. Comments on these and other PSYOP doctrine products can be submitted to: Dave M. Farrington, Doctrine Branch Chief, PSYOP Training and Doctrine Division, commercial (910) 432-7257/7259 or DSN 239-7257/7259, e-mail: farringd@soc.mil.

URBAN RECON

Light-detection and ranging sensors give SOF the big picture

Urban-recon technology gives commanders at all levels the ability to rapidly collect and exploit high-resolution, geospatial, 3-D imagery of the operational battlespace. Utilizing two light-detection and ranging, or LIDAR, sensors, urban recon supports four collection configurations:

- An aerial LIDAR (flash) sensor designed for utilization on a number of lightweight (30 to 40-pound payload), unmanned aerial vehicles for wide-swath, 3-D terrain mapping and high-resolution facility reconnaissance.
- A man-portable, stand-alone configuration of the aerial LIDAR sensor for long-range, ground-level 3-D imaging.
- A vehicle-mounted LIDAR (continuous wave) sensor for collecting street-level 3-D data.
- A tripod-mounted, stand-alone configuration of the vehicle-mounted LIDAR (continuous wave) sensor for indoor collections.

Urban recon supports a wide range of missions, each with differing operational requirements, methods of employment and threat environments. These missions are conducted across the full spectrum of joint operations, including peace-

time activities, tracking and identifying individuals, and supporting joint operations in conventional and unconventional applications.

Special-operations forces require tactical imaging systems that meet all mission profiles. SOF missions must obtain essential elements of information, such as target identification, threat assessment, facility layout, on-site security, battle-damage assessments and terrain features. Urban recon also provides critical reconnaissance support to such operations as raids, ambushes, direct assaults, insertions, extractions, standoff attacks, terminal guidance missions and personnel-recovery operations.

Across the joint spectrum, urban recon meets imaging requirements for historical documentation, facility blueprinting (for Civil Affairs operations and humanitarian assistance), loudspeaker-propagation patterns, leaflet-dispersion patterns and route reconnaissance (for PSYOP mission profiling). Additionally, urban recon is well-suited to provide the 160th Special Operations Aviation Regiment with a tool for pre-mission flight simulations, giving the 160th the ability to run routes in a "real world" simulated environment.

The technology is currently available for meeting all ranges of

operating environments. Flash LIDAR technology provides a capability for standoff collection (15 to 25 cm accuracy) from either an aerial platform or a man-portable tripod. Continuous-wave LIDAR technology can collect information on building interiors from outside buildings, using signals sent through windows and doorways.

Once raw LIDAR data has been collected, it can be viewed and layered with satellite imagery, and it is compatible with current viewing software already in the Department of Defense system. The user can rapidly recon and visualize the entire mission in high definition, geospatial 3-D.

The primary application for this technology is mission planning and rehearsals, planning for concealment and mobility in an urban environment, and situational awareness. Urban recon technology has been used within the Department of Defense and by several SOF units with great success.

Since 2003, USASOC has been the manager and sponsoring user of the equipment through the Advanced Concept Technology Demonstrations program, a testing program with a two- to four-year cycle. The acquisition process will begin during fiscal year 2007.



▲ A SHOT IN THE DARK The continuous-wave LIDAR can be used to collect indoor imagery. U.S. ARMY PHOTO.



A STICK TO THE PLAN Team NCOs come together to plan an attack on the final target on the last night of Robin Sage.

TRANSFORMING ROBIN SAGE

Exercise to incorporate TTPs, language and culture scenarios, shorter schedule

Story and photos by Janice Burton

For more than 40 years the Robin Sage exercise has been the litmus test for Soldiers hoping to earn the coveted Green Beret of the Special Forces. It is during Robin Sage, held in the rural counties of North Carolina, that Soldiers must put all of the skills they have learned throughout the Special Forces Qualification Course to the test in an unconventional-warfare training exercise that is unequalled.

As the remainder of the SFQC transforms, Company E, 1st Special Warfare Training Group, is being tasked to make the Robin Sage exercise even better by incorporating language, culture and tactics, techniques and procedures from the current battlespace into the existing program,

while producing a steady stream of SF Soldiers to fill the force.

Beginning in October 2006, the current 36-day Phase IV training program will be pared down to a 28-day course. According to Major Johnny Hester, Company E commander, the shorter course is possible because training in air operations and selected Level I advanced special-operations techniques will be provided earlier in the pipeline.

“The goal is to have all of the students fully trained in these skills before they show up to this phase, and then we will concentrate on unconventional-warfare training,” said Hester. “The students will have received the other training during Phase II and III

of the pipeline, so when they come out here our only focus is UW and the culmination exercise, where we will incorporate everything they have learned throughout the pipeline.”

In addition to shortening the length of the Phase IV program of instruction, the company will run eight iterations of Robin Sage annually instead of four. Each year Company E trains more than 1,200 students through the course, with a goal of graduating 750 active-duty Soldiers. That number will not change with the added iterations.

“There are certain constraints to consider in Pineland (the notional country that is made up of several counties surrounding Fort Bragg),



▲ SPY GAME A Pinelander meets with members of a student SF team to share information relevant to the students' final target.

such as how intense our footprint is in the area — we don't want to wear out the welcome mat. There are also safety concerns, especially during hunting season in November and December, that limit large movements of troops," said Hester. "The increased iterations, with smaller numbers of students, will accommodate the flow of students through the pipeline, graduating them in a frequency that is helpful to the force."

While the change in scheduling will fit with the modular structure of the rest of the pipeline, it will present some challenges. The success of the unconventional-warfare training exercise is dependent on the guerrilla forces that are made up of Soldiers from other Fort Bragg units. The Global War on Terrorism has taken a toll on the support those units are able to give to the exercise.

"It is no secret since 9/11 forces outside our MACOM, (major Army

command) who have traditionally been tasked to support the exercise, have been stretched thin, and their ability to support us has been less and less," said Hester. "We understand that and are exploring other options to fill those ranks."

Options under consideration include the use of contractors to role-play guerrillas, the use of volunteers and the use of Individual Ready Reserve Soldiers. "The role players and our auxiliary support make the course; without them the program would not be successful," Hester said. "All Pinelanders support every class; they are the key to the success of this course — that's why we are so embedded out there."

The ultimate goal is to have linguists take on the task of the G-forces, as the addition of language and culture scenarios into Robin Sage is a major point of the transformation. "Language will remain a huge portion

of the course," said Hester. "We are looking at a number of initiatives that will incorporate language personnel in the 10 target languages taught at the school into the exercise."

The use of linguists will require the students to operate in their target language to gather intelligence, to instruct the G-forces and to build relationships. The goal is for students to utilize their language skills throughout the exercise.

The long-term solution is to add linguists, as has been done at the National Training Center in Fort Irwin, Calif., to build the G-force. Those linguists would work for the 1st Battalion year-round. But Hester noted that that will come with a price tag. "Resourcing will play a big role in the transformation of Robin Sage," he said.

In the interim, the plan is to have three linguists per target language within the G-force. Since students are now going through the SFQC in

cohorts geared toward a specific language, when that language appears on the student load for a class, linguists in the target language will participate in the program. “They will come out and assist us in specific scenarios,” explained Hester.

In August, two student teams with an Arabic target language traveled to the National Training Center to participate in a pilot program known as Desert Sage. The exercise was designed to make the UW exercise more relevant by targeting language and cultural training in a realistic combat environment.

Major Terry Hodgson and Sergeant First Class Daniel Hahn headed up the pilot exercise. “The NTC has a contract to provide Arab role play-

could fall back on a buddy and between them could get the idea across.”

The addition of cultural scenarios in the exercise added another important component. “The students ate meals with the role players and interacted with the civilians in a very realistic environment,” said Hodgson. “They chatted with them and sat down on the ground and ate with their hands.”

Both agree that the atmosphere that challenged students to utilize their language skills could be replicated in the Pineland exercise. “There’s no way we can replicate a desert environment, but we could replicate some of the language and culture aspects by simply bringing two or three cultural role players to Pineland with us,” said Hahn.

CA and PSYOP students will come out and take part in the exercise primarily in the planning and demobilization phases,” said Hester. That change will play a large role in the transformation of the CA and PSYOP training pipeline in early 2006.

Another element of the exercise that is under scrutiny is the mission rehearsal exercise, or MRE. The MRE is a train-up for the culmination exercise. It takes students through practical applications of scenarios they may encounter in Pineland. It is during this phase that the cadre will incorporate current TTPs from the battlefield. Topics covered in this exercise range from ground mobility to configurations of the G-base to methods of conducting air operations

“ We train principles, and if a soldier learns those principles, he can apply them anywhere by making adjustments based on the terrain he is engaged in.”

ers for each NTC rotation,” explained Hahn. “Our class came in five days early, and later in the exercise were integrated with conventional forces.”

