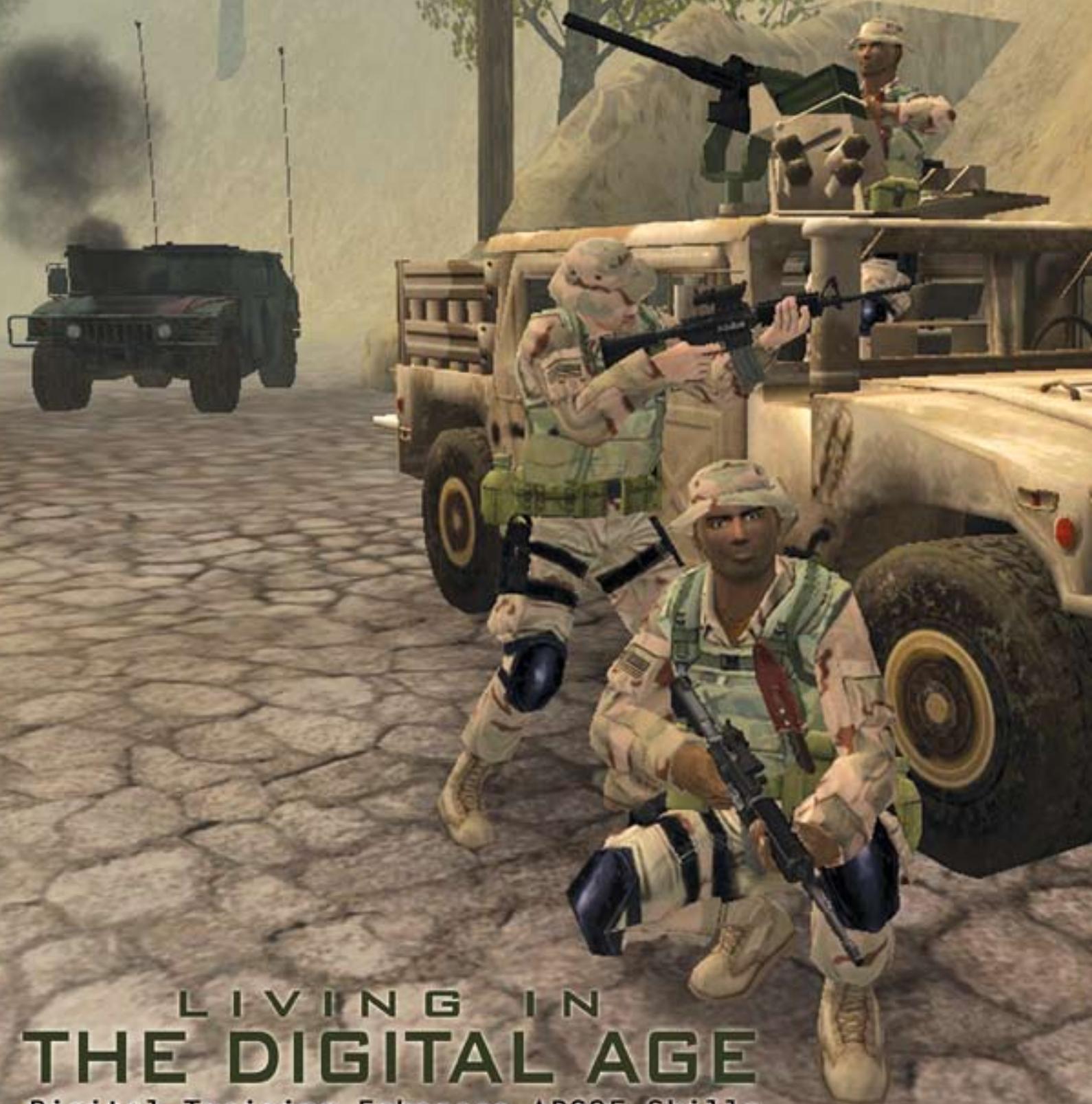


Special Warfare



MARCH-APRIL 2006
VOLUME 19 ISSUE 2



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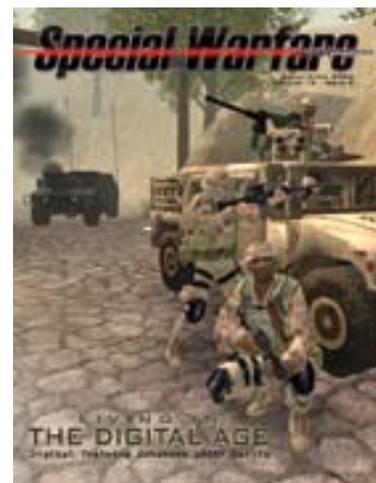
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SWCS uses computer simulations to train ARSOF officers.

Special Warfare

Commander & Commandant
Major General James W. Parker

Editor
Jerry D. Steelman

Associate Editor
Janice Burton

Graphics & Design
Jennifer Martin

Webmaster
Eva Herrera



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By order of the Secretary of the Army:
Peter J. Schoomaker
General, United States Army
Chief of Staff

Official:

Joyce E. Morrow
Administrative Assistant to the
Secretary of the Army

0601204

Headquarters, Department of the Army



One of the greatest challenges of training special-operations Soldiers lies in trying to prepare them for an operating environment that is unpredictable.

The solution is to teach them to think adaptively, and that was the reason the JFK Special Warfare Center and School created the Adaptive Thinking and Leadership program in 2003. Originally designed to train Special Forces officers, ATL is now part of the training for all Civil Affairs and Psychological Operations officers, as well.

The program teaches students to understand and compensate for the effects of stress on their behavior and on the behavior of others. It also uses that awareness to develop cultural-awareness skills and allows students to employ their language skills in a series of exercises using cultural role players. The intent of the ATL is to develop a Soldier who is flexible and adaptive in dealing with stressful situations and with people in other cultures.

Taking advantage of improvements in computer hardware and in computer-gaming technology, ATL now uses virtual simulations to put Soldiers into situations in which they must adapt and employ their negotiation and persuasion skills. Each scenario can be modified for each student, and the scenarios can be tailored for each ARSOF specialty.

Despite the irony of using computer simulations to help teach interpersonal skills, the technology provides a number of advantages and saves time for the instructors and for the students. The technology allows instructors to provide after-action reviews, allows the interaction of role-players not present in the room, and allows instructors at SWCS to interact with Soldiers who are in remote locations.

To achieve the transformation of our training courses, we are taking advantage of technology to save time that can be used to provide additional, in-depth training. We are training larger numbers of Soldiers in a range of complex skills, and the demand for those Soldiers and those skills seems destined to increase.

The recently released report of the Quadrennial Defense Review anticipates that as general-purpose joint ground forces take on tasks that special-operations forces now perform, SOF will increase their capacity to perform more demanding and specialized tasks, especially long-duration operations. The QDR report continues: "SOF will sustain current language and cultural skills while increasing regional proficiency. ... Longer duration operations will emphasize building personal relationships with foreign military and security forces and other indigenous assets to achieve common objectives."

One of the SOF Truths is that humans are more important than hardware. Although we are embracing the use of technology, we can never forget that our most important resource is a highly trained Soldier, skilled at working "by, with and through" other people in order to accomplish the mission.



 A handwritten signature in black ink, appearing to read "James W. Parker".

Major General James W. Parker

Special Forces Common Task Survey

Special Forces Soldiers recently had the opportunity to shape the future of the force by participating in a Special Forces common-task survey that will be used to create a new SF critical skills list.

The survey, conducted by the Training Development Division, Directorate of Training and Doctrine, JFK Special Warfare Center and School, was sent to more than 5,000 Special Forces Soldiers in the rank of sergeant to captain in both the active component and the National Guard through their AKO accounts. The survey listed 200 common tasks and asked Soldiers to rate them based on the frequency with which they perform the tasks, with "once a year" to "daily" marking the far left and right limits of the survey.

To date, 18 percent of the Soldiers surveyed have responded, according to Geoffrey Jones, a training specialist in TDD. "A realistic goal for the survey was a 15-percent return," said Jones, whose team headed up the survey. He added that the last survey was conducted in 2001, so there is not a solid up-to-date total task list that all SF Soldiers must know. The survey is the first step in creating that list.

Developed in conjunction with the Army Research Institute, the survey will be used to develop a common-task list, and then, accord-

ing to Jones, the real work will begin. Members of Jones' team will analyze the data to determine the percentage of the force that is doing a specific task. Depending on the responses of the Soldiers surveyed, the tasks will be labeled as either critical, needing further analysis or not critical. Once the tasks are grouped, training specialists in TDD will analyze each task and the performance standards needed to accomplish the task.

"That task analysis could have a significant impact on the SF common tasks we teach and could very well change SF training," said Jones. "We could write in tasks that are now critical that were not in the previous inventory."

Soldiers were also given the opportunity to offer their own thoughts on what needs to be taught to new SF Soldiers. Hundreds of pages of responses have accumulated and are being analyzed as well.

Jones said that the input from the force is what will make this analysis a success. "We could have set a couple of training developers down and let them tell us what they think the Soldiers need to know, but this lets us get the information from the guys who are there, doing the job," he said. "We'd like to thank the Soldiers who took the time to respond and give us this very important feedback."

