



Inside SWCS

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

Nov. 28, 2011
Issue 43, Volume 2

If it was easy, it wouldn't be training

Civil Affairs students find out there isn't always one right answer when coordinating with foreign civilians

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

A Civil Affairs Qualification Course team has been meeting with role players and assessing their progress through the course's culmination exercise, Operation Certain Trust. Now, another set of students take over the team's leadership, and the group sets out on a new scenario where they'll discover that not everyone in Pineland is willing to cooperate with them.

Story and photo by Dave Chace
SWCS Public Affairs Office

Good morning, Sir. We're a Civil Affairs team with the U.S. Army, and we're looking for a place to store humanitarian aid supplies. Can you help us?"

This is how the team of Civil Affairs Qualification Course students should've introduced themselves to a role-player named Robert after stumbling onto his property – actually the training area of Camp Mackall in Hoffman, N.C.

Should've, but didn't.

Instead of walking down Robert's driveway up the road, this team takes a shortcut through the forest – catching him off guard. To make matters worse, a nervous team leader has trouble articulating his mission.

"We're here to do an assessment," the team leader says.

"What the heck is an assessment? What's that supposed to mean?" Robert complains in a Southern accent. "I don't know if you're here to off me, or what."

The team could really use a do-over, but there are no do-overs in real-life, and their instructors hang back to see how the four-man team of Civil Affairs students recovers from their rocky start.

They've been searching for available storage areas within the fictional country of Pineland all morning. Their first stop, a Red Cross warehouse, wasn't available, but the official there had suggested that Robert's boat-house by Moss Gill Lake might be available.

"Now, who told you about me," Robert says. "Here in Pineland, we native Pinelanders don't tell each others' business. If someone's throwing my name around to the Army, I can tell you they're no friend of mine."

This exercise may have started on the wrong foot, but there's clearly more behind Robert's attitude. Role-players like Robert are purposely confrontational, as designed by the course's cadre; the scenario teaches students to adapt to uncooperative personalities – the bolder students might even break contact as soon as they realize that someone like Robert is rude, difficult and even intolerant of a significant portion of the local population.

This team doesn't break contact; their leader is determined to work out a way to build rapport with him.

Four team members take turns asking questions. They ask Robert about his kids, his business and his property.



Civil Affairs Qualification Course students speak with a role player during the course's culmination exercise Sept. 21 at Camp Mackall in Hoffman, N.C. By building rapport and relationships with local citizens and civilians, Civil Affairs Soldiers minimize civilians' impact on military operations.

One-by-one, team members ask Robert a variety of questions, each one making him more and more uneasy.

"It's called the shotgun effect," said Maj. Ben Flanagan, the team's instructor, following the exercise. "It doesn't really work all the time, and it didn't work here."

"No, you can't use my property to store your goods. But I'll tell you what: I've got delicious, clean water here in my lake, and I'm willing to sell it to you. My only stipulation is that you promise that you'll only give my

water to native Pinelanders," Robert says, conspicuously excluding the large number of refugees living throughout his fake country.

The team can't, and won't, promise this, but Robert scribbles a make-shift contract on a notepad and tries

to pressure the team's leader, a captain, to sign it. The leader refuses, and the resulting confrontation leads Robert to request they get off his property.

Sgt. Sergio Bradford, this team's only NCO, has been taking notes for most of the engagement, but here he steps up and offers Robert a cigarette, which is graciously accepted. Robert offers some glowing praise for Bradford's professionalism and work ethic, and the team quickly learns something new about Robert: he doesn't trust officers, but is happy to chat with an NCO.

"Just as human dynamics dictates, he's going to like whoever he likes, and then he won't want to talk to anybody else. And if we want to build a relationship with him, then we have to work our way around it," Flanagan told the students in an after-action review.

"Just as human dynamics dictates, he's going to like whoever he likes ... and if we want to build a relationship with him, then we have to work our way around it."

Maj. Ben Flanagan
Instructor, Civil Affairs Qualification Course

The engagement closes politely; although the team didn't find the storage space they were looking for, they identified another member of the Pineland community, and can report to the other Civil Affairs teams the best way they interact with him in the future, if necessary.

"This engagement wasn't horrible, but I can't say it was good," Flanagan tells the students. They know this, but they will have more opportunities to get it right.

The students have almost two more weeks left of the culmination exercise, with each day introducing new variables and information as they develop a thorough picture of the Pineland culture, demographics and personalities. Tomorrow, all the Civil Affairs student teams will begin collaborating

with each other, pushing reports up to a civil-military operations center and receiving requests for information from different teams and their higher headquarters.

"One thing that we definitely want each student to take away: once they graduate out of here, they are all branded as U.S. Army Civil Affairs Soldiers," said Maj. Al DeVeyra, the course manager for the Civil Affairs Qualification Course.

Principles of public administration, and unique characteristics of regions and cultures throughout the world, take years to master, DeVeyra said, pointing out that the U.S. Central Command areas of operation are not the only places where the U.S. Army is engaged.

"Just develop that fervor for learning more and more about other people," he said.