The exercise showed the cadre that the principles they are teaching in the UW phase are sound and can be adapted to fit any environment. “We train principles, and if a Soldier learns those principles, he can apply them anywhere by making adjustments based on the terrain he is engaged in,” said Hahn. “We are teaching the right things here in North Carolina. There is some value added by teaching them in the desert, but it isn’t really significant when you are talking about principles.”

In a larger sense, the exercise helped show that the students are more capable now of communicating in their target languages than ever before. “It showed us that trying to communicate complex thoughts like op orders was difficult, but that they could get the ideas across,” said Hodgson.

Hahn added that the students adapted and were also able to communicate their thoughts through drawings. “They really worked their way through it,” he said. “In a pinch, they

There are currently no plans to conduct follow-on Desert Sage training events. The exercise, while providing valuable information, was logistically very intense, with 18 support personnel needed to support 26 students. The costs of transporting the students, cadre and equipment are also prohibitive, and the training cycle does not always match NTC rotations.

“What we gain from the desert setting doesn’t equal the cost,” said Hahn. “I had a student that I taught in Pineland come back from Iraq and tell me that everything we taught him in the woods of Pineland was working in Iraq. I had another former student who told me about sitting down with locals in Afghanistan, and thinking, ‘I’ve been here before, this is Robin Sage.’ The students can take the principles they learn and apply them anywhere.”

The transformed Robin Sage will also focus more on the incorporation of joint fires — kinetic and nonkinetic — throughout the exercise. A key to the nonkinetic piece will be the integration of Civil Affairs and Psychological Operations Soldiers into the exercise. “The

in a particular environment.

“By bringing in familiarization of the current battlefield, we can put that in the student’s kitbag so they can have the tools necessary for the current fight if they are required to deploy immediately,” said Hester.

He added that while Robin Sage has been and remains the best UW training in the armed forces, the cadre recognizes that it can be better. “We would be the first to stand up and say no one phase in the pipeline is more important than any other, but we would also be the first to say that this is the most sophisticated and resource-intensive phase of the pipeline,” he said. “The transformation is asking that we ratchet up another two or three levels in sophistication by reorganizing in the most efficient manner to move the students from point A to Z. We are asking to be ruthlessly efficient, which does take away some flexibility, but we believe overall the pipeline will be better, and we will give the students the necessary skills to fight and survive on today’s and tomorrow’s battlefields.”

Army approves new SF warrant officer training

Story by Janice Burton

In a move to increase recruiting and accessions into the Special Forces warrant officer military occupational specialty, or MOS 180A, on Nov. 23 Vice Chief of Staff of the Army General Richard A. Cody approved a redesigned SF Warrant Officer Basic Course, or WOBC.

The new WOBC is designed to reduce overall training time and administrative wait time, and eliminate redundant training by giving SF noncommissioned officers credit for their training and leadership experiences. The first course will be offered at Fort Bragg, N.C., beginning in July 2006. Further, the new training schedule will put Soldiers back in the force in a more efficient manner, while reducing the civilian-career juggling that Army National Guard Soldiers must do to fulfill their service obligation.

Chief Warrant Officer 4 (P) Doug Frank, chief warrant officer of the Special Forces Branch, Directorate of Special Operations Proponency, U.S. Army John F. Kennedy Special Warfare Center and School, which is the proponent for the change, is excited about the program's impact on the 180A MOS in both the active component and National Guard.

"I genuinely believe that this will have a significant positive impact on recruiting and accession, more so in the Guard, but we would like to see it through the roof in both components," said Frank. "We expect a 20-percent increase with just the approval of this new course."

Getting Soldiers to volunteer for duty as SF warrant officers has been problematic. For the past nine years, the National Guard has been at 30-percent strength, while the active Army has seen its numbers slipping. Frank and Chief Warrant Officer 4 William Best, the National Guard liaison at SWCS, agree that there are a number of issues at the root of the problem, but they believe the new WOBC is a big step in the right direction.

Historically, Soldiers volunteering for SF warrant duty could spend between 34 and 38 weeks away from their respective units while undergoing training and administrative wait times. Even while Soldiers were on administrative wait time, they were not deployable. Under the new course, the training takes 15 weeks. "This new course will allow us to return these leaders to the force in an efficient manner," said Franks.

In order to become SF warrant officers, Soldiers make application and gain the endorsement of their chain of command and the senior warrants in their command. Their applications are passed on to

SF Warrant Officer Technical and Tactical Training Comparison/Contrast

CURRENT

USAREC Selection	Admin Wait Home Unit	WOCS Ft. Rucker	Admin Wait SWCS	SFWOBC SWCS	W01 To Force MOS 180A	Total Time: 35-61 wks
	16-40 wks 09W	4 wks 09W	4-6 wks 09W	11 wks 09W		

PROPOSED

USAREC Selection	Admin Wait Home Unit	SWCS Officership Training Conditional appointment to W01 SFWOBC	W01 To Force MOS 180A	Total Time: 19-23 wks
	4-8 wks 09W	15 wks 09W		

Eliminates 16-38 weeks of admin wait time.
Provides critical skill training time.



DSOP for a review of their records and an endorsement before being forwarded to the U.S. Army Recruiting Command for a selection board. If selected, the individual is then put on training status. The process varies slightly for the National Guard: Instead of being boarded at USAREC, a predetermination request goes to DSOP, followed by a Federal Recognition Board at the state level.

Until last year, Soldiers selected for warrant-officer training were required to either attend the operations-and-intelligence portion of the SF Advanced Noncommissioned Officer Course or the 18F, intelligence sergeant, course — a 13-week course — prior to beginning their warrant-officer training. During the summer of 2005, the Directorate of Training and Doctrine at SWCS, at the direction of SWCS's commandant, Major General James W. Parker, performed a critical-task review board on the Special Forces warrant officer basic and advanced courses. That review resulted in the elimination of the intelligence-training prerequisite in March 2005, because it consolidated intelligence training within the WOBC.

Once Soldiers completed the intelligence training, they were then given orders to attend the six-week Warrant Officer Candidate School at Fort Rucker, Ala. Students who had already completed the Primary Leadership Development Course or new Warrior Leader Course only had to attend four of the six weeks. At the end of the WOCS, Soldiers were given a conditional appointment to warrant officer.

Allowing credit for previous training, education and experience as a senior SF NCO is at the heart of the new initiative. The WOCS was designed for students coming straight out of basic training. Frank said that the profile of the SF WO applicant is uniquely different from that of Soldiers in any other MOS in the Army. The typical SF Soldier who is a candidate for warrant officer is in the rank of sergeant first class, has an average of 13 years of active federal service, has spent an average of five years on an SF operational detachment, has at least two to four tours as a direct ground combat leader, and has graduated from BNCOC. At least 50 percent of the Soldiers have also graduated from ANCOC.

Frank explained that SF Soldiers have a wide range of skills, experiences and training that make the shorter training possible. By the time Soldiers graduate from the SFQC, they have had training in PLDC, BNCOC and SERE, as well. DOTD conducted a comparison of WOCS, the SFQC, SF PLDC, BNCOC and SERE that showed that SF Soldiers have already been trained in the majority of the skills taught at WOCS.

"Portions of the SFQC train and educate the SF NCO in high-stress environments to use adaptive thinking processes and demonstrate sound leadership principles," said Frank. "Doctrinally, SF NCOS are trained to recruit, train, advise and lead up to a company-size indigenous force. They are expected to lead as a company commander and then train the very things they would be learning at WOCS. That makes the need for this change glaringly obvious, because the NCOs who are becoming warrant officers are already trained, they already have that experience as ground-combat leaders."

"For Guard Soldiers, who are truly citizen-Soldiers, there isn't time for training to be duplicated," said Best. "The main emphasis here is on not duplicating training. It can't be said enough: We are a nation at war, and we can't afford to duplicate training anywhere."