Rangers Receive Valorous Unit Award for Combat Actions

The 1st Battalion, 75th Ranger Regiment, received its second Valorous Unit Award for combat actions in support of the Global War on Terrorism during a ceremony held at Hunter Army Airfield, Ga., Jan. 27.

According to the award citation, Rangers from Company A, Company B and Headquarters and Headquarters Company displayed extraordinary heroism in combat actions against an armed enemy during Operation Iraqi Freedom in Iraq, March 29 to April 2, 2003. During a mission to recover American prisoners of war and the remains of several fallen POWs from the 507th Maintenance Company, Rangers displayed exceptional gallantry and determination in repatriating the American Soldiers.

Lieutenant General Robert Wagner, commanding general of the United States Army Special Operations Command, assisted Lieutenant Colonel Richard Clarke and Command Sergeant Major James Hardy, the commander and command sergeant major of the 1st Battalion, in placing the Valorous Unit Award streamer on the battalion colors.

During the ceremony, more than 40 Rangers were awarded combat medals for their



Lieutenant General Robert Wagner presents individual medals to members of the 1st Battalion, 75th Ranger Regiment, Jan. 27. Photo by Paul Prince.

individual actions.

The Valorous Unit Award is awarded for extraordinary heroism in action against an armed enemy of the United States. The degree of heroism required for the award is the same as that required for an individual to be awarded the Silver Star. The award is second in unit awards only to the Presidential Unit Citation.

The 1st Ranger Battalion received its first Valorous Unit Award for actions on Takur Ghar mountain, in Afghanistan, during Operation Anaconda. —Carol Darby, USASOC PAO.

SWCS Activates Special Warfare Medical Group

The U.S. Army John F. Kennedy Special Warfare Center and School has reorganized its training arm with the designation of a new group.

On Dec. 8, 2005, the Special Warfare Medical Group (Airborne) (Provisional) was activated with the responsibility of carrying out all medical training within the center. Prior to the activation of the group, students enrolled in the training for 18 Delta, or SF medic, were assigned to the 1st Special Warfare Training Group. The students will now be aligned with the SWMG and its two subordinate companies, Headquarters and Headquarters Company and Company A.

The new group is under the command of Colonel Kevin N. Keenan, who is dual-hatted as the dean of the Joint Special Operations Medical Training Center.

LANGUAGE CORNER

The JFK Special Warfare Center and School has received the funding needed to contract for the development of Special Operations Language Training modules in two additional languages: Chinese Mandarin and Tagalog. The language modules are scheduled to be ready for initial-acquisition training and for unit-sustainment training in January 2007.

The Army has made Rosetta Stone language-training products available online at <http://usarmy.skillport.com>. The Rosetta Stone courses offer instruction in 27 languages. They are an outstanding way for Soldiers in Army special-operations forces to sustain their perishable language skills, regardless of their assignment or their location. To obtain a Skillport password, go to the Army Knowledge Online Web page and select "My Education" on the left side. Then select "Access Army e-learning portal" and complete the registration form. The password will be sent to your AKO e-mail account.

For additional information, telephone Major Kevin Price, Training Development Division, Directorate of Training and Doctrine, at DSN 239-2942, commercial (910) 907-2942, or send e-mail to pricek@soc.mil.

Brokering Peace in

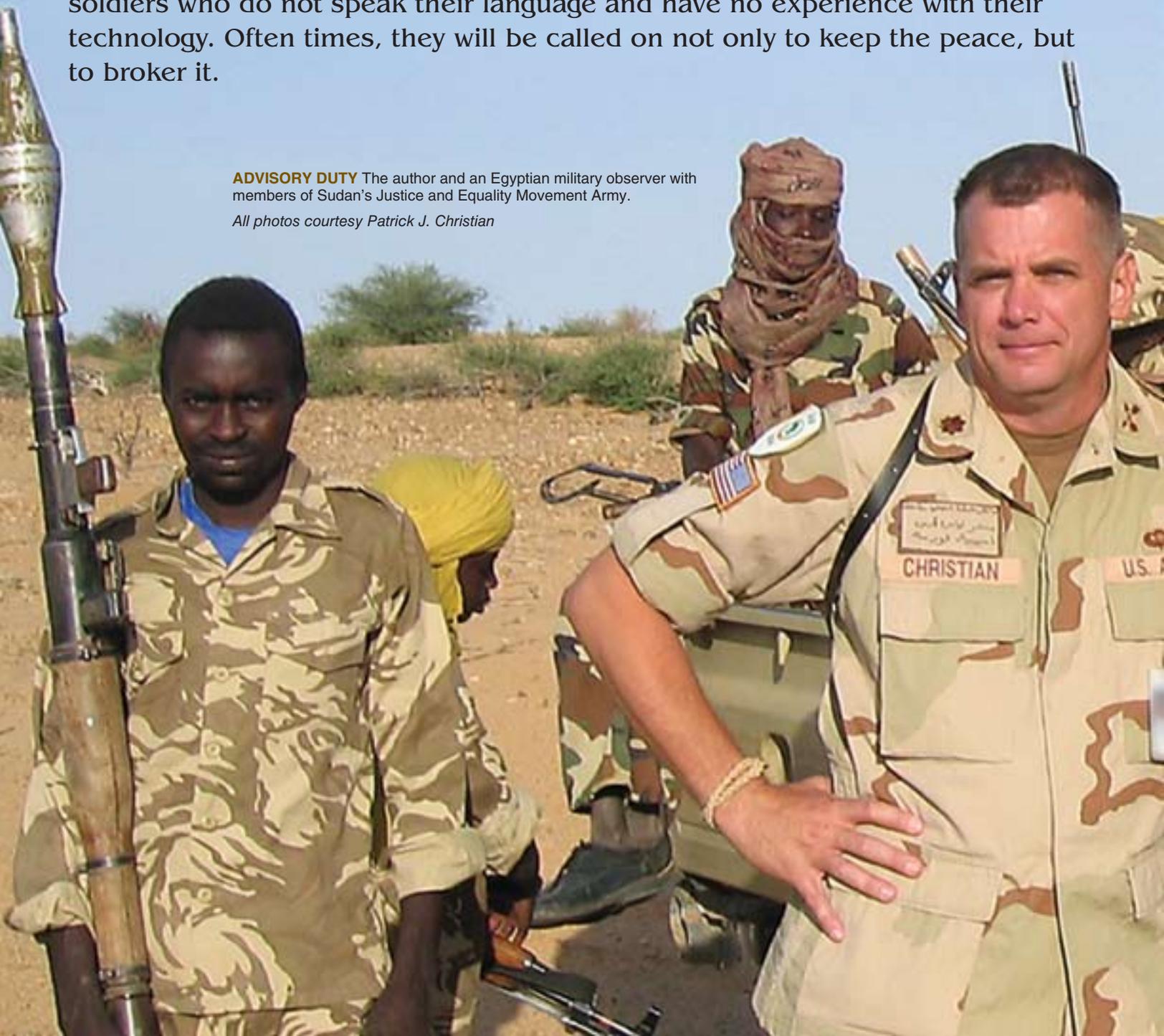
Special Forces officer tackles unique advisory role in Darfur.

Story by Lieutenant Colonel Patrick J. Christian

As the world and regional security environments call increasingly for action under coalition and intergovernmental auspices, an emerging advisory role is forming for the Army special-operations community. In these roles, perhaps more than in any others, ARSOF Soldiers will be called on to put all of their skills to the test. In these advisory roles, Soldiers will operate in isolation, with few or no support personnel. They will have to work side by side with coalition soldiers who do not speak their language and have no experience with their technology. Often times, they will be called on not only to keep the peace, but to broker it.

ADVISORY DUTY The author and an Egyptian military observer with members of Sudan's Justice and Equality Movement Army.

All photos courtesy Patrick J. Christian



Sudan



In August 2004, the author found himself in just such a role when he deployed to the Darfur region of Sudan as part of a small joint-special-operations advisory team dispatched there by the commander of the Joint Special Operations Task Force-Horn of Africa. The team, deployed from Camp Lemonier, Djibouti, consisted of a Navy SEAL lieutenant commander, a Marine recon major, and the author, then an Army Special Forces major. The team was tasked to work as advisers to the African Union's 12 military-observer

the Government of Sudan, or GoS (which is primarily in the control of the Northern Arab Sudanese), and the armed rebel groups in the Darfur region. The government-supported militias were created when the GoS armed a large number of Arab nomadic civilians, known as the Janjaweed. The Janjaweed have since begun attempting to clear the African Muslim tribes out of Darfur in a form of political/cultural cleansing.

It is this cleansing that former Secretary of State Colin Powell called

The other members of the MILOBS teams consisted of EU officers from Italy, Hungary, Ireland, France, England, Denmark and Norway. The AU officers hailed from South Africa, Mozambique, Namibia, Congo, Chad, Algeria, Nigeria, Kenya and Ghana, and collectively they spoke a dozen or so languages. Each team was also staffed with an interpreter and a military-officer representative from each of the three parties involved in the conflict: the GoS; the Justice and Equality Movement Army, or JEM;

“ A line of Arab militia came over a steep rise on their camels and horses. ... A fierce battle ... erupted. ... Apparently, we would not be staving off any attack today, so we returned to our camp.”

teams, or MILOBS, which were attempting to document cease-fire violations among the multiple parties in Sudan's civil war.