SWCS graduation ceremonies: it's now your duty to attend



Civil Affairs Qualification Course graduates receive diplomas as they cross the stage in John F. Kennedy Auditorium during a ceremony Oct. 6. (Photo by Staff Sgt. Russell Lee Klika, SWCS OSC)

By Maj. Dave Butler

SWCS Office of Strategic Communication

Something special goes on at military graduations. It's hard to describe, but something special happens.

At each of SWCS' numerous graduations one will see our newest special-operations Soldiers, our proud Families, our accomplished instructors and cadre.

One will also see the future. The future of our force, these Soldiers will go on to be our next sergeants major and commanders. They will be fighting the next wars and expanding our spheres of engagement across the globe.

Graduations are significant events.

Luckily for SWCS employees, Maj. Gen. Bennet S. Sacolick, the SWCS Commanding General, has made graduation attendance an acceptable part of the work day.

"Graduations help us see what we actually do, the product of our labor," Sacolick said.

According to Sacolick, attending graduations are part of the duty day and are therefore considered work hours. He would like all SWCS employees to attend at least four graduations per year.

People find inspiration in different places. Some look for adventure and some look for tranquility. Consider an Army special-operations graduation a bit of both. Find peace knowing that the Soldiers walking across the stage are the best in the world. Find adventure in their excitement to join the ranks of the finest special operators working tirelessly across the planet to prevent and deter conflict.

Graduations are not only moving and inspiring, they serve to remind us that what we do every day contributes to our mission, which is to invest in the development of human capital to produce Civil Affairs, Military Information Support and Special Forces Soldiers from recruitment to retirement in order to provide our regiments with a professionally trained and well-educated force.

Attend four graduations in 2012.

You won't regret it.

The NCO Corps and the demands of our Profession of Arms

The article below is an excerpt from an article by the Sergeant Major of the Army. While this message is not specific to SWCS, or the special-operations community, nowhere is the professionalism of the NCO Corps as apparent as in each course and program within SWCS.

To read this post in its entirety, visit <http://armylive.dodlive.mil>

By Sgt. Maj. of the Army Raymond F. Chandler III
Sergeant Major of the Army

"No one is more professional than I. I am a non-commissioned officer, a leader of Soldiers."

These first two sentences from the NCO Creed have been our mantra ever since a group of senior non-commissioned officers wrote the letters N-C-O on a blackboard and struggled to vocalize what it meant to be enlisted leaders shortly after the Vietnam War.



Chandler

Now, almost half a century later, we reflect on 10 years of war and the changes we've seen in our Army and the NCO Corps. There is no question that we are a more versatile, adaptable and resilient force. These last 10 years have demanded more than just the traditional role of NCOs—caring warrior leaders, resourcing for the welfare of our Soldiers and accomplishing the mission. We now ask our NCOs to be managers, leader developers and, at the same time, culturally astute. These same demands have been placed on our junior Soldiers. We must take a hard look at ourselves to truly understand the meaning of these changes and how this affects our role in the Army profession.

"As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as 'the backbone of the Army'."

The NCO Corps has long been the envy of all other armies in the world. Personal courage, integrity, loyalty and devotion to duty have long been our hallmarks. You see these attributes throughout our history, from Sgt. Audie L. Murphy and Sgt. Alvin C. York to Staff Sgt. Robert J. Miller, Staff Sgt. Sal A. Giunta and Sgt. 1st Class Leroy A. Petry; and these Medal of Honor recipients are just the tip of the iceberg. Unfortunately, the American public doesn't always hear the story of the Soldier sacrificing himself to save a buddy's life or going above and beyond to accomplish a mission.

For example, Sgt. Joshua R. Labbe, 1st Brigade Combat Team, 10th Mountain Division (Light Infantry), is credited with saving the life of one Soldier and protecting numerous others during a complex attack that lasted more than six hours last year in Afghanistan. For his actions that day, Sgt. Labbe received the Silver Star. His valor and courage are tremendous but not necessarily uncommon. Those of us in the Army hear this type of story once a week. It's uncommon, however, for the American public to hear of these amazing warriors and what we are asking them to do on the battlefield every day. I ask that everyone serving the Army, whether you are a retired command sergeant major or a DA civilian, tell our Soldiers' stories and those of their families. The American people need to hear about the sacrifices and heroics of those who volunteer to serve our country.

"My two basic responsibilities will always be uppermost in my mind: accomplishment of my mission and the welfare of my Soldiers."

Our NCOs and Soldiers continue to perform admirably in the harshest of conditions. I saw this firsthand during my first trip to Iraq and Afghanistan as the SMA. I saw cooks serving as convoy commanders, legal clerks serving as intelligence analysts, tankers conducting dismounted patrols, cannon crewmen guarding perimeters and infantrymen going on patrol, knowing they could be hit by an improvised explosive device. Our Soldiers and NCOs, regardless of military occupational specialty, have proven time and time again to be the most lethal force in the world and continuously amaze while serving in harm's way.

The NCO Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership. I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

SWCS Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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)
11	12	13	14	15	Cultural Support Grad. 11 a.m., JFK Auditorium SFQC Graduation 3 p.m., Crown Coliseum	17



U.S. Army John F. Kennedy Special Warfare Center and School

Can't get enough SWCS during your workday? **Neither can we!!** Log on morning, noon and night to our official Facebook page!

3 hours ago • Comment • Like

www.facebook.com/JFKCenterAndSchool