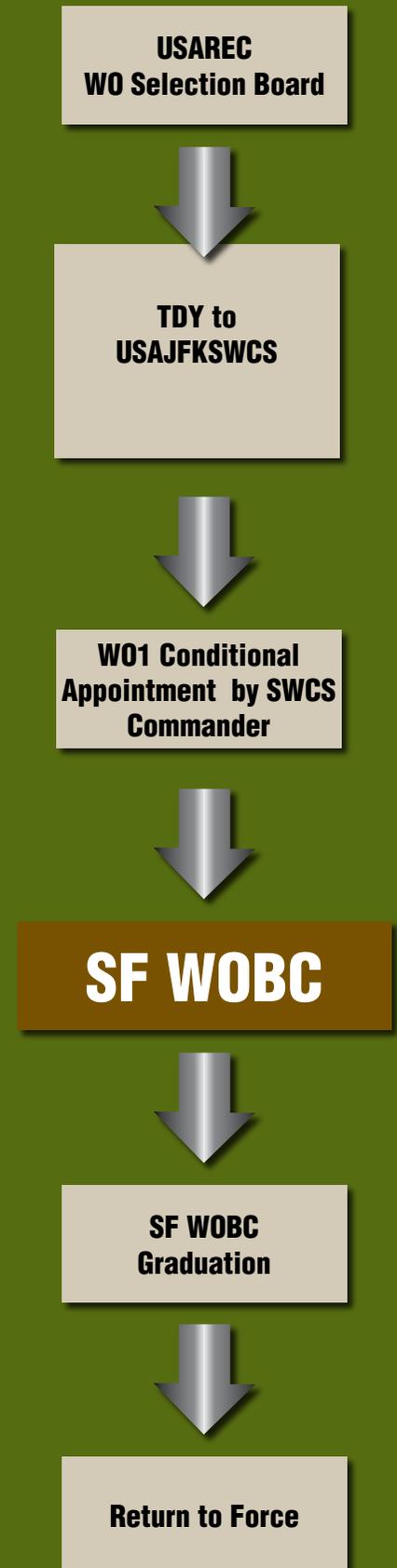
Best said the length of the training also caused problems for the National Guard Soldiers who are also trying to juggle the responsibility of their careers and their families with their service to the nation.

"When we asked these Guard Soldiers, who have served as senior NCOs with 16 years of service, to give up time from their civilian lives to attend 36 weeks of training that has extremely limited value to them, it just wasn't worth it to them," said Best. "Time management is key for citizen-Soldiers. The value really has to be there for them to leave their civilian careers for an extended time, with the possibility of deployment there as well."

To avoid that duplication, key principles of "officership" training were identified and have been integrated into the WOBC. Under the new program, Soldiers who are selected by USAREC or by their state board are sent immediately to Fort Bragg for WOBC. The first week of the training is in the WOCS officership tasks. Upon completion of that training, Soldiers are conditionally appointed to warrant officer within SWCS by the SWCS commander.

Immediately following that week of training, the new warrant officers will begin the 14-week WOBC, and upon completion will be awarded the MOS 180A.

Proposed SF WOC Training Pipeline



COMING DOWN SERE students are lowered to the ground following Special Patrol Insertion/Extraction System, or SPIES, training at Camp Mackall. *Photo by Janice Burton.*



SERE IN TRANSITION

MEETING THE NEEDS OF THE GLOBAL WAR ON TERRORISM

Story by Major Brian Hankinson

The Survival, Evasion, Resistance and Escape, or SERE, school at Camp Mackall, N.C., is undergoing some broad changes to make the SERE course an integral part of the Special Forces Qualification Course, or SFQC; to ensure that all Special Forces Soldiers are SERE Level-C qualified; and to ensure that SERE remains relevant to the current operational environment. Under the direction of Major General James Parker, commanding general of the United States Army John F. Kennedy Special Warfare Center and School, SERE has integrated training in Peacetime Government Detention and Hostage Detention, or PGD/HD, into its curriculum, and it has adopted a new Core Captivity Curriculum, or CCC, that will greatly enhance and update resistance training. SERE has also significantly increased its student output and has moved from being taught at the end of the SFQC to becoming part of Phase II of the pipeline.

SERE IN TRANSITION

SERE Training

SERE has always existed as training in support of the Military Code of Conduct. The relationship between SERE training and the Code of Conduct has been formalized in a number of studies and documents since the 1970s. Of importance to Army SERE training is Army Regulation 350-30, *Code of Conduct, Survival, Evasion, Resistance and ESCAPE (SERE) Training*, originally published in 1985 and updated in 2002. The current AR 350-30 supports Department of Defense level requirements as outlined in Department of Defense Directive 1300.7, *Training and Education to Support the Code of Conduct*, and Department of Defense Instruction 1300.21, *Code of Conduct Training and Education*. All of these documents establish three levels of Code of Conduct training:

Level-A is initial-entry-level training that all Soldiers, enlisted and officers, receive upon entering the service. It provides a minimum level of understanding of the Code of Conduct.

Level-B is designed for personnel whose “jobs, specialties or assignments entail moderate risk of capture and exploitation.” DoD 1300.21 lists as examples, “members of ground combat units, security forces for high threat targets and anyone in the immediate vicinity of the forward edge of the battle area or the forward line of troops.” Current operations in Iraq have shown that practically everyone deployed in theater falls under this category. Consequently, demand for Level-B training has proliferated exponentially, and it has become mandatory for most deploying forces. Level-B is conducted at the unit level, through the use of training-support packets containing a series of standardized lesson plans and videos.

Level-C is designed for personnel whose “jobs, specialties or assignments entail a significant or high risk of capture and exploitation.” AR 350-30 supports DoD 1300.21’s mandate: “As a minimum, the following categories of personnel shall receive formal Level-C training at least once in their careers: combat aircrews, special operations forces (e.g., Navy special warfare combat swimmers and special boat units, Army Special Forces and Rangers, Marine Corps Force Reconnaissance units, Air Force Special Tactics teams, and Psychological Operations units) and military attaches.” The SERE Level-C training facility at Camp Mackall is one of only four facilities within the Department of Defense

that is authorized to conduct Level-C training. The Air Force conducts training at Fairchild AFB, Wash., and the Navy has facilities in Brunswick, Maine, and at North Island, Calif. The Army Aviation Center at Fort Rucker, Ala., is in the process of building another Level-C facility.

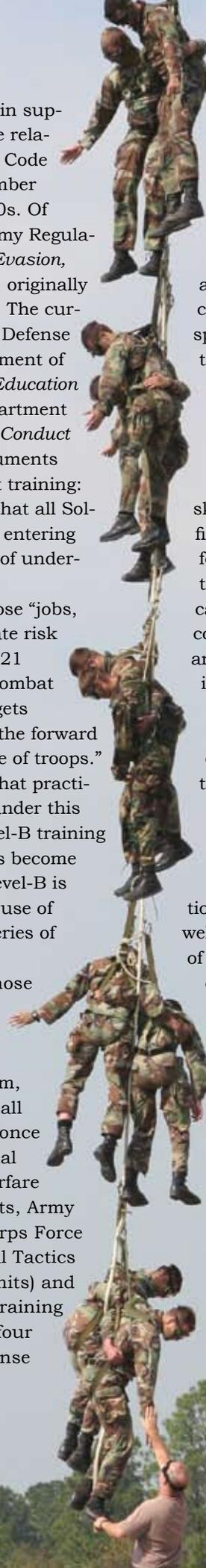
With the exception of minor periodic adjustments in content and length, SERE instruction at Camp Mackall has changed little since Lieutenant Colonel Nick Rowe conducted the first Level-C course in 1986. The course spans three weeks with three phases of instruction, with the first phase consisting of approximately 10 days of academic instruction on the Code of Conduct and in SERE techniques that incorporate both classroom learning and hands-on field craft.

The second phase is a five-day field training exercise in which the students practice their survival and evasion skills by procuring food and water, constructing evasion fires and shelters and evading tracker dogs and aggressor forces for long distances. The final phase takes place in the resistance training laboratory, a mock prisoner-of-war camp, where students are tested on their individual and collective abilities to resist interrogation and exploitation and to properly apply the six articles of the Code of Conduct in a realistic captivity scenario. The course culminates with a day of debriefings in which the students receive individual and group feedback from the instructors. These constructive critiques help students process everything they have been through, to solidify the skills they applied properly and to correct areas that need adjustment.

SERE Ramp-up

Over the past year, SERE has begun a transformation that will bring it on line with the transitioning SFQC, as well as make training more relevant to a broader spectrum of captivity environments. This transformation in SERE consists of three major changes: moving the course from its current position in the pipeline, increasing student output and incorporating new resistance-training techniques in PGD/HD.

Since its inception, SERE has been a stand-alone course, separate from, but working in conjunction with, the pipeline. Slots were primarily allocated to students in the SFQC but were also offered to other Army special-operations forces, or ARSOF, such as Rangers, 160th Special Operations Aviation Regiment pilots and Civil Affairs and Psychological Operations personnel. The course also slotted students from other Army components, primarily aviators, airborne infantrymen, and long-range-surveillance Soldiers. Even though AR 350-30 mandates that all SF Soldiers require SERE Level-C training, because the SFQC and SERE have been



run separately, and because of limited space in the SERE course, not all SF Soldiers have received SERE training in the past.