The mission was simple: to keep the MILOBS collecting information on the conflict, as well as to stay positioned between the warring parties as advisers without getting killed in the process.

The mission originated when the United States partnered with the European Union, or EU, in an effort to avoid a full-scale civil war in Sudan. The coalition focus is on funding and supporting the newly formed African Union, or AU, in a role designed to mediate between

the genocide in Darfur. The AU's first steps in dealing with the issue were to mediate a temporary cease-fire on April 8, 2004, to form and deploy MILOBS to patrol Darfur, and to encourage the warring parties to abide by the cease-fire and stay at the negotiating table.

Initially, there were 12 AU MILOBS teams, of five or six officers each, spread out among the six largest population centers in western and southern Darfur. Because of the warring parties' enduring distrust of both the Arab League and the African Union, the teams were mandated to have either an EU or a U.S. adviser to ensure impartiality and improve the reliability of the observing and reporting.

and the Sudan Liberation Movement Army, or SLA. The officers of the JEM and SLA were majors or lieutenant colonels.

The Muslim Brotherhood helped organize Sudan's government as an Islamic fundamentalist state. The calls to prayer from the minarets in Khartoum are different from those in Saudi Arabia, in that they mix the traditional "Allah Aqbar" call with angry denunciations of U.S. foreign policy.

The current president, Lieutenant General Omar Hassan Ahmad al-Bashir, is a moderate (by Sudanese standards) who cooperates with the U.S. and the international community

FORMING-UP Members of the Janjaweed militia mass for an attack on a village in Darfur.



in countering terrorism. On the other hand, the current vice-president, Ali Asman Mohamded Taha, leads factions that advocate the spread of fundamentalist Islam through all parts of the country and region. It is in this complex and hostile environment that the MILOBS operate, brokering the peace that the AU is seeking.

The AU holds a charter to collect information under the cease-fire accords, but without training and guidance, its teams were unable to do much more than wander around in the desert. Contributing to the chaotic movements of the AU teams is the lack of communication and technology available to its members. There are some important lessons to be learned here, most importantly, the difficulties that the multinational unions (United Nations, EU, AU, Organization of American States and NATO) face in operating, given the vast differences in culture, language, doctrine and training among their member states.

For example, on one MILOBS team there were seven majors hailing from various countries. The major from Mozambique spoke Portuguese and Spanish. The major from the Congo spoke French, while the Namibian major spoke English. The major from Chad spoke Arabic and French, while the Egyptian major spoke Arabic and English, as did the lieutenant colonels from the JEM and the SLA. The Sudanese major spoke only Arabic,

and the author spoke English and Spanish.

The lack of a common language was a major source of problems, as most interviews were conducted in Arabic and English. Officers who do not speak either language must rely on other officers for interpretation. At any given time during planning and operations there were four- or five-way conversations going on as the MILOBS team members translated for each other.

In addition to the language difficulties, there are also problems caused by the lack of common military training. On one team, the Egyptian officer attended Infantry Officer Basic at Fort Benning, Ga. Within the AU team, he spoke the best English, understood U.N. and NATO doctrine and was often called on to translate between English and Arabic. Most of the other officers required constant encouragement to read their U.N. military handbooks to learn how to format reports, plan missions and communicate

Editor's note: To further illustrate Major Christian's article, we have included excerpts from his diary accounts. Shown as comments on note paper, they are not intended to provide complete accounts of incidents but rather to convey the atmosphere of the situation.

1 Nov
Just as we landed near the village of Kasara (in the Jebel Mara Mountains), however, a line of Arab militia (known as the Janjaweed) came over a steep rise on their camels and horses. Some 300 African Arabs in mixed dress of civilian and military, sporting weapons of various countries and dubious age, trotted past us en route to the battle. A few of them glanced at us in curiosity but continued in their assault on the town of Moony, 2 kilometers away. The lead rebel pickets opened up, and a fierce battle of assault rifles and RPGs erupted. At this point, the pilots of the MI-8 were practically in panicked convulsions as they waved us back to the helicopter to get of the line of fire. Apparently, we would not be staying off any attack today, we returned to our camp.





▲ **ON THE HUNT** The MILOB investigates a missing herd of goats and a murdered family in the Bamina Region, Darfur Sudan.

1 Nov

The first was from a man named Hagar Abdullah Juma and his wife Hawa Isha Naser, who were refugees from Karnoi, 60 kilometers from Tine, Sudan. The couple and their two children arrived in Bamina with their last four goats, and the surrounding residents took pity on them, and gave them twenty more. The four goats they brought from Karnoi, led themselves and the other twenty back to the family home in Karnoi. So the story continues that Hawa woke up and discovered that the goats had gone, leaving 'no notice' as to where they went, so Hawa and a woman friend followed their tracks which led 48 kilometers to the military camp outside Karnoi. The soldiers, despite the fact that there were tracks leading right into the camp, said that they 'never saw no 24 goats', and the women should go away... The fate of a country stands equally on the back of a herd of unlucky goats, and a refugee family in the way of marauding Janjaweed, who lost their lives as a result. One complaint is about justice for the dead, in a land without remorse, without pity, and the other is for justice for their potential to

effectively. One ongoing split was the insistence by officers from Islamic countries upon using a religious header line, that proclaimed the glory of Allah, for all reports and plans. All attempts by other AU officers to convince them to use the U.N./AU templates were unsuccessful.

The lack of technology and coalition partners' inability to use it is also a drawback in these types

of missions. The author deployed with the most advanced support in terms of electronics, staff training and operational capabilities. Most U.S. first lieutenants and captains have more command and staff training and experience than many other countries' majors and lieutenant colonels. For instance, the Mozambique major had never had to operate a computer, and only the Egyptian officer could actually use the computer to type a report.

Without extensive training, none of the foreign officers would have been able to use the satellite phones provided to them. The phones provided latitude and longitude coordinates needed for navigating in the southern Libyan Desert. Most of the foreign officers were dangerous behind the wheel of the team vehicles, and they required driving instruction. Days not spent on investigations or patrols were spent on driving, computers, satellite phones and staff training. All of the



▲ **TAKING NOTES** Members of the AU's military-observer teams meet with the secretary general and military leaders of the JEM in Darfur, Sudan.

AU officers readily and fully accepted the training offered, but they did place U.S. officers under a microscope, watching everything we did and said, looking for inconsistencies. The EU officers did not face the same sort of fascinated scrutiny that U.S. officers faced, and they would normally defer to their U.S. officer peer.

required analysis and real-time feedback to the field teams.

To overcome these difficulties and achieve this success, personnel from the U.S. Department of State's mission in Khartoum and U.S. Defense Department personnel at the U.S. base in Djibouti had to craft a support plan. The U.S. Embassy

Illustrating the requirement for solid mission planning was the incident in which the AU received information that a "non-Sudanese" third party was operating in Darfur with the intent of abducting U.S. or EU officers. Abductions, threats and hostile action toward AU, U.S. and EU personnel were not unusual. The

"The fate of a country stands equally on the back of a herd of unlucky goats, and a refugee family in the way of marauding Janjaweed."

Once a MILOBS team is trained up and well advised, they tend to yield significant information. A lack of regional technical means caused operators in the field to expend significant efforts to operate ad-hoc transmission/transport systems. Other constraints faced in the transport of information and materials included the lack of bandwidth for sending out reports, information and evidence that

is actually a mission that has only recently opened, and it operates on minimal staffing without an accredited ambassador.

The advisers to the MILOBS operated as isolated personnel in a region crawling with armed factions, as is often the case in advisory assignments. The team carried all its survival equipment on every mission and was always prepared to enter into the escape-and-evade mode.

author's initial assignment in Darfur was in Tine, Sudan, in the southern Libyan Desert. Shortly after the author left that first team, it was abducted by one of the warring parties.

Besides the threat from outside forces, the teams also faced the uncertainty of the cease-fire and the daily risk of crossfire. The cease-fire was tenuous, as there was steady fighting around Al Fashir, Kebkabia and Nyala, and sporadic fighting



▲ **SPECIAL DELIVERY** Severely overloaded trucks carry supplies and humanitarian aid for refugees in Darfur in September 2004.

around El Geniena, Ambarou and Bi'r Furniwayah.

The GoS reinforced its military and police battalions daily, but the government's intent was not always clear. The rebel groups claimed that the GoS was preparing for an offensive that would shatter the cease-fire and could cause the MILOBS team members to execute their escape-and-evasion plans.

The JEM and SLA representatives on the MILOBS teams constantly pulled the U.S. and EU representatives aside to show them documents that they claimed were taken from government offices. The documents allegedly outlined the GoS's "final solution" to the Darfur problem: the employment of chemical weapons.

The military advisers were lightly armed, carrying only a sidearm for protection, as anything else makes the warring factions uneasy. Rwandan and Nigerian soldiers were on the ground to keep the peace and provide security for the MILOBS and other parties within the country. These soldiers, however, were excitable and impulsive and proved dangerous when the teams confronted the edgy warring parties. More times than not, the Rwandans and Nigerians were left to guard the MILOBS sector base camp. The author's team's patrol vehicle came under fire by edgy participants in the fighting, with at least one officer receiving wounds.

The epidemiology of the region is even more of a security factor than the danger from civil war. When the author arrived for his second Darfur assignment, he found the teams living in rented mud brick huts in an area overflowing with desperate refugees.

