



# Inside SWCS

The official newsletter of the U.S. Army John F. Kennedy  
Special Warfare Center and School

Nov. 21, 2011  
Issue 42, Volume 2

## Always teaching, always learning

### Civil Affairs Qualification Course instructors guide students through final exercise at Camp Mackall

**Part 2 of a 3-part series: "What's so civil about war, anyway?"**

Last week, a Civil Affairs Qualification Course team on the third day of their course's culmination exercise resolved a conflict between aid agencies and learned more about the local Pineland population. Now, they analyze their performance and plan their next moves.

Story and photo by Dave Chace  
SWCS Public Affairs Office



Capt. Mike Flury (left) and Staff Sgt. Jeremy Parker, along with more than a dozen of their Civil Affairs Qualification Course classmates, discuss their team's performance on a portion of the course's culmination exercise at Camp Mackall in Hoffman, N.C. This discussion, called an "after-action review", allows Soldiers to learn from their instructors and peers throughout training, and apply new lessons as the 2-week exercise continues.

**W**hy, why, why, why, why," Maj. Ben Flanagan taps his clipboard with each word. "Keep asking 'why,' until you're sick of it." Flanagan is addressing a group of Civil Affairs Qualification Course students, the group that he's coaching and evaluating throughout the course's culmination exercise, Operation Certain Trust, in the woods of Camp Mackall in Hoffman, N.C.

The students have just completed a training scenario at a nearby airfield, and now Flanagan is conducting an after-action review of the students' interaction with the exercise's role-players.

"Keep asking those follow-on questions," he says, then gives an example. "Hey, you've got equipment? Great! What type is it? How much does it weigh? How did you get it here? What kind of trucks do you have? Where do you get your fuel? Those answers will come out, just keep asking."

Overall, the students did a very good job, although they missed one key piece of information that will come back to bite them in a later scenario. Flanagan isn't telling them what they missed; not yet, at least.

In front of him, more than a dozen Soldiers are changing their socks and cracking open military meals-ready-to-eat; all of them have notebooks open, and some are looking at maps of the area to plot their next move. The air is heavy with bug repellent; it rained last night and the North Carolina humidity brings along more than a few mosquitoes.

Flanagan looks at the scenario's team leader, Staff Sgt. Jeremy Parker.

"[The role-player] was pushing you to schedule a meeting. Why did you freeze on the meeting?"

"I couldn't commit to a time," Parker responds.

"Okay, that's no problem," Flanagan nods. He wasn't questioning his student's decision, only verifying that Parker had applied sufficient logic to that decision.

Flanagan makes a few more remarks, takes a couple questions from students and then announces the stu-

dents who will be evaluated in the following scenario. This is a big class, and the scenarios are designed to test only four Soldiers at a time. The others are placed on security details when the scenarios involve role-player engagements, but they're allowed to listen in on their peers as long as they stay quiet and don't get involved.

"That way, everyone is getting something out of every scenario," Flanagan said.

This class is made up of officers and noncommissioned officers from both the active-duty U.S. Army and the U.S. Army Reserve. Additionally, one allied student from Indonesia has been embedded in the active-duty class.

Although the Army Reserve Soldiers' Civil Affairs Qualification Course is primarily run through an online distance-learning pro-

gram, Flanagan said they're all expected to perform the same roles to the same standards when they report to Camp Mackall for the culmination exercise, just as they will as Civil Affairs leaders throughout their careers.

"I think we've got lots to learn from the Reserve Soldiers," said Capt. Tammy Sloulin, a member of the active-duty course who understands the value of experience in the civilian sector — she's a former elementary school teacher.

"The Reserve Soldiers bring a skill-set to the table that active-duty folks, as Civil Affairs generalists, take

years to learn," said Maj. Al DeVeyra, the course manager for the Civil Affairs Qualification Course, which is part of 3rd Battalion, 1st Special Warfare Training Group (Airborne) in SWCS.

All graduates of the course will report to their next assignments prepared to paint a picture of a commander's common operating environment by conducting assessments and key-leader engagements within the area, DeVeyra said.

"Civil Affairs Soldiers need to be able to think on their feet, and know what they have in their pockets to use as tools for answering the commander's questions and being his link to the civilian population," he said.

Building rapport and maintaining relationships with the role players is the first step, but there's more in-depth work to be done after those relationships are in place, Flanagan said.

"The most important thing that they should be able to do by the end of the exercise is the overall analysis, where they identify, as a class, all the different pieces of information from the role-players and figure out how to bring A, B and C together in order for the people of Pineland to support themselves," Flanagan said.

The team members stand up and gather up their gear; they've identified the next location they need to visit, developed a list of questions and are ready to move out.