Beginning in 1998, with a directive from the commanding general of the U.S. Army Special Operations Command, or USASOC, SERE Level-C became mandatory for all SFQC graduates before their assignment to an SF group. Furthermore, with AR 350-30 and DoD 1300.21 mandating SERE Level-C for all ARSOF, the demand for SERE increased substantially to accommodate all pipeline students, the backlog of SF Soldiers without SERE, and other slots needed for ARSOF and Army-component students. Also contributing to the growing demand for SERE Level-C training is the substantial number of Special Forces recruits, the “18 X-Rays,” who are joining the ranks, succeeding in assessment and selection and entering the SFQC. By fiscal year 2004, the steady state for SERE was 20 classes per year, with an average of 48 students per class, or 960 graduates per year. Even with this substantial output of students, SERE’s placement at the end of the pipeline contributed to a bottleneck effect that the transformation aims to correct.

To eliminate the bottleneck effect and to contribute to a more efficient pipeline, SERE has moved into Phase II of the SFQC. As students finish the fifth and final module of small-unit tactics, or SUT, they will immediately begin a SERE course. Until recently, each module of Phase II SUT was designed for 75-man classes. Now each module is training 90 students. SERE has had to ramp-up its capacity substantially to accommodate Phase II students and to continue to address students at the end of the pipeline, the backlog of SF Soldiers without SERE, and other ARSOF slots.

In April 2005, SERE began training 78 students per class. In October 2005, SERE again increased its student load by in-processing 100 students, the largest class in SERE history. To further accommodate the demand, SERE also increased its number of classes per year from 20 to 22, beginning in fiscal year 2005. At the end of FY 2005, SERE had graduated 1,287 students, a 34-percent increase over the FY 2004 average of 960. At the current rate of 22 classes of 90 to 100 students per class, SERE will have produced between 1,968 and 2,178 graduates by the end of FY 2006, an increase of between 100 percent and 127 percent of that average. The future steady state for SERE is to have the backlog worked off and to conduct 20 classes per year with the number of seats per class sufficient to accommodate the 20 Phase II SUT classes and slots for other ARSOF Soldiers.

Peacetime Government/Hostage Detention

In 2002, the commander of SWCS tasked the Directorate of Training and Doctrine to establish a PGD/HD course to offer another high-risk Level-C capability that would focus on a broad spectrum of current captivity environments. The DOTD created a five-day curriculum, modeled after an existing course offered by the Joint Personnel Recovery Agency, to teach current DoD policy for the application of the Code

Code of Conduct

ARTICLE I

I am an American, fighting in the forces which guard my country and our way of life.
I am prepared to give my life in their defense.

ARTICLE II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

ARTICLE III

If I am captured I will continue to resist by all means available. I will make every effort to escape and to aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

of Conduct in a much broader range of captivity scenarios than offered in the traditional, or “wartime,” SERE course. PGD/HD provides students with the situational awareness needed to resist exploitation in a number of unpredictable environments common in the current operational arena, from friendly government detentions to highly volatile hostage and terrorist captivities. PGD/HD incorporates a unique learning tool, the academic role-play laboratory, in which students benefit from observing and critiquing each other in role-play scenarios with the instructors. The course was originally created to instruct 300 students per year in 20 classes of 15.

PGD/HD was short-lived as a stand-alone course. As part of the transformation, Parker also tasked SERE to combine its traditional “wartime” SERE course with the new PGD/HD, or “peacetime,” course to ensure that all SF Soldiers received the benefits of both. The SERE company merged the PGD/HD cadre and the resistance-training detachment of the wartime course and combined the PGD/HD curriculum with the academic portion of the wartime

SERE IN TRANSITION

course to create a 19-day combined SERE program that would fit into the Phase II calendar. Aug. 1, 2005, marked the beginning of the first combined SERE course. Class 16-05 graduated on Aug. 19 with more training in resistance skills than any class in SERE history.

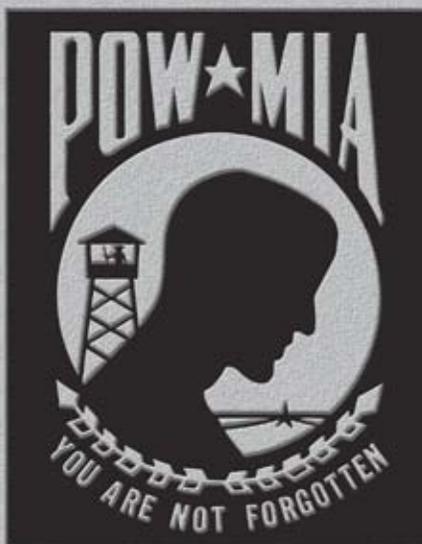
Currently, SERE is successfully operating 90- to 100-man classes in the combined course that have a fairly even mix of Phase II students, end-of-pipeline students and SF backlog. As of December 2005, nine classes of the combined course have graduated, and student and cadre feedback has been positive. A student from Class 16-05 who had just finished Phase II commented, "I hope the rest of the SF pipeline lives up to the experience I have had in SERE. Thank you."

Core Captivity Curriculum

By instituting the combined wartime and peacetime SERE course, the SERE company created a "bridge plan" to posture itself for the assumption of the Core Captivity Curriculum, or CCC. The CCC is a joint effort among the sister-service SERE schools and the Joint Personnel Recovery Agency to create a curriculum that officially merges wartime and peacetime resistance training into an updated curriculum of resistance training that better replicates the ambiguities of the modern global environment. It will effectively eliminate the potential for confusion created by the current state of resistance training, which teaches three separate captivity environments (wartime, peacetime government/OOTW and hostage). The CCC consolidates resistance techniques across the spectrum of captivity and focuses on producing smarter resisters who have keen situational awareness. It is important to note that the CCC



▲ WATER SPOUT SERE students take a dive in Little Muddy at Camp Mackall



On Oct. 29, 1963, Captain Rocky Versace, First Lieutenant Nick Rowe and Master Sergeant Dan Pitzer were captured in South Vietnam. Pitzer was eventually released after four years. Rowe escaped after five years and went on to write about his experiences in *Five Years to Freedom*. The Viet Cong however, executed Versace for his stubborn resistance and refusal to deviate from the Code of Conduct.

The Code of Conduct was created by an executive order signed by President Dwight D. Eisenhower on Aug. 17, 1955, in reaction to the unfavorable performance of a substantial number of American POWs held during the Korean War. The six articles of the code specified the responsibilities of American mili-

tary personnel in combat and captivity. The code remained unchanged until 1977, when an executive order by President Jimmy Carter modified the code because of problems it created during the Vietnam conflict, when some POWs, like Versace, died by following the code too strictly, and some ex-POWs lived with heavy guilt because they felt they survived by violating the code.

The sticking point for many of the Soldiers was Article 5 of the code, which in its original form stated, "When questioned, should I become a prisoner of war, I am bound to only give name, rank, service number, and date of birth [the "Big Four"]. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements dis-



applies only to resistance training in SERE. It has no effect on the instruction of survival, evasion and escape skills, except for refocusing the field-training exercise scenarios to better replicate appropriate captivity environments.

Transitioning to the CCC was not an overnight process. It entailed a significant paradigm shift among instructors who have been immersed in a wartime scenario for a long time. The bridge plan gave the SERE company the opportunity to cross-train and familiarize the cadre with the coming changes. The SERE company worked closely with the SERE training developer in the SWCS Directorate of Training and Doctrine to ensure a smooth transition to the new CCC program of instruction. As an integrated part of the pipeline, SERE is also working with the other phases to ensure that SERE scenarios flow logically with the rest of the SFQC training experience. The CCC offers the SERE company a great opportunity to rethink its old ways of doing business, with imagination being the only limitation in creating realistic training scenarios to prepare Soldiers for the ambiguous and volatile world in which they will operate.

Conclusion

In his book, *In the Company of Heroes*, retired 160th Special Operations Aviation Regiment pilot CW4 Mike Durant reflected on the SERE training he received at Camp Mackall in the winter of 1988 and the strength it gave him during his 11-day captivity in Somalia in October 1993: “I came away [from SERE] with tools that I never believed I would ever really need, but even in those first seconds of capture at the crash site in Mogadishu, those lessons would come rushing back at me. Throughout my captivity, I would summon

while conducting a field-expedient water crossing. Photo by K. Kassens.



loyal to my country and its allies or harmful to their cause.” By incessantly sticking to only the Big Four in response to questioning, Versace displayed outright contempt for his captors, and he eventually outwore his usefulness to them.