30 Sep

The plight of the civilians here remains perilous, and each day is a struggle of denial about issues of suffering, starvation, and the deaths of families and cultures. In Ambarou, 120 kilometers east of Tine, we found 15-20 families living on the edge of existence between a government military brigade and a police battalion that we think is heavily staffed with former members of the Janjaweed Militia. The families are routinely attacked by government forces that rape and loot at will, adding to the already overwhelming sense of loss and destruction. The rebels



Because of the rampant disease within the refugee population, both teams in that sector were nearly non-mission capable. Of the 18 military observers on those two teams, nine tested positive for malaria and were bedridden. Three of the soldiers were medically evacuated to either Khartoum or Addis Ababa.

A significant number of MILOBS (including the author) eventually contracted malaria during the mission. The potential for large-scale epidemics is high, as the U.N. High Commission for Refugees, the International Red Cross, Doctors Without Borders and other nongovernmental agencies are not up to the task of dealing with so many people.

The sheer number of war casualties on both sides of the conflict has overburdened the medical support. The GoS did not support the efforts of the

NGOs or the MILOBS teams to provide medical care to the rebel forces.

The author's team spent several days in the Jebel Mara Mountains with the SLA rebels' western brigade, investigating Janjaweed attacks on villages. Before the team went out, rebel officers assigned to the team helped load several rucksacks with

medical supplies. The GoS officer assigned to the team had previously objected to providing medical assistance to the rebels, so caution had to be exercised in delivering them.

The hut the rebels were using as a hospital was almost medieval: Amputation was the solution for a compound fracture when the bone was exposed. Surgery was performed without anesthesia, and IV bags were being re-used. The acting doctor's credentials were that he had once been a medical technician before the war. While providing the medical assistance had the potential of causing problems within the team, it garnered important goodwill and often brought a wealth of information pertinent to the mission.

U.S. Special Forces Soldiers will increasingly be tapped for these new and emerging missions. Their expertise in operating in complex, sensitive and dangerous environments holds strategic national implications. Assignments of this nature provide valuable experience in working intimately with warring factions in areas normally denied or restricted to U.S. forces. In preparation for more of these types of advisory assignments, perhaps a class on that type of advisory role should be included in the officer portion of the Special Forces Qualification Course. **SW**

THE AUTHOR Lieutenant Colonel Patrick J. Christian is a team leader of a security-assistance advisory team working with the Colombian Army. Commissioned in Infantry in 1986 through the University of South Florida's ROTC program, he served three years as an Infantry platoon leader before completing the Special Forces Qualification Course and rebranching to SF. As an SF officer, he served as detachment commander, battalion S1 and battalion S3 in the 20th SF Group. He later served with the U.S. Southern Command, the 7th Infantry Division's 41st Enhanced Infantry Brigade, the 1st Corps and the U.S. Army Cadet Command before being assigned to the Joint Special Operations Task Force-Horn of Africa. He has also served as the ground operations officer in the Combined Joint Special Operations Task Force-Arabian Peninsula and as a strategic planner in the National Guard Bureau. Lieutenant Colonel Christian is a graduate of the Command and General Staff Officer Course.

A virtual simulation scene set in a stone courtyard. In the background, a soldier in full combat gear stands next to a tan Humvee. To the left, a man in a grey robe and blue turban walks. In the foreground, a man in a white turban and green vest crouches, with an assault rifle slung over his shoulder. The scene is overlaid with large, stylized text.

LIVING IN THE DIG

Virtual Simulation Key Component



ITALAGE

of Adaptive Thinking and Leadership Program

Story by Major Edwin A. Deagle and K.G. Mendini

Adaptability has always been a crucial skill for success in the dynamic and ambiguous environment of Army special-operations forces. During the past several years, increases in ARSOF mission tempo and operations requirements have resulted in an increased focus on enhancing the adaptability of ARSOF during their initial training, so that they can deploy rapidly upon the completion of their training.



^ **INTERACTIVE TRAINING** The ATL simulation allows Soldiers to conduct missions in single-player and multiplayer environments. *Photo by Jennifer Martin.*

As the proponent for Army special-operations training, the United States Army John F. Kennedy Special Warfare Center and School, or SWCS, has created a developmental learning program that targets adaptability. The program, initiated in 2003, is called Adaptive Thinking and Leadership.¹ ATL is a unique program that uses a variety of instructional methods, including psychological assessment and feedback, small-group classroom instruction, individual and small-group exercises, and virtual-simulation exercises.

Virtual simulation is a key component of ATL. Virtual, simulation-based training has a 40-year history of enhancing military training, but the majority of training-based simulations have focused on aviation, armor and large-scale battlefield command and control. The rapid development of realistic, video-game-based personal-computer training platforms over the

past five years has resulted in a number of first-person simulations that have the potential to enhance the individual training of SOF Soldiers.

Recent research shows that individuals who are exposed to computer video games have both greater speed on visual attention tasks² and an enhanced ability to process information.³ Cadets at the U.S. Military Academy also achieved a significant increase in their first-time marksmanship-qualification scores after they trained on a video-game-based training platform.⁴ Today's Soldiers are "digital natives" who have essentially grown up being exposed to video games and simulations. Building on their familiarity with simulations for training purposes significantly augments their training in SOF.

The ATL simulation is a training tool designed to provide a virtual training environment in which students

can practice small-group negotiation exercises in a structured but dynamic environment. The simulation was developed in collaboration with Sandia National Labs and The U.S. Military Academy's Office of Economic and Manpower Analysis, or OEMA.

One of the primary goals of the SWCS pipeline-training transformation is to enhance and augment current training methods by leveraging commercial off-the-shelf products whenever possible. Rather than developing a simulation from scratch, the ATL simulation takes advantage of an existing platform: the \$17 million "America's Army" game. Initially developed as a recruiting tool, America's Army, which provides a state-of-the-art graphic environment, is consistently ranked as one of the 10 most popular "first-person shooter" games. It has more than 6.5 million registered players and approximately 2,000 game servers running

at any given time. Many students have direct experience with the commercial version of this Army-owned product before they arrive at SWCS for training.

SWCS has made significant modifications to the commercial version of the America's Army platform, including the addition of a robust system for after-action reviews, or AARs; and SOF-specific interfaces, levels and communication capabilities. The virtual environment maximizes student involvement while providing performance metrics through the AAR capability.

The AAR system is the most important enhancement of the ATL simulation over the commercial game. The capability of measuring student performance is one key factor that differentiates commercial video games from training tools. In the ATL simulation, the performance of all participants can be measured by real-time spectator voting. Spectators or cadre are able to evaluate participants' performance in a number of instructor-defined dimensions as the simulation progresses.

During the ATL simulation, the instructor can trigger several dynamic events that force students to adapt in real time. Dynamic events include directed sniper fire, command-detonated and proximity improvised explosive devices, mortar and artillery fire, and events such as human-rights violations. Students quickly learn to overcome static, script-driven events, so the ability to develop dynamic events that can be triggered at any time is essential.

Performance feedback is provided graphically to students during the simulation and in a summary-report format as part of the simulation AAR. The state-of-the-art AAR is capable of reviewing the full recording, including all voice traffic, all major events and

spectator votes. Rather than having a fixed camera viewpoint similar to that of a VCR, the camera system can be "flown" throughout the environment at any point during the AAR to demonstrate a particular event. If an instructor has missed a significant event in the environment, he can "replay" the situation and adjust the camera angle to optimize the learning point.

Initially developed for the training of Special Forces officers, the ATL simulation has been expanded to include Civil Affairs- and Psychological Operations-specific missions, as well as enhancements geared toward the training of future Civil Affairs and Psychological Operations officers and NCOs.

The current ATL simulation has five different levels, or maps, with two or three missions developed for each of the maps. The five simulation maps developed specifically for the SOF environment include an Afghan village, a remote bridge, a Middle East-type courtyard, a hospital and an urban warehouse. Each map has a large, distinct virtual environment in which Soldiers train. The instructor can customize the scenarios depicted in each of these maps in order to create an infinite number of scenarios for students to navigate.

Both single-player and multiplayer training environments are available within the ATL simulation. The single-player environment was designed specifically

for introducing students to the ATL simulation interface. However, because many of the students are already familiar with the system interface, so far the train-up time has been minimal in the single-player environment.

One significant enhancement of the ATL simulation over the commercial version of America's Army is that the ATL simulation provides three channels for communication between instructors and students, so that students and cadre members can discuss scenarios and receive feedback in real time.

To better leverage distance-learning opportunities, the ATL simulation is both wireless- and Internet-capable, allowing Soldiers to take part in distributed and remote training. Distributed learning allows small groups of students and cadre to participate in exercises from separate locations, and remote training allows instructors or role players to interact with Army Reserve and National Guard soldiers directly from SWCS. Custom student, spectator and instructor interfaces have also been developed to reduce student and instructor load. Using feedback from instructors and students, ATL continues to develop all the interfaces.

Future development paths for the ATL simulation involve enhancing the instructor interface by including a full-featured mission editor, developing additional dynamic events, adding more SOF-specific training maps, developing

Notes:

¹S.S. White, R.A. Mueller-Hanson, D.W. Dorsey, E.D. Pulakos, M.M. Wisecarver, E.A. Deagle and K.G. Mendini, "Developing Adaptive Proficiency in Special Forces Officers," Army Research Institute Research Report 1831, 2005.