#### Next week: Nov. 28

The Civil Affairs team struggles to connect with an opinionated Pinelander named Robert, who owns a boathouse next to Moss Gill Lake which he might let aid organizations use to store emergency supplies ... under his conditions.

# Civil Affairs branch management now aligned under CDID

By Col. Kenneth Moore  
Director, Civil Affairs Proponent

It's an honor to take charge as the new director of the Civil Affairs proponent at the U.S. Army John F. Kennedy Special Warfare Center and School.

I lead a new organization within this command: under the optimized SWCS structure, all responsibilities related to Civil Affairs regimental management fall within my section of the Capabilities Development Integration Directorate. This includes Civil Affairs proponentcy, doctrine, training development, force modernization, quality assurance, and liaising with the Army Reserve component.

This is exactly the best way these elements should be organized. This robust team of subject-matter experts – both military and civilian – is now co-located so that we can easily collaborate with one another on a clear set of CA priorities for our complex and diverse CA force.

Here are a few of the projects that our team is currently working on to maintain and improve the Army's Civil Affairs force:

**Civil Affairs Personnel Proponentcy:** Health of SOF CA personnel management, managing attendance at CA screening, updating active and Reserve CA career plans and policies, and re-branding of CA skill identifiers to capture Military Government concepts.

**Civil Affairs Doctrine:** Production of FM 3-57, CA reference DVD, and CA core task ATPs. Development of a new CA functional concept and participation in TRADOC's CA capabilities-based analysis.

**Civil Affairs Training Development:** Redesign of CAQC, various POI updates, coordination with the Army Reserve's 3rd Brigade (CA/MISO) TASS Battalion instruction, and implementation of the TDC.

**Civil Affairs Force Modernization:** Civil Information Management (CIM), CA-related POM issues, CA Regimental Week concept plan, and development of an over-arching strategy for the future CA force.

Here at SWCS, our training units conduct all facets of Civil Affairs training and education, including Advanced Individual Training for new Army Reserve Soldiers, qualification courses for experienced officers and NCOs new to the regiment, and the Civil Affairs Medical Sergeant Course for Soldiers who will interface with civilians on public health issues. These training units, and their professional instructors, have always provided a high-quality product back to the operational force.

The Civil Affairs branch staff also has a hand in each Soldier's education and development, by providing our instructors with the right tools to train and educate our force, by forecasting the Army's future needs in a Civil Affairs force, and by managing talent and growth opportunities for future active and Reserve CA leaders.



Special operators stand in front of the ground zero flag at the dedication ceremony for the horse Soldier statue, "De Oppresso Liber", in New York City on Veterans Day, Nov. 11. (U.S. Army photo by Staff Sgt. Russell Lee Klika, SWCS Public Affairs Office)

## SWCS participation in CFC: way down from last year, but still time left



Thus far in the 2011 Combined Federal Campaign, SWCS donations have paled in comparison to previous years. In 2010, over \$78,000 were donated to various non-profit agencies and charities. This year, SWCS participants have donated just over \$40,000, but still have time to reach or surpass their 2010 totals. (Statistics courtesy SWCS G-1)

By Maj. Dave Butler  
SWCS Office of Strategic Communication

The 2011 Combined Federal Campaign is in its final days. Our donations this year pale in comparison to last year, both in amount and number of donors.

This year there seems to be a change in the way the system accepts donations. In the past, we have simply filled out CFC slips and handed them in to an office or unit CFC representative. Action complete.

This year, we have the choice to either use the slips or donate online at [www.sencfc.org](http://www.sencfc.org).

If you choose to donate online, you will have to select your organization in order for your donation to count toward the command's totals. To get credit for SWCS Headquarters and Head-

quarter Company, select one of the following two organizations: "USA JFK Special Warfare Center & School-JA" or "Special Warfare Education Group (Airborne)-JA".

Online donations may be easiest; the physical slips may have been sparsely distributed, because they are now accountable items for the CFC representatives.

Our workforce needs no additional motivation to give; we have been generous in the past. This year is no different, the importance of the charities have never been greater. Please sort through the best way for you to give (online or hard copy) and contact your CFC representative for a slip, or go online.

The SWCS CFC representative is Sgt. Andy Delvillar, at (910) 396-1002.

## SWCS Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20	Fort Bragg Clean Sweep (through Wednesday)	22	23	Thanksgiving	Training Holiday	26
27	28	Civilian Recognition Ceremony	30	1	2	3
4	USASOC Sniper Competition (through Friday)	6	7	8	Operation Toy Drop donation day (Green Ramp, Pope Army Airfield)	Operation Toy Drop airborne day (Sicily Drop Zone)