Because of the unforeseen consequences created by the strict wording of Article 5, President Carter mandated in 1977 that the wording of the article be changed to recognize that POWs could take only so much abuse in captivity and that the code had to allow for a more reasonable level of resistance. The word “bound” was changed to “required” and the word “only” was deleted. Such subtle changes may seem superficial, but the rewording eliminated the

strict adherence to giving only the Big Four. The new code made allowances for human limits. It still held service members to a high standard of moral and legal conduct, but it gave each individual the authority to judge his or her own limits and to do what was necessary to survive and return with honor.

Versace’s sacrifice contributed immeasurably to the evolution of the Code of Conduct and to the development of the Army’s Survival, Evasion, Resistance and Escape, or SERE, program. Rowe drew from Versace’s tragic story when he was chosen to create a new Army SERE course for the Special Forces School in 1981. Over a period of five years, Rowe, along with his hand-picked cadre, including Pitzer, built the

Army SERE School from the ground up at Camp Mackall. The course evolved through different levels of survival-and-evasion training and eventually incorporated resistance training and a resistance training laboratory that culminated in the first SERE Level-C course graduating in February 1986.

Rowe infused his course with the hard-learned lessons of his five years of captivity and the seemingly pointless death of Versace. He realized there was a need to educate soldiers on proper techniques of resistance that would improve their chances for survival. His mission was to create smart evaders and smart resisters who could live by the Code of Conduct, survive and come home with their honor intact.



▲ **ON THE EDGE** SERE students are trained to face many different obstacles if they are in escape mode — scaling rocks is just one of those obstacles. *Photo by K. Kassens.*

them nearly every hour ... I thanked [Nick Rowe] silently every day in Mogadishu, and I asked that God bless him, as I tried to plan my next move.” Durant’s words are a resounding testimony to the enduring reputation and efficacy of the SERE course.

SERE remains rooted in the past and takes great pride

needs of the Global War on Terrorism by staying relevant in the unstable post-Cold War world of the 21st century. In an operational arena characterized by nationalistic movements, radical religious fundamentalism, rampant terrorism and anti-Western sentiment fueled by globalization and economic disfranchisement, our Soldiers will face a broad spectrum

“ I thanked [Nick Rowe] silently every day in Mogadishu, and I asked that God bless him, as I tried to plan my next move.” — Mike Durant

in recognizing and using the sacrifices of heroes like Rowe and Durant as learning points for future generations of SERE students. The SERE cadre turned out enmasse last November to honor the memory of America’s longest held POW, Colonel Floyd J. Thompson, held in Vietnam for nine years, at the dedication of a street bearing his name on Fort Bragg. In the crowd were the Son Tay raiders who risked their lives in a POW-rescue mission into North Vietnam in 1970. SERE maintains a brotherhood with the Fayetteville Chapter of Ex-POWs, and it invites members of the group of former POWs to speak to every graduating class. The students absorb the tales told by these heroes, and the POWs thrive on sharing the hard-learned lessons of their experiences. Through these efforts, the SERE company draws on the lessons of the past that can truly mean the difference between life and death in the future.

While nourishing its connections to the past, SERE is future-oriented and is successfully transforming to meet the

of isolation and captivity that has produced unimaginable episodes of horrific violence. SERE remains dedicated to training our Soldiers to face this world with every skill they will need to survive and return with honor.

THE AUTHOR Major Brian D. Hankinson is the commander of Company D (SERE), 1st Battalion, 1st Special Warfare Training Group. He was previously the chief of the Personnel Recovery Branch, Special Forces Doctrine Division, Directorate of Training and Doctrine, JFK Special Warfare Center and School. His previous assignments include: Artillery officer, 82nd Airborne Division; detachment commander of ODA 584, 3rd Battalion, 5th Special Forces Group; and assistant professor of American history at the United States Military Academy. Hankinson holds a bachelor’s degree from the U.S. Military Academy and a master’s degree from the University of Maryland.

Training Our Allies

New course provides better training for coalition SOF

Story by Janice Burton

During the recent United States Special Operations Command International Special Operations Forces Week, General Doug Brown, commander of USSOCOM, called for special-operations forces around the world to build a global network of special-operations capabilities based on coalition partners learning more about each other's capabilities. The U.S. Army JFK Special Warfare Center and School heeded that call by initiating a transformation of the training offered to international military students.

The result of that transformation is a program of instruction that is designed to enhance the combat effectiveness of U.S. and coalition special-operations forces, or SOF, in the Global War on Terrorism by providing coalition forces with relevant SF training that assists them in the advancement of their SOF program and facilitates the interoperability of coalition and Army special-operations forces, or ARSOF, in the GWOT and in other actions around the world. Major General James Parker, SWCS commander, tasked the Training Development Division of the SWCS Directorate of Training and Doctrine to create a program that was physically and academically demanding. "He wanted to make sure that this wasn't a 'gentleman's' course," said Ronnie McCan, a training developer in TDD.

The new International Special Forces Training Course, or ISFTC, will be offered for the first time in February and again in June. It bears little resemblance to the course that international students have attended

at SWCS. In the past, international students attended a piecemeal course that was often interrupted because of the classified nature of the training. As an example, officers attending the old course missed more than 25 days of training because of security issues. During that time the foreign students traveled to Washington, D.C., to visit embassies or other officer-training centers, such as The Citadel in Charleston, S.C. The new program



will be completely funded by International Military Education and Training through the United States Congress and through foreign military sales, or FMS, which are funds acquired from countries that purchase equipment and weapons systems from the U.S. Wealthier countries pay for their own training through FMS, while poorer countries and struggling democracies receive IMET funding.

All students attend the course under the Security Assistance Training Program mandated by the Foreign Assistance Act of 1961. Annually, Congress approves a list of countries eligible for participation in the program. Students chosen to participate in the training are selected by security-assistance officers, or SAOs, who are assigned to American embassies throughout the world, according to

Maryanne Perry, chief of the International Military Student Office, or ISMO, at SWCS. The students must meet certain criteria, such as passing a physical-training test, passing a swim test and being airborne-qualified, before they can be recommended for the training. After the SAO ensures that each student meets the class prerequisites, the Department of State performs security screenings on the candidates. Each student must take an English comprehension test and, depending on their fluency, will either be sent to Fort Bragg for training or to the Defense Language Institute at Lackland Air Force Base, San Antonio, Texas, for English language training.

The first iteration of the SWCS ISFTC course will have students from the following countries: Bulgaria, the Czech Republic, Egypt, Estonia, Greece, Hungary, Jordan, Latvia, Lithuania, Nepal, Poland, Romania, Saudi Arabia, Slovenia, Sri Lanka, Tanzania, Thailand and the United Arab Emirates.

The new 15-week course was designed to take students through a comprehensive program — without any breaks in training — that gives them an overview of the way the United States trains its SF Soldiers so that they can take that information back to their native countries and implement it into their own SF regiments.

Approximately 60 students will attend the course, with two 30-man classes running each year. Much like the SFQC, the course will be divided into phases, with Phase I, Special Forces Assessment and Selection, and

Phase V, Small Unit Tactics, or SUT, being conducted with their U.S. counterparts.

In the past, an important component of the course has been the unique friendships that have been formed between the foreign students and their U.S. counterparts as they go through the course together. Course designers were cognizant of the need to keep building those relationships, so they have continued to include U.S. sponsorships for the IMS who attend the SFQC. This civilian and military sponsorship is coordinated through the IMSO. Each soldier is assigned a U.S. counterpart to help him through the administrative processes in the program and to help put things in context for him when he cannot understand what is going on in the class. The civilian sponsorship program draws in both military members and residents from the local community. During the student’s down time, the sponsors show them the area, take them to sporting events or shopping or to church, introducing them to the non-military side of American culture.

The remaining training, Phases II, III and IV of the new ISFTC are unique to the training program of instruction.

The first iteration of the new ISFTC will also be the first time that foreign soldiers have attended SFAS. According to McCan, the inclusion of the soldiers into SFAS will allow them to get first-hand experience of how Special Force Soldiers are selected. “These foreign soldiers are hand-picked from their countries to attend this course and other defense courses,” said McCan, “so SFAS will be more experiential for them — they will learn how we select and what attributes we look for in Soldiers who want to become Special Forces.”

“Many of these students are coming from developing countries that may either have a very young special-operations force or may be starting one,” said McCan.

“This training will let them see what they should be looking for in soldiers.”

The hope is that the students will take the lessons learned from SFAS back to their countries to develop a similar selection process or to improve the process already in place.

Special Operations Week is Phase II. During this time, the students will be given an overview of Special Forces, including SF history, the way an SF group is set up, how a theater special-operations command works and how a joint special-operations task force operates.