²A.D. Castel, J. Pratt and E. Drummond, "The Effects of Action Video Game Experience on the Time Course of Inhibition of Return and the Efficiency of Visual Search," *Acta Psychologica*, 119:217-30.

³S. Green and D. Bavelier, "Action Video Game Modifies Visual Selective Attention," *Nature*, 2003, 423, 534-37.

⁴C. Wardynski, Office of Economic and Manpower Analysis, United States Military Academy, personal communication, 2003.

full-screen virtual environments and integrating laser and live-fire weapons. The America's Army simulation, initially limited to use on laptop and desktop computers, can now be projected on multiple full-sized screens for a more immersive virtual environment. A three-screen system is in production, and the prototype of a five-screen, 270-degree system has been demonstrated.

The integration of laser and live-fire weapons shows significant promise. America's Army recently demonstrated a prototype live-fire system that is under development through a collaborative effort involving OEMA, a commercial contractor and SWCS. The live-fire system is based on the game's stable platform, which is compatible not only with the SWCS ATL simulation but also has the ability to connect with other Army simulations such as Joint Forces Command's Joint Conflict and Tactical Simulation.

The platform is also compatible with many other simulations currently under development as part of the America's Army project. Because the platform is capable of having artificial-intelligence-based characters, or avatars, or live cadre in the virtual environment, the avatars and live players will present robust opposing forces, or OPFOR, that the student will have to engage.

Unlike static paper targets or even video-based vignettes, the virtual OPFOR projected on wall-sized screens will be dynamic, adaptive and capable of an almost infinite variety of responses. Scenarios will be able to flow rapidly and seamlessly from relatively calm negotiations-based scenarios to dynamic, high-threat situations.

Instructors will connect to the simulation using a laptop and engage students directly in the virtual

environment. Because instructors will not have to be physically present, even advanced-skills scenarios, such as full-breaching training, will also be possible. The system will also be able to use the state-of-the-art AAR system that OEMA developed for the ATL simulation.

Soldiers will use specially modified laser weapons, or they will use their own weapons fitted with a laser sight and a modified-bolt system. The modified-bolt system uses compressed air to simulate recoil; it allows a Soldier to train with his own weapon in a safe environment. The system uses a high-speed infrared camera to detect the laser shots, and it provides that feedback into the system. The current live-fire system is capable of detecting 5.56 mm, 7.62 mm, 9 mm and .45-caliber ball ammunition, as well as simulated munitions, using a thermal camera instead of the laser-based infrared camera. The system uses self-sealing rubber screens for the image projection. These show good initial wear characteristics (4,000 rounds through a screen with minor visible wear).

As the live-fire and laser-simulation

systems are further developed at SWCS, the ATL platform will be able to track where a given Soldier is in the simulation by using a series of sensors placed on the Soldier and on his weapon. Such tracking will allow the platform to provide feedback to the Soldier to tell him if the OPFOR have been able to engage him. The sensor-tracking system is in the prototype stage of development, but it has been demonstrated as a proof of concept.

The ATL simulation is a state-of-the-art virtual simulation specifically designed to enhance the adaptability of ARSOF forces. It is designed as a training tool to be used within the overall ATL training program at SWCS. The ATL simulation builds directly on the classroom ATL instruction. It is not designed to be used without the ATL program or to replace traditional classroom or field exercises. Instead, the simulation is a powerful tool that allows instructors to maximize their training time. As the ATL simulation continues to develop and evolve, feedback from students and instructors has been overwhelmingly positive. **SW**

ABOUT THE AUTHORS:

Major Edwin A. Deagle is the behavioral science coordinator for the JFK Special Warfare Center and School. He is the project manager for the Adaptive Thinking and Leadership program at SWCS. His previous assignments include service as division psychologist in the 82nd Airborne Division and the 2nd Infantry Division. Deagle holds a bachelor's and a master's degree from Old Dominion University.

K.G. Mendini is a program analyst and the chief of the Future Training Concepts Branch, Directorate of Training and Doctrine, SWCS. He is a former commissioned officer whose assignments include: 193rd Infantry; 3rd Armored Cavalry Regiment; 525th Military Intelligence Brigade; 7th Special Forces Group; and the United States Army Special Operations Command. Mendini holds a bachelor's degree from the University of Wisconsin and master's degrees from Webster University and East Carolina University.

ATL AN ARSOF-UNIQUE PROGRAM

Adaptive Thinking and Leadership, or ATL, is a developmentally based program tailored for officers in Army special-operations forces, or ARSOF. Initially developed for Special Forces officers in 2003, the program has expanded to include all officer training at the JFK Special Warfare Center and School, or SWCS.

The comprehensive program includes in-depth psychological assessments, classroom instruction, small-group practical exercises and virtual computer-simulation exercises. The classroom block of ATL instruction was developed in collaboration with the Army Research Institute and consists of three and a half days of instruction specifically tailored to the target ARSOF audience. The core constructs presented in the blocks of instruction are the same for all ARSOF, but specific examples and practical exercises are unique to each specialty.

Major domains covered by the ATL class include: self-awareness, awareness of others, general principles of adaptability, negotiation skills and persuasion. Each principle builds on the previous material, so that students receive a comprehensive introduction to adaptability in ARSOF.

One of the tenets of the ATL program is that each ARSOF officer can best maximize his performance by having a greater awareness of the way he tends to respond to stress. ARSOF psychologists use extensive psychological-assessment data, acquired through a variety of psychological tests, to provide detailed feedback to each officer. The importance of behavioral data is discussed both in a group classroom setting and in individual feedback sessions for each officer.

Individual feedback is confidential and developmentally based. It is kept sepa-

rate from any performance evaluations that the officer may receive during his training. Each officer learns where his specific strengths and weaknesses lie and develops an effective plan for maximizing his strengths and minimizing his weaknesses.

After the officer has been given information about the way he responds to stress, he learns how others tend to respond to stress and the impact of stress on adaptability. Learning basic personality characteristics allows officers to understand the effects of a given environment on an individual's personality. Case studies and practical exercises tailored to the ARSOF specialty provide additional feedback to the officer regarding his level of adaptability, his ability to effectively read people and situations, and the way others tend to perceive him.

The development of cultural interoperability is also a significant component of the ATL process. Cultural expertise, cross-cultural communication skills and tailored linguistic skills combine with greater self-knowledge to create a flexible, adaptive special-operations Soldier. The use of cultural role players and the employment of language skills further enhances the training.

Negotiation, mediation and persuasion are all critical to the success of ARSOF officers. During the final portion of the ATL instruction, a series of individual and small-group exercises tests the skills that officers have acquired in all three areas. The real evaluation will come later, however, during field exercises conducted as part of their specific qualification course.

The ATL program is ARSOF-unique, and it is being evaluated by the conventional force for inclusion in officer-development programs throughout the Army. **SW**

96th Civil Affairs Transforms to Meet Global Demand

Story by Janice Burton

Whether it's building a school in Kenya or a hospital in Iraq, Civil Affairs Soldiers are actively engaged throughout the world. On Fort Bragg, the 96th Civil Affairs Battalion is also engaged in a transformation to double its size while building a dedicated Civil Affairs noncommissioned officer corps.

The move to transform the only active-duty CA battalion in the Army began in 2004, fueled by a decision to

with the first Soldiers participating in the Civil Affairs Military Occupational Specialty Training graduating in December 2005. "The CA Battalion has grown the CMF from concept into reality ahead of schedule," said Command Sergeant Major Timothy Strong, former CSM of the 96th.

Strong said a decision by the Army to allow the 96th to fill the force with not only its own Soldiers but also with those from the Army Reserve has been

experience in various military occupational specialties, or MOSs. One MOS that was strongly targeted was the combat medic. "We have been doing some hard recruiting, particularly in the (82nd Airborne) division, targeting very seasoned combat medics," said Strong. Medics who elected to move into the CA field were sent to the Joint Special Operations Medical Training Center at SWCS for advanced medical training, acquiring



Ethiopia



recode the Special Forces billets in the 96th CA Battalion so that the SF Soldiers could return to the SF groups. With that goal in mind, as well as to modify the high tempo of operations within the battalion, the Army decided to create a career management field, or CMF, that will incorporate existing Civil Affairs skill sets and light engineer duties, according to Major James F. Carlisle, chief of CA Proponency, Directorate of Special Operations Proponency, U.S. Army John F. Kennedy Special Warfare Center and School.

The CMF was slated to stand up in 2007, but it actually stood up in 2005,

key in the success of the creation of the CMF. Strong explained that Soldiers with two years of experience within the battalion were allowed to automatically reclassify to CMF 38B, Civil Affairs. Seventy-four Soldiers in the battalion elected to go that route. The Army also allowed Army Reserve Soldiers to move into the active component with no loss of rank.

In addition to those changes, the battalion instituted an aggressive recruiting campaign, over and above the mission of the Special Operations Recruiting Battalion, aimed at Soldiers who had solid operational

the 91WW1 designation.

Soldiers with that designation will fill the void created by sending the SF medics back to the SF groups. Of the current 72 medic positions within the 96th, 60 have already been converted to 91WW1.