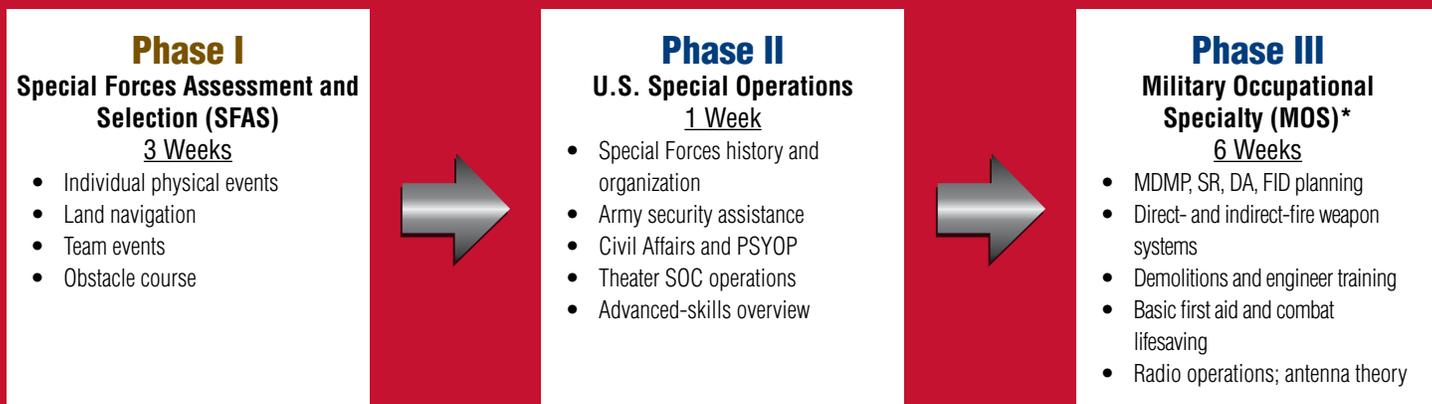
“This week is really designed to show them the tools we have as Special Forces Soldiers,” said McCan. “We will introduce the use of Civil Affairs and PSYOP (Psychological Operations) at this time, as well.”

Utilizing the wind tunnel and visits to SF dive lockers, the program will introduce students to SF advanced skills. “We will also introduce them to the equipment we have at our disposal by showing them the capabilities and tools we have that can be used on the ground,” he said.

One area of key importance to the students from developing nations is a block of instruction on human rights and the Law of Armed Conflict, which will be taught by the SWCS judge advocate general. This course, by its very nature, will be sensitive, as not all nations see eye-to-eye on human-rights issues. In certain instances, the United States and its allies play by different sets of rules when interpreting treaties and international law, according to Major Michael Roberts, the SWCS JAG.

More importantly, the Special Operations Week training will prepare the foreign soldiers to work with American Special Forces during combined operations. While this training was not provided to the IMS before, the inclusion helps better prepare the IMS to serve as a commander or

Course Design



staff member of his country's unit or as a liaison to U.S. SOF in support of ongoing operations.

Phase III is a six-week "crash course" in Special Forces military occupational specialties, or MOSs. Under the old program, the students received a two-day introduction to the five MOSs that compose an SF operational detachment. Students will now receive a one-week introduction to four of the 18-series MOSs: the 18 Bravos (weapons sergeants), the 18 Charlies (engineer sergeants), the 18 Deltas (SF medics), and the 18 Echoes (communications sergeants.)

"During each of these weeks, the students will be introduced to the duties and responsibilities of these Soldiers, as well as a basic understanding of their capabilities," said McCan. "As an example, when they are attending the 18B training, they will be introduced to the types of weapons the Soldiers use — they'll get to see how it works and how to shoot it."

The 18 Alpha (SF officer course) has been extended to two weeks. The majority of the international students are officers at the captain level. "We extended this training the extra week to cover the duties and responsibilities of an A-team including warrant officers and team sergeants," said McCan. "A big part of this training is how to plan for missions — this is really their meat and potatoes."

During the 18A training, the soldiers will also be schooled in the military decision-making process, with three of the days used as a mission-planning exercise.

Phase IV is geared to training management. Originally designed to be an instructor-training course, this phase evolved to encompass not only classroom training but hands-on training via the simulation center, as well. The SWCS Department of Education will give the students a one-day Instructor Training Course showcasing the way SF Soldiers are trained to be instructors.

A methods-of-instruction course will also be incorporated into the program. This portion will be challenging for the students, as each student will be required to present a class to his peers. They will be evaluated on how well they give the class. This is particularly important, as many of these soldiers will be required to train other soldiers in SF capabilities and duties upon returning to their native countries.

The students will also visit the SWCS Noncommissioned Officer Academy to gain an understanding of the education system for NCOs. "In a lot of the countries the students are coming from, officers do not deal with NCOs. When they need something, they usually deal with officers — they don't understand that an SF NCO can make things happen on the ground," said McCan.

Phase V, the final phase, is a three-week introduction to SUT. The foreign students will attend this portion of training with their American counterparts during this period of training. Students will receive advanced shooting skills and some training in military operations on urbanized terrain, or MOUT. They will spend time learning patrolling, individual and collective tasks, movement under fire, helicopter operations, troop-leading procedures, hand-to-hand combat techniques and advanced shooting skills. Soldiers engaged in SUT training in the transformed SF training pipeline fire more rounds in training than ever before. The foreign students will have that same opportunity.

"This period of training is really about improving their skills," said McCan. This is one area that course developers may look closer at extending in future iterations.

The training will culminate with a physically challenging multi-echelon exercise, affording the international students the opportunity to put the skills they learned throughout the course into practice. Following the culmination exercise, the students will graduate and receive an international SF tab.

■ Indicates conducted with U.S. counterparts.
*IMS unique program of instruction



Enlisted

Special Forces

SWCS determine s FY 06 CMF 18 recruiting mission

The enlisted force for Career Management Field 18, Special Forces, has two methods of recruiting: in-service accessions and initial accessions, otherwise known as 18X. The JFK Special Warfare Center and School, the proponent for Special Forces, is responsible for requesting from the United States Army Recruiting Command the annual mission of Soldiers required to attend SF Assessment and Selection. In addition, SWCS determines eligibility requirements and recruiting parameters. Effective Oct. 1, 2005, the following guidelines are in effect:

- The fiscal year 2006 recruiting mission for in-service Soldiers is increased from 1,600 to 1,800, with no change in eligibility requirements.
- The FY 2006 recruiting mission for the initial-accessions program is reduced from 1,500 to 1,000, while the minimum age is increased from 18 to 20. All other eligibility requirements remain the same.
- The reduction in the overall recruiting mission (3,100 in FY 2005 to 2,800 in FY 2006) is due to the increased quality of SF recruits and increased efficiency in the 1st Special Warfare Training Group, the unit charged with conducting the Special Forces Qualification Course.

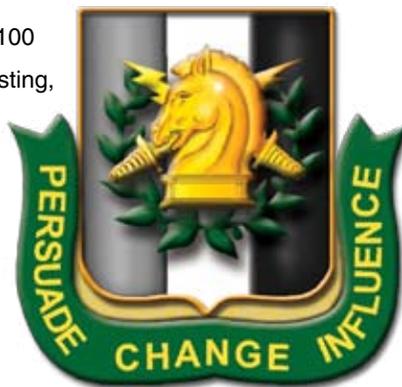
For more information, contact Sergeant Major Charles Stevens at DSN 239-7594 or commercial (910) 432-7594, or send e-mail to: stevensc@soc.mil.

PSYOP

PSYOP added to SOCAD degree programs

Military occupational specialty 37F, PSYOP Specialist, has been added to the Army Career Degree Program under Servicemen's Opportunity College Army Degrees, or SOCAD. The program translates Army training into credit toward MOS-related college degrees. SOCAD provides Soldiers with precise options for meeting college requirements with Army training, using the classrooms of more than 100 SOCAD colleges, or by distance learning, testing, certification and licensure. Army career degree plans and specialized degree maps exist for more than 65 MOSs, and new ones are continually being developed.

For more information, go to the 37F section of the SOCAD Web site at <http://www.soc.aascu.org/socad/37F.html>



Civil Affairs

CA CMF open for reclassification

In October 2005, 32 Soldiers in the new Career Management Field 38B, Civil Affairs Specialist, graduated from the CA Specialist Course.

To qualify for the Civil Affairs reclassification, Soldiers must meet the following requirements:

- Be E-5 or above.
- ST Score prior to Jan. 2, 2002, must be a minimum of 100, or after Jan. 2, 2002, a minimum of 96.
- Must be airborne-qualified or volunteer for Airborne School.
- Possess or be eligible for a secret clearance.
- Pass the Army special operations forces physical and have a minimum Army Physical Fitness Test score of 229.

For information regarding reclassification to CMF 38B, contact:

Master Sergeant Robert Crite
JFK Special Warfare Center and School's Directorate of Special Operations Proponency
 commercial (910) 432-7359
 DSN 239-7359.

NCOs who need instructions for reclassifying to CMF 38B should contact their enlisted personnel manager at:

U.S. Army Human Resources Command
Master Sergeant J.A. Cassel
 DSN 221-8399.

Warrant Officer

Senior warrant officer advisory council addresses WO issues

The Senior Warrant Officer Advisory Council, or SWOAC, is replacing the Warrant Officer Leader Development Council, which was established by the Chief of Staff of the Army on Jan. 4, 1999. The SWOAC serves as a continuing body to introduce, review and address potential issues concerning Army systems, policies and programs designed to produce ready and relevant warrant officers capable of supporting the Army mission in all their roles across the operational spectrum. CW4 (P) Douglas Frank represents Army special operations forces on the council. The council will provide Department of the Army-level integration and synchronization and advice to the Army leadership for career-field-related issues common to all branch proponents.

Warrant officers perform a unique and critical role on the Army leadership team. The council provides a leadership forum for addressing policies and issues and leveraging the tremendous capability within the Warrant Officer Corps. The SWOAC is an advisory body and is not intended to replace any activity within the Army.



FY 2006 Warrant Officer Promotion Selection Board to convene

The active-duty promotion selection board will convene Jan. 31 to consider eligible chief warrant officers on the active-duty list for promotion to CW3, CW4 and CW5. The board will recess on or about Feb. 24, a change from the traditional board date of May. Specific information, instructions and zones of consideration were released on Military Personnel Message 05-249, AHRC-MSP-O. Warrant officers in the zones of consideration may view their board files at <https://www.hrc.army.mil/site/active/index2.asp> "This is My Board File."

WE WANT TO HEAR FROM YOU...

The *Special Warfare* staff needs your help to make this the best publication it can be. Drop us a line and let us know your ideas and opinions about the new concept and design of the magazine.

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- > What do you dislike?
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- > What would you like to see in future issues?
- > Do you like the magazine redesign?
- > Are there any issues you want to discuss that may not require a magazine article?
- > Just tell us what's on your mind.

SEND LETTERS TO:

Editor, *Special Warfare*;
Attn: AOJK-DTD-MP;
JFK Special Warfare
Center and School
Fort Bragg, NC 28310

E-MAIL:

steelman@soc.mil

Include your full name, rank, address and phone number with all submissions. Articles dealing with a specific operation should be reviewed for security through the author's chain of command.

Officer

Special Forces

OEF/OIF CJSOTF joint manning document augmentation

SF officers who desire to deploy in support of Operation Enduring Freedom or Operation Iraqi Freedom should contact the United States Army Special Forces Command G1, which manages the augmentation of the Special Operations Forces Joint Manning Document, at commercial (910) 432-5497 or DSN 239-5497.

Retirement requests

Retirement-eligible officers must submit their retirement requests to their personnel service battalion nine to 12 months prior to their desired separation date. Retirement processing is performed by the Separation and Retirement Office of the Army Human Resources Command; however, once requests are pre-approved, the SF Branch has input on the final approval. See the following link for separations and retirements: <https://www.hrc.army.mil/site/active/TAGD/retire/retire.htm>

Senior Service College

The fiscal year 2005 Senior Service College Selection Board selected 355 of 3,635 eligible officers in the operations competitive category, yielding a selection rate of 9.8 percent. Special Forces officers selected are: Lieutenant Colonels Gus Benton II, Randolph Binford, Paul Burton, Kevin Christie, Kevin Davis, John Fenzel, Kenneth Hurst, Wesley Rehorn, Darsie Rogers Jr., Wilfred Rowlett Jr., Timothy Slemp, Robert Warburg and David Witty.

Professors of Military Science board

Nine Special Forces lieutenant colonels requested assignments as professors of military science. The board selected two of them: Lieutenant Colonel Nestor Sadler and Lieutenant Colonel Mark Ridley.

Civil Affairs

The Civil Affairs and Psychological Operations qualification courses, or CAQC and POQC, are designed to train officers in the grades of first lieutenant (promotable) and major to conduct Civil Affairs and Psychological Operations activities. Students gain senior-level expertise through qualification training at the JFK Special Warfare Center and School, operational experience and professional development. Although the SWCS commander may grant grade waivers to allow lieutenant colonels to attend the CAQC or POQC in order to receive the appropriate skill identifier, only under exceptional circumstances will senior officers be allowed to transfer to the CA or PSYOP Branch. Eligibility for the skill identifier is stated in DA PAM 600-3, *Commissioned Officer Development and Career Management*, and DA PAM 611-21, *Military Occupational Classification and Structure*, and are now available for all qualified CA and PSYOP officers. Valid functional specialty areas are:

- 5Y - Civil Defense Officer
- 6U - Agricultural Officer
- 6D - Public Education Officer
- 6V - Cultural Affairs Officer
- 6E - Civilian Supply Officer
- 6C - Economist/Commerce Officer
- 6F - Public Transportation Officer
- 6K - Civil Affairs Staff Officer
- 6G - Public Facilities Officer
- 6J - Psychological Operations Staff Officer
- 6H - Public Safety Officer
- 6W- Archivist Officer
- 6R - Public Communications Officer

Officers are encouraged to apply for the skill identifiers for which they are already qualified, and to pursue further education and experience in order to earn others. Applicants should send requests with supporting documentation and a DA Form 4187 through their chain of command to: Directorate of Special Operations Proponency (AOJK-SP), USAJFKSWCS, Fort Bragg, NC 28310.

CA and PSYOP

The advent of the Civil Affairs and Psychological Operations branches will eliminate dual-tracking. Officers now dual-tracked as CA/PSYOP must select a branch and inform their branch manager of their preference. The branch managers are listed below:

CA or PSYOP AGR RC officers
 Captain George Meyer
 (314) 592-0000, ext. 5181

CA active-component officers
 Lieutenant Colonel Leo Ruth,
 (703) 325-3115

CA or PSYOP TPU RC officers
 Major Lorenzo Eason
 (314) 592-0000, ext. 0309

PSYOP active-component officers
 Major J.P. Morgan
 (703) 325-5790

STRAY VOLTAGE

War in the Information Age

Stray Voltage: War in the Information Age, by Wayne Michael Hall, provides an in-depth analysis of information warfare and its heightened significance in the post-9/11 world. The work advances Hall's theory that threats to the U.S. homeland will increasingly originate from an asymmetrical enemy who will use information technology to mount attacks on the country's physical and, increasingly, cyber infrastructure.

Hall stresses that while those attacks may not come tomorrow, our government and military must start making fundamental changes in both their way of thinking and their conduct of information operations, instead of waiting for a "digital Pearl Harbor" to spur reform. He asserts that the Department of Defense is not yet prepared to fight the modern asymmetrical enemies who will evolve into the cyberterrorists of tomorrow. Hall accuses the U.S. defense establishment of focusing too much on a conventional-warfare mindset when it should concentrate more on the digital, and mostly invisible, asymmetric threats of information warfare, which he believes will eventually dominate conflict.

Rather than chronicling the history of information warfare, Hall concentrates on examining methods the United States can implement to defend against future attacks in this underappreciated and often overlooked arena. The book postulates that the United States' increased reliance on the cyber world for business, coordination, data gathering and data transmission, and the overall well-being of its citizens and institutions, will compel adversaries to attack U.S. interests connected with the cyber world.

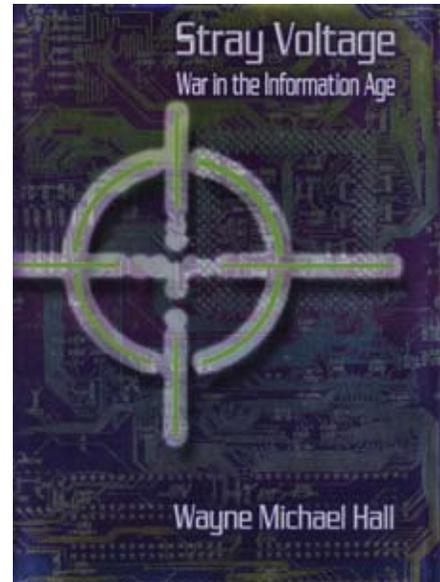
Hall puts forth several interesting ideas in *Stray Voltage*, including the importance of acquiring an ability to attack and counterattack adversaries in the cyber world while simultaneously defending one's own infor-

mation networks. Because future cyber attacks will be conducted at light speed, the ability of humans to develop digital countermeasures will become increasingly critical. Hall argues that the development of information-technology machines and people capable of using them adeptly will eventually become more important than the development of weapons systems. He does not advocate ignoring the conventional aspects of defense but instead enforces the notion that conventional defense will become less relevant than information operations.