Strong said the quality of current 96th Soldiers who have chosen to reclassify and their operational experience has made the transfer of the SF Soldiers back to the SF command much easier. "The Soldiers who are already within the battalion have probably already served four or five combat tours, and they are now the

core of the new Civil Affairs community,” said Strong. “They are bringing operational maturity that we thought we would be lacking with the loss of the 18 series.”

Strong pointed out that the 38B MOS is an accession MOS, which acquires Soldiers at the lower-level grades and trains them through a series of courses and operational assignments. “Soldiers looking to move into the Civil Affairs field must be very mature, be very operationally focused, and they must understand long-term deployments,” Strong added.

The pivotal role that CA Soldiers are playing in ongoing operations will continue to make CA a high-growth

didn’t just build schools, they looked at students who could be trained as teachers who would come back and teach in the village. “We may start a clinic which will grow to a community hospital, to a state hospital, to a national infrastructure,” said Strong. “By giving people ownership of these projects and teaching them how to be successful, we can disengage with a successful exit strategy.”

The creation of the CMF will also help the active CA component move into strategic positions at the division and brigade levels by assigning CA Soldiers to the units of action. “The day the CMF stood up, we had to fill 21 units of action, which meant that

is regionally oriented and fluent to a specific area,” he said. “CA Soldiers have to try to be chameleons, adapting to the environment they are controlling through the tools at their disposal.”

Plans for the 96th include the formation of a new CA brigade and battalion during fiscal year 2007.

Soldiers interested in joining the ranks of the 96th CA Battalion through Civil Affairs Military Occupational Specialty Training should contact Sergeant First Class (P) James Rodriguez, CMF 38 career manager in the SF Branch, at DSN 221-8399, commercial (703) 325-8399, or send e-mail to: james.w.rodriguez@us.army.mil.



Yemen



Ethiopia



Iraq

field. “As the Army transforms and downsizes some units, the CA battalion is going to continue to grow,” Strong continued.

He explained that CA Soldiers in the 96th are assigned to six operational companies that are deployed to 10 different countries. “From Iraq to the Philippines, we’re getting the job done,” he said. “The success of the 96th can be found in how we apply our Soldiers to operations.”

In Afghanistan, for instance, a CA team put solar lights into a neighborhood, causing the crime rate to drop by 18 percent. In Kenya, the teams

we could provide everybody with CA capability (that has) a 96th flavor,” said Strong.

Strong said that Soldiers assigned at the UA level will deploy with their units and then return to the 96th. “If you go to the UA, you know you will be returning to the 96th, so it provides stability and predictability of life at Fort Bragg,” he said.

Prior to being assigned to a unit of action, Soldiers new to the 96th will serve between two and four years within the battalion. “We want to ensure that we are providing the right guy for the right job — one who

To qualify for the program, Soldiers must meet the following requirements:

- Hold the grade of E5 or above.
- Have an ASVAB ST score of at least 100 if taken prior to Jan. 2, 2002, or at least 96 if taken after.
- Be airborne-qualified or willing to volunteer for Airborne School.
- Possess or be eligible for a secret clearance.
- Pass the Army special-operations-forces physical and have an Army Physical Fitness Test score of at least 229. **SW**

From the Field to the Classroom, Navy Corpsman Shines

Story by E. Emerson Mitchell

Choosing to be an instructor at the JFK Special Warfare Center and School's Joint Special Operations Medical Training Center may have seemed an odd choice to most of Matthew Pranka's peers — he is, after all, a Navy corpsman. But there was nowhere else he would rather have gone.

Pranka wanted an opportunity not only to pass on what he has learned during his combat rotations with the Marines' Force Recon, but more importantly to be in the joint environment, where he could learn from his peers who may look at things a little differently.

The desire to learn more — to be the best — has allowed this Sailor to make a mark at the Army's toughest medic training ground. Since coming to the JSOMTC, Pranka has taken on the role of leading physical training for the students enrolled in the 18 Delta, or Special Forces medic, course. He has also served as the class facilitator — helping Soldiers work out pay issues or handle personal problems. More importantly, he has brought his knowledge of combat medicine into the classroom to prepare the students for the reality that they will face. And, in the eyes of the Navy, he's done a stellar job of it.

The Navy corpsman has recently won the Shore Sailor of the Year award in competitions at three levels: the Navy School of Health Sciences; its parent command, the Navy Education and Training Command; and the Navy Bureau of Medicine and Surgery. HMCM Michael Brown, Naval senior enlisted leader, Joint Special Operations Medical Training Center, Naval School of Health Sciences' Fort Bragg Detachment, nominated Pranka for the award. "He doesn't compare to any of the other instructors we've had here," said Brown. "I wish I had three or four more of him. His performance as an instructor and as a leader has been phenomenal."

While his superiors can't say enough about his performance, Pranka seems pretty modest about his achievements. "For me, being here is a constant learning experience. I'm learning as much as I am teaching. I'm taking in the lessons learned from the other instructors and improving my skills," he said. "We are all looking at the things that we are teaching.

Some look good on paper, but from the experience we've gained in the field, we know they aren't working, and we are trying to make sure that when the students leave here, they are going to be ready to take care of their teams. We are very serious about the medics that leave here, and without a doubt, I think they are up to that task."



▲ PUT TO THE TEST HM1 Matthew Pranka evaluates the performance of two JSOMTC students during a trauma-management exercise. Photo by Janice Burton.

Pranka is an instructor in the Trauma Section at JSOMTC. His combat experience allows him to add realism to the training scenarios. While engaging his students in combat scenarios, his mind flashes back to helping injured comrades and serving them to the utmost of his ability. "Being with Recon, most of my experience is unique to special-operations direct action," he said. "So the experience I bring is pretty unique to the job we are training the students to do."

While his mind is usually centered on his students, lately Pranka has been focused on the Shore Sailor of the Year competition. In addition to his recommendation by his superiors at the JSOMTC, for each level of the competition he has had to face a board that interviewed him on a variety of topics. "It was a lot like Jeopardy with

no categories," joked Pranka. "You can try to guess what they are going to ask you and frame your answers, but then the questions may be totally different and you have to really shoot from the hip with your opinion, and you live or die by your answers."

The competition, which leads up to the Navy Shore Sailor of the Year, is intense. The board looks for ambassadors, sailors who exhibit exceptional leadership qualities, look good in the uniform, and refuse to crack under pressure, according to Brown. One more step awaits Pranka in the competition: Naval Shore Activities, in April. The winner of the Navy-level competition will receive an automatic promotion to E7. "That is huge," said Pranka. Unlike Soldiers, sailors hoping for a promotion from E6 to E7 must first pass a test and face a board before they can be considered for promotion.

Born in Oklahoma City and raised in Southern California, Pranka joined the Navy after graduating from high school. He credits his training and the units to which he has been assigned for his work ethic, saying that he has performed all his jobs with the same intensity. Pranka's having been named the Sailor of the Year in 2005 for MARFORPAC (Marine Forces Pacific) — a command with about 10,000 personnel — is a testament to that fact.

Brown said that while Pranka's performance far surpasses that of his peers, he thinks it is his ability to stay calm under pressure and his recognition of how important his job is that will stand Pranka in good stead in the competition, just as it has in the field and the classroom. Brown relates a story about Pranka's board to prove his point: During his board interview for the Navy School of Health Sciences competition, Pranka was asked why he should be considered for Shore Sailor of the Year. He answered, "Everyone thinks their job is the most important or the hardest. I don't think my job is the most important or the hardest, but I know that it is important and it is hard." **SW**

E. Emerson Mitchell is an intern assigned to the Media Production Division, SWCS Directorate of Training and Doctrine.

SPECIAL WARFARE SHOULD REMAIN A PROFESSIONAL JOURNAL

I am writing to express my disappointment at the new format of *Special Warfare*.

Prior to the last (Nov-Dec 2005) issue, *Special Warfare* was a professional journal for special-operations Soldiers to present ideas and exchange information; now, it appears to be little more than an adjunct of the lackluster *Soldiers* magazine. Why would the Special Warfare Center and School abandon its professional-journal format when the force is conducting missions at the highest operational tempo ever?

Now is the time when soldiers returning from deployments around the globe and across the spectrum of military operations have the utmost to contribute. Unfortunately, there is no forum to exchange ideas and advance the knowledge base of the force; all we have now is a glossy PR mag filled with "atta boy" stories, written largely by staff writers on a timeline. For shame!

I offer this opinion only because I always enjoyed reading a new issue of *Special Warfare* when it was delivered to my unit. Over the years, I was a proud contributor to the jour-

nal, too. The articles within *Special Warfare* often generated discussion among my fellow officers and NCOs. Now, most personnel in my unit simply thumb through the thin issue of *Special Warfare*, look at the pictures, then toss the magazine aside.

Major Robert L. Wilson

Company B, 2nd Battalion, 7th SF Group
Fort Bragg, N.C.

With the November-December 2005 issue, Special Warfare became not only a four-color publication but also a bimonthly publication. We also made some changes in content, with the idea of making the publication more visually appealing and easier to read. To date, reader comments about the new format have been overwhelmingly positive.

It is true that the most recent issues of Special Warfare have contained mainly articles related to changes at the Special Warfare Center and School. A great number of changes are being made at SWCS, and our intent is to keep the ARSOF community apprised of what is going on at the schoolhouse. It is logical that articles about those changes be written by personnel assigned to SWCS or by writers assigned to our staff.

Major Wilson is right about the need to exchange ideas and lessons learned from current operations, and with that need in mind, we plan to continue to publish articles from Soldiers in operational units and are working to increase the percentage of those articles in each issue.

Ultimately, the success of the new format and of the publication itself will rest with the readers, and we are grateful to those who, like Major Wilson, take the time to share their comments with us.

— Editor

SOUND OFF

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. Letters dealing with a specific operation should be reviewed for security through the author's chain of command.

Readers should also be aware that the forums on the ARSOF University Web site can be used for exchanging ideas related to doctrinal and training issues.

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.

Manuscripts should be 2,500 to 3,000 words in length. Include a cover letter. Submit a complete biography with author contact information (i.e., complete mailing address, telephone, fax, e-mail address).

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.

All submissions will be reviewed in a timely manner. *Special Warfare* reserves the right to edit all contributions. *Special Warfare* will attempt to afford authors an opportunity to review the final edited version; requests for changes must be received by the given deadline.

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TACLAN

Linking deployed SOF elements to the global information grid

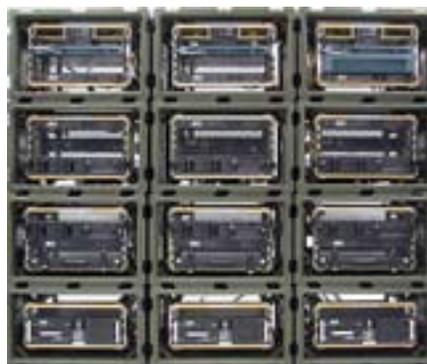
Army special-operations forces are receiving a communications system that will allow deployed special-operations tactical elements to share information with each other and to interface with the global information grid.

The Tactical Local Area Network, or TACLAN, is a modular suite of laptop computers, peripherals, switches, routers, network servers and off-the-shelf software. It provides deployed units with the communications and automation assets necessary for planning, command and control, and transmitting intelligence, according to Major Troy Crosby of the United States Army Special Operations Command G8. The system's off-the-shelf software will provide network connectivity, network-management, common-user office software applications and e-mail.

"This is a brand-new system," Crosby said. "Before TACLAN, tactical units used a compilation of existing equipment. There was no networking capability." TACLAN can provide support to all ARSOF missions and is being fielded to all units of the United States Army Special Operations Command. The system's components, housed in transit cases, can be configured to suit the mission and the needs of the users, from tactical teams to joint special-operations task forces.

There are two TACLAN suites for upper-echelon command elements: The full suite, which will be found at the battalion level and

higher, allows users to access the Joint Worldwide Intelligence Communications System; the Secret Internet Protocol Router Network, or SIPRNET; and the Nonsecure Internet Protocol Router Network, or NIPRNET. The various modules of the full suite will fill between 20 and 25 transit cases, Crosby said.



▲ **HIGH TECH** The components of the Tactical Local Area Network are housed in transit cases like these that can be configured to suit the missions and the needs of the users.

The command-and-control suite is smaller and provides access to the SIPRNET and NIPRNET only. It is being fielded to Civil Affairs units.

While tactical teams will have access to the full range of TACLAN equipment, they will normally deploy with the smaller, lighter elements of the TACLAN: the field computing device, or FCD, and the mission-planning kit, or MPK. The FCD, which is a rugged laptop computer, weighs less than five pounds and is small enough to fit into a pocket of the Soldier's Battle Dress Uniform. The MPK, which contains the FCD and a printer, a projector and a scanner, will fit into one tran-

sit case, Crosby said.

All the components of the TACLAN are commercial, off-the-shelf items, to minimize problems with acquisition and compatibility, as well as to reduce the costs normally involved with procuring equipment custom-designed for the military. While the intent is to standardize the components, they will change as the TACLAN evolves and as newer equipment becomes available, Crosby said.

The TACLAN concept originated in May 1998, when the U.S. Special Operations Command identified the need for a tactical local area network. USSOCOM's Center for Force Structure, Resources, Requirements and Strategic Assessments worked with the special-operations commands of the Army, Navy and Air Force to formulate the SOF TACLAN requirements, and USSOCOM approved the operations requirement document in June 2001. During Operation Enduring Freedom and Operation Iraqi Freedom, 37 pre-production TACLAN systems were produced and fielded using supplemental funding. The operational use of the systems has assisted in the establishment and refinement of TACLAN hardware and software.

Fielding to ARSOF units is already under way, Crosby said, and is scheduled to be complete by the end of fiscal year 2011. For additional information, telephone Major Troy Crosby at DSN 239-1042, commercial (910) 432-1042, or send e-mail to crosbytr@soc.mil. **SW**

Warrant Officer

Special Forces seeking warrant-officer candidates

Special Forces is looking for high-quality, highly motivated SF NCOs who want to become SF warrant officers. Now is the time to apply: The earlier in their careers Soldiers become warrant officers, the better. In order to apply for Special Forces Warrant Officer, MOS 180A, applicants must meet the following prerequisites:

1. Be a U.S. citizen (non-waivable).
2. Have a GT score of 110 or higher (non-waivable).
3. Be a high-school graduate or have earned a GED (non-waivable).
4. Possess a secret security clearance (non-waivable).
5. Pass the Army Physical Fitness Test with a minimum of 80 percent in each event.
6. Have at least 12 months remaining on current enlistment contract.
7. Hold the grade of staff sergeant (E6) or higher.
8. Hold a CMF 18-series MOS.
9. Be not older than 36 and have at least three years of experience on an SF operational detachment.
10. Attain a Defense Language Aptitude Battery score of 85 or hold a DA Form 330 with at least 1+/1+ language proficiency.
11. Be medically fit for SF duty and pass a commissioning physical.
12. Have letters of recommendation from current company commander, battalion commander and group commander, and from the unit's senior SF warrant officer.

Applicants may request waivers for some of the prerequisites. Once Soldiers have completed warrant-officer technical and tactical certification and have been awarded MOS 180A, they will have the grade of WO1. New active-duty SF warrant officers will be eligible for a \$20,000 critical skills accession bonus; those in the National Guard will be eligible for a \$6,000 accession bonus.

For additional information, go to www.usarec.army.mil/hq/warrant, contact SF warrant officers in your unit, or telephone DSN 239-1879/7597/7596 or commercial (910) 432-1879/7597/7596.

Officer

Screen records to improve board success

Officers in Army special-operations forces continue to remain competitive on promotion- and command-selection boards because of their quality Officer Evaluation Reports, or OERs. Listed below are a few tips for Soldiers to use in screening their records:

- Always check the message corresponding to the upcoming board. The message will provide detailed information regarding OER closeouts and through dates.
- Review your file two to three months before the board convenes to ensure that your Officer Record Brief, Official Military Personnel Folder and photo match. The photo is critical: It is one of the first documents that the board sees. Waiting until the last minute to update records leaves little or no time to ensure that records are complete. SF Branch will review files for inconsistencies approximately 30 days before the board convenes. View the board file as it will be seen by board members at "My Board File" (<https://isdrad16.hoffman.army.mil/MyBoardWeb/MainPages/Welcome.jsp>). Officers are required to review and certify their files, and the online certification takes the place of the signed board ORB. The active dates for My Board File will be provided in the board-announcement message.
- Communicate with your assignments officer throughout the process.

School of Advanced Military Studies

The curriculum of the School of Advanced Military Studies, or SAMS, gives officers in-depth exposure to the tactical and operational levels in the art and science of planning, preparing and executing the full spectrum of joint, multinational and interagency operations. By emphasizing mental flexibility, problem-solving and decision-making within the context of adaptive planning, SAMS produces world-class warfighters. Graduates receive a master's degree in the art of operations.

Officers in Army special-operations forces are encouraged to apply for SAMS. There is one application window for SAMS, regardless of whether the applicant is in the August-start Intermediate Level Education, or ILE, or the February-start ILE. The application window is normally mid-August to mid-September. There is one SAMS cycle per year. Officers attending February-start ILE will work on academic projects until the SAMS program begins in the summer.

For information regarding application requirements, go to: https://cgsc2.leavenworth.army.mil/sams/ampsp/how_to_apply.asp.

Enlisted

Myths surround 18F training

There seem to be a number of myths and misconceptions about the Special Forces Intelligence Sergeant Course, or SFISC, and MOS 18F40, SF intelligence sergeant:

Myth: Only senior SFCs can go to SFISC.

Fact: SFISC is open to all 18Bs and 18Cs regardless of grade or time in service. In fact, the average SFISC student is a senior SSG/junior SFC. The number of SSGs graduating from SFISC increased from eight in fiscal year 2002 to 39 in FY 2005. Sending Soldiers earlier in their careers produces an 18F SSG or SFC who will remain on an SF team longer. (Effective Jan. 1, 2006, there is a one-year moratorium on 18Es attending SFISC.)

Myth: Only ANCOG graduates can attend SFISC.

Fact: ANCOG graduation is not a prerequisite for SFISC.

Myth: MOS 18F40 will never attain a 90-percent fill.

Fact: MOS 18F is already at a 64-percent fill, up from 47 percent one year ago. The proposed projects that 18F will increase to 103 percent by the end of FY 2007.

Myth: 18F40 is the path to MSG.