In his chapter entitled, "Triumph in Knowledge War," Hall introduces four pathways to successfully defending the U.S. homeland against cyber attacks. The first is the creation of a system of collaborative networks, called knowledge advantage centers, that would connect all 50 states and U.S. territories for the purpose of sharing information. The second is the creation of a joint asymmetric opposing force designed to think and act as adversaries conducting cyber attacks against U.S. interests.

Hall's third pathway is the establishment of a joint information-operations proving ground that would provide realistic training and education for military personnel, conduct research and development, and develop a joint doctrine for information operations. The fourth pathway is the creation of an Internet replicator in which military forces could train unhindered and develop realistic countermeasures to cyber attacks. Hall asserts that these four pathways must operate in concert to ensure their maximum effectiveness.

Throughout the book, Hall makes the argument that people will be the most important aspect of information warfare. He stresses that the development of cyberwarriors, people who can effectively interact



DETAILS

By Wayne Michael Hall

Annapolis, Md.:

Naval Institute Press, 2003.

ISBN: 1-59114-350-0.

248 pages. \$36.95.

Reviewed by:

Major Thomas R. De La Garza

Naval Postgraduate School

Monterey, Calif.

with computers to combat the growing asymmetrical threat, must be the primary objective of our future defenses. His assertions, while controversial, are meaningful and will definitely spur heated debate among conventionally minded thinkers.

While Hall's 30 years of Army experience and his expertise in information operations may at times provide overly technical analysis, his points drive home the message that our government and military need to prepare now for attacks by sophisticated, high-tech foes lurking in the nether regions of cyberspace. Hall convincingly argues for sweeping reforms within the U.S. defense establishment to protect the homeland from physical and cyber attacks. *Stray Voltage* provides key insights into the future of information warfare and is strongly recommended for professional reading.

Terrorism, Afghanistan and America's NEW WAY OF WAR

Norman Friedman's book, *Terrorism, Afghanistan and America's New Way of War*, focuses on the initial phase of Operation Enduring Freedom, or OEF. Friedman puts the air campaign into historical perspective, lays out the sequence of events leading up to the war, and clarifies the details behind the separate operations in the first phase. Friedman, a well-regarded naval historian, has written extensively about naval weapons and related technology, and he has a firm grasp on the technological aspects of the air campaign.

Books written immediately after a military campaign but before the dust settles sometimes tend to be historically inaccurate. Published two years after the start of OEF, this book is useful for its analysis of events preceding the Afghan war and provides a clear picture of America's initial strategy in the war on terror, but it suffers from a lack of appreciation of the later aspects of the operation.

As its title implies, the book progresses from a history of relatively recent terrorist events to the invasion of Afghanistan and then to recommendations for the conduct of the war on terror.

Friedman describes the building and maintenance of international coalitions during both Desert Storm and Operation Allied Force in the Balkans to underscore the difficulties the U.S. faced in launching the invasion of Afghanistan.

Focusing on the invasion's air campaign, he examines the military's decision process for the invasion, with a critical eye to the planning, preparation and conduct of the initial attack. These technical aspects of the invasion are what Friedman calls the "new way of war."

The last part of the book presents lessons learned about strategy, tactics and weapons systems from OEF, followed by Friedman's predictions for the next phase in the Global War on Terrorism.

The book has several strengths. Friedman provides good background information on the history of al-Qaeda and Osama bin Laden's rise in influence and stature in Afghanistan during the war with the Soviet Union.

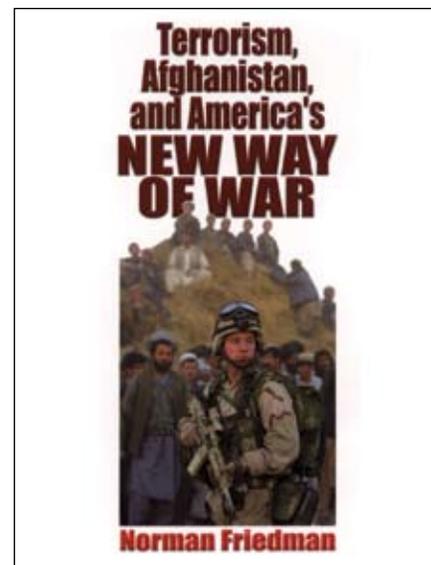
His description of the technical preparation, the strategy and the tactics involved in the initial air attacks of OEF are clear indicators of how the campaign differed from almost all prior air campaigns. His analyses of weapons systems and coalition issues are extremely relevant to the GWOT.

Friedman provides a technical study of the campaign, but he also raises some important questions about U.S. foreign policy and overall U.S. strategy in the GWOT. For example, as an alternate strategy, he points to the success of the law-enforcement and intelligence agencies that arrested al-Qaeda operatives. Similarly, Friedman notes that bin Laden's attack was motivated by his desire to galvanize Islamic opinion against the U.S. and was not in response to any particular American action.

The book also has some weaknesses. One is that it can show only the way the U.S. was dealing with the war on terror up until early 2003. Friedman's belief that Iraq possessed weapons of mass destruction pervades the book's later sections on lessons learned and his "what's next" section that anticipates challenges and suggests ways of fighting the war on terror.

Another weakness is that Friedman does not always adequately document his controversial claims. For example, he refers several times to the close and symbiotic relationship between Osama bin Laden and the Taliban, claiming that bin Laden was the *de facto* ruler of Afghanistan. Although this claim may be true, it is disputed among analysts and historians, and more careful footnoting would add much to Friedman's credibility.

The most important weakness is that despite acknowledging the importance of the ground troops, Friedman gives them inadequate consideration. The book focuses on air strategy and gives a limited description of the initial ground campaign, mentioning only that the ground forces had a difficult time deploying into Afghanistan. Friedman suggests that initial special-operations-forces missions were botched, but he does



DETAILS

By Norman Friedman

Annapolis, Md.: Naval Institute Press, 2003.
ISBN: 1-59114-290-3.
327 pages. \$29.95.

Reviewed by:

Captain Lawrence O. Basha
Naval Postgraduate School
Monterey, Calif.

not elaborate. Friedman does not discuss the interoperability of the U.S. Special Forces and the troops of the Northern Alliance, apparently because it is not a "high tech" subject. He devotes none of the book to events that occurred after the initial invasion because they were not air-centric.

While Friedman acknowledges the failure of network-centric, effects-based targeting during the initial air campaign, he paradoxically suggests that we use the same strategy in the next war. He fails to see the most important aspect of OEF: the U.S. military's ability to execute a fast and decentralized form of warfare; something other than the standard "big Army" campaign conducted by a huge force after a long drawn-out buildup.

Friedman's description of what he calls the "new way of war" is one of the most articulate and structured to date; however, he fails to realize that it is not a new way at all. It is simply a continuation of conventional military doctrine using improved technology.

The Special Forces Creed

I am an American Special Forces Soldier!

I will do all that my nation requires of me.

I am a volunteer, knowing well the hazards of my profession.

I serve with the memory of those who have gone before me.

I pledge to uphold the honor and integrity of their legacy
in all that I am — in all that I do.

I am a warrior.

I will teach and fight whenever and wherever my nation requires.

I will strive always to excel in every art and artifice of war.

I know that I will be called upon to perform tasks in isolation,
far from familiar faces and voices.

With the help and guidance of my faith,
I will conquer my fears and succeed.

I will keep my mind and body clean, alert and strong.

I will maintain my arms and equipment in
an immaculate state befitting a Special Forces Soldier,
for this is my debt to those who depend upon me.

I will not fail those with whom I serve.

I will not bring shame upon myself or Special Forces.

I will never leave a fallen comrade.

I will never surrender though I am the last.

If I am taken, I pray that I have the strength
to defy my enemy.

I am a member of my nation's chosen soldiery,

I serve quietly, not seeking recognition or accolades.

My goal is to succeed in my mission — and live to succeed again.

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SUBMISSIONS

Special Warfare welcomes submissions of scholarly, independent research from members of the armed forces, security policy-makers and -shapers, defense analysts, academic specialists and civilians from the United States and abroad.

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Manuscripts should be submitted in plain text, double-spaced, and in a digital file. End notes should accompany works in lieu of embedded footnotes. Please consult *The Chicago Manual of Style*, 15th Edition, for footnote style.

Submit graphics, tables and charts with source references in separate files from the manuscript (no embedded graphics). *Special Warfare* may accept high-resolution (300 dpi or greater) digital photos; be sure to include a caption and photographer's credit. Prints and 35 mm transparencies are also acceptable. Photos will be returned, if possible.

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or e-mail them to steelman@soc.mil.

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