Fact: Soldiers competing for promotion to master sergeant as 18Fs do not have an advantage over 18Bs/Cs/Es with similar experience and achievements. Historically, 18F has had a higher selection rate to master sergeant only because 18F has had a larger percentage of eligible Soldiers.

Myth: SFISC is like the old Operations and Intelligence Sergeants Course, or O&I.

Fact: Although it covers many of the same core subjects as O&I, SFISC focuses on the asymmetrical threat, not on conventional order of battle. During the 10-week course, students learn nontechnical and technical analysis, working with 17 computer software suites.

For more information, contact SGM Charles F. Stevens, Directorate of Special Operations Proponency, at DSN 239-7594, commercial (910) 432-7954, or send e-mail to stevensc@soc.mil.

IMPERIAL GRUNTS:

The American Military on the Ground

Robert Kaplan, longtime correspondent for the *Atlantic Monthly*, has written the first in a series of books about his travels with the American military. His purpose is to show how U.S. Army Special Forces detachments and a few Marine contingents undertake “the mechanics of security commitments worldwide.” In doing so, he focuses on the lives of middle-level NCOs and officers stationed in remote areas abroad. Over a period of two years, his odyssey took him to Yemen, Colombia, Mongolia, the Philippines, Afghanistan, Iraq, Fort Bragg and Camp Lejeune.

Kaplan’s “muddy boots” reporting is the strength of his book. His depiction of Army Special Forces and the Marines at ground level is compelling. The individual character sketches are vivid and provide readers with an informed snapshot of selected military units.

This reviewer, however, has a number of concerns with the book, beginning with its title. Kaplan tells of looking at a map in the Pentagon of the five area commands that encompass the world, and thinking, “How could the U.S. not constitute a global military empire?”

Aside from the affront to political sensitivities of allies and adversaries that may result from this unfortunate description of our commitments abroad, I have difficulty understanding how a map of U.S. area commands and small groups of military personnel deployed in countries throughout the world constitutes imperialism. A basis for influence, perhaps, but not imperialism as usually understood: territorial acquisition by a sovereign power, such as the colonization practiced by Great

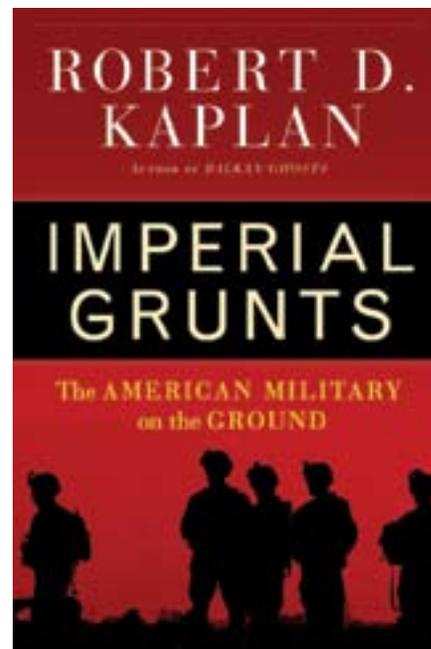
Britain and France well into the 20th century.

Similarly, anyone who has ever been assigned to an infantry company certainly understands the term, “grunt,” and perhaps Marine infantry troops also respond positively to the word. However, in my tours with three separate Special Forces groups, I never heard SF personnel use the word to describe themselves.

Then there are Kaplan’s missteps with Special Forces history and terminology. Indeed, it is puzzling that, in a 421-page book largely devoted to Special Forces, he provides less than two pages on their origins — and those contain historical errors. He states, for example, that “U.S. Army Special Forces traced their origins to the World War II-era Jedburgh teams who were dropped behind enemy lines in Nazi-occupied France, and Detachment 101, which operated in Burma.”

While the Jedburghs are an important part of the Special Forces legacy, the principal model for the original Special Forces Operational Detachment, Regiment (forerunner to the SF detachment) was the Office of Strategic Services’ operational group. This 15-man unit contained the personnel specialties included in the Operational Detachment, Regiment, which itself was a 15-man unit (later the SF detachment consisted of 12 men). Kaplan’s sole documentation for this assertion is Aaron Bank’s memoir. Bank was a Jedburgh and later the first commander of the 10th Special Forces Group.

A related example of poor history is this statement: “In sum, Special Forces needed a dramatic return to its roots, in which small American



DETAILS

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Reviewed by:

Colonel Alfred H. Paddock Jr., Ph.D.
U.S. Army (ret.)

commando teams made up of Eastern European immigrants had bonded with indigenous forces behind enemy lines in Nazi-and-communist occupied Europe.” These OSS units were not commando teams; in fact, the term “commando” applied only to the British commandos. In addition, OSS operational teams also contained native-born U.S. Army personnel. They conducted guerrilla warfare with indigenous forces.

Kaplan’s loose application of the term “commando” is seen in his statement, “SOCOM comprised not only the various Army Special Forces groups, the 75th Ranger Regiment, Navy SEALs, Air Force Special Operations Squadrons, a provisional Marine detachment,

and other commando-style units.” SOCOM also includes Psychological Operations and Civil Affairs organizations, which are hardly “commando-style units.” In fact, the term inaccurately describes Special Forces. Their missions are considerably broader than the direct-action operations implied by the term.

The author’s misrepresentation of Special Forces history also applies to the Vietnam era. His use of Richard Shultz’s book, *The Secret War Against Hanoi*, as a template for Special Forces activities in Vietnam is inaccurate. Shultz’s book focuses primarily on MACV-SOG’s covert operations in North Vietnam, Laos and Cambodia. While some Special Forces personnel served in SOG, a much larger number participated in other counterinsurgency missions, like the Civilian Irregular Defense Group, or CIDG, program started by the CIA in the early 1960s with the support of Special Forces A-detachments. (This reviewer served in both the CIDG program and SOG.)

Most troubling is the author’s misleading use of basic terms like unconventional warfare, or UW, and counterinsurgency. The original mission of the 10th Special Forces Group in 1952 was to infiltrate behind enemy lines to conduct UW; that is, to organize and employ indigenous personnel in guerrilla warfare. Brigadier General Robert A. McClure and his staff in the Office of the Chief of Psychological Warfare — in particular, Colonels Russell Volckmann, Aaron Bank and Russell Fertig — developed the original Special Forces program in the early 1950s. They made it clear that Special Forces Soldiers were not to be used as Ranger or commando forces. McClure emphasized this point in a late-1952 letter to Brigadier General Willard of the European Command: “We continue to main-

tain that Special Forces Operational Detachments have the mission of developing indigenous guerrilla forces, conducting operations behind enemy lines, and of sustaining these operations for an indefinitely long time.”

UW remained the *raison d’être* for Special Forces until the early 1960s, when, with the support of President Kennedy and the tutelage of Brigadier General William P. Yarborough, commander of the Army’s Special Warfare Center, they took on the additional mission of counterinsurgency. Because Special Forces possessed the training necessary to work with foreign personnel in UW, they became the primary option available for providing counterinsurgency assistance to indigenous forces before the introduction of conventional forces.

Here we see another historical misapplication of Richard Shultz’s book. Kaplan states that Kennedy’s vision of UW bore mixed results in Vietnam. He uses as his documentation page 270 of Shultz’s book. The problem is that nowhere on that page does the term “unconventional war” appear. Instead, Kennedy’s concern about having the military services develop counterinsurgency capabilities is clear.

Kennedy pushed hard for an expansion of Special Forces “to meet the communist insurgency challenge.” Shultz uses that well-known quote from a meeting with the Army’s senior leadership, in which Kennedy said, “I want you guys to get with it. I know that the Army is not going to develop in this counterinsurgency field and do the things that I think must be done unless the Army itself wants to do it.” One who reads Shultz’s book carefully will see that Kennedy clearly understood the difference between UW and counterinsurgency. Kaplan’s interpretation of Shultz’s book, however, obscures this difference.

Kaplan also misuses the two terms with respect to the Marines: “And yet they shared something vital, something which deeply attracted me: the history and traditions of Special Forces and the Marines were in counterinsurgency and unconventional war.” The Marines have a rich history in counterinsurgency but not in UW.

Kaplan also believes that Special Forces should de-emphasize unilateral direct-action activities to embrace “their indig brothers.” He states that this idea is not exclusively his but originated in comments by Major General Geoff Lambert, former commander of the U.S. Army Special Forces Command. Actually, many people had expressed this concern long before Lambert or Kaplan. A team from the U.S. Army War College Strategic Studies Institute conducting a study in 1979 on roles and missions of Special Forces and Rangers interviewed Yarborough extensively. He emphatically expressed his concern about using Special Forces in unilateral direct-action missions. The SSI team agreed, and this became a major finding in their study.

The reader will know by now that I have some major concerns with *Imperial Grunts*. The title, which is supposed to be a unifying thread in the story, is unfortunate and inaccurate. The author’s grasp of Special Forces history is suspect, as is his understanding of basic concepts and terminology.

Kaplan is at his best in describing the lives of individual Soldiers and Marines deployed abroad. He is an acute observer. Clearly, he was enamored with Special Forces personnel (“I was beginning to love these guys”), an understandable but less than objective sentiment for a journalist. If you are a reader who wants a travelogue and a well-written narrative about Special Forces and Marine personnel, read this book. Otherwise, pass it up. **SW